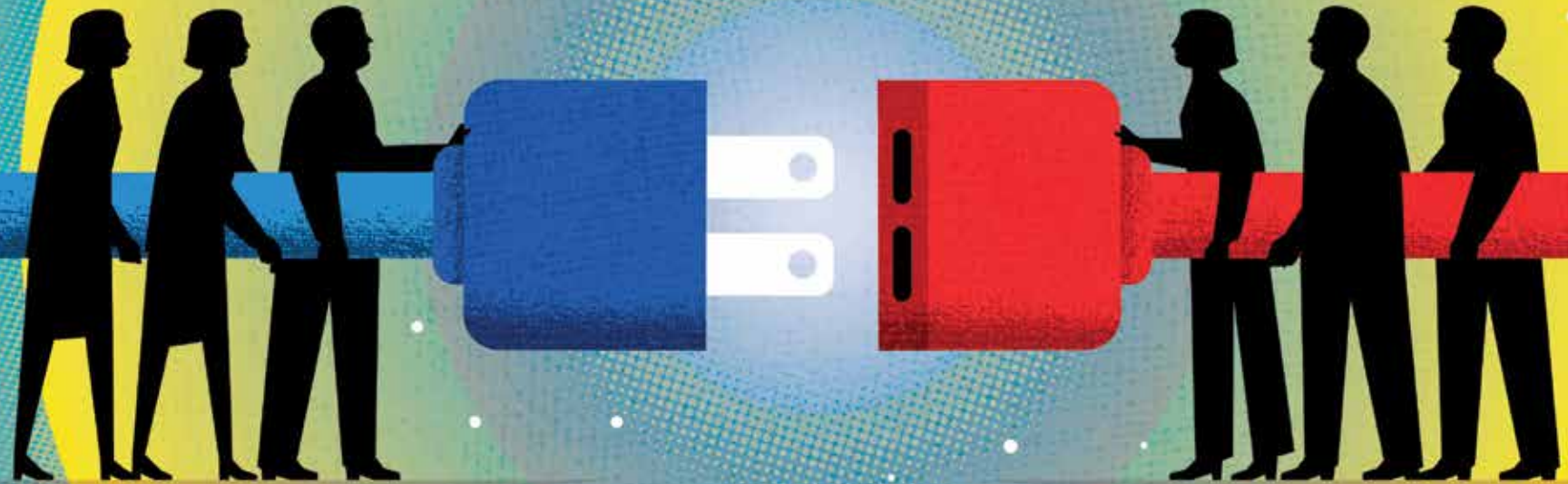


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# PUBLIC POWER MAGAZINE

AMERICAN PUBLIC POWER ASSOCIATION



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The American Public Power Association is the voice of not-for-profit, community-owned utilities that power 2,000 towns and cities nationwide. We advocate before federal government to protect the interests of the more than 49 million customers that public power utilities serve, and the 93,000 people they employ. Our association offers expertise on electricity policy, technology, trends, training, and operations. We empower members to strengthen their communities by providing superior service, engaging citizens, and instilling pride in community-owned power.

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# EVERYONE IS AN ADVOCATE

BY JOY DITTO, PRESIDENT AND CEO,  
AMERICAN PUBLIC POWER ASSOCIATION

**M**erriam-Webster defines an advocate as “one who supports or promotes the interests of a cause or group.”

If public power is a cause, do you support that cause? If so, then you are an advocate for public power. Sometimes, identifying as an advocate seems strange or even — perish the thought — akin to being a lobbyist (disclosure: I was a lobbyist for the American Public Power Association for 15 years). Lobbyists are paid to advocate professionally on a daily basis. But advocates can also be volunteers who advocate when time permits. Regardless of your status, the goal of being a public power advocate is to ensure that policies at the federal, state, or local level support the public power mission. Or, as a fallback position, that the policies at least do no harm to that mission. Although the ensuing discussion focuses on federal advocacy, many of the concepts also apply to the state and local levels.

The public power mission is excellent. It’s hard to argue with providing reliable, affordable, safe, and environmentally sustainable power. Add to this the local decision-making and provision of electricity on a not-for-profit basis, and you have something as wholesome as mom and apple pie. If that’s the case, then why don’t we always win in the policy arena? It’s because there are countervailing forces — people who consider the “public” in our business model to be antithetical to free-market beliefs, or others who look skeptically at electric utilities regardless of their business

model, or still others who don’t have the time or inclination to understand the benefits. These people are easily influenced by those who have vested interests in undermining the public power business model and mission — including those who want our customers, believe that they can make money off of selling our assets to the highest bidder (without understanding the long-term ramifications), want to bypass safety and reliability standards ... and the list goes on.

So, what can we do about these forces — whether intentionally or unintentionally nefarious? We have several things going for us to correct the narrative:

- We represent nearly 2,000 small communities, and some large cities, in 49 states.
- We can draw attention to these communities by working with our locally elected officials to tap into their political connections with their congressional delegations.
- We can educate those federal officials about what is happening with the utility on the ground and how pending federal proposals (bills or agency actions) will impact our customers, who are their constituents.
- We can aggregate data about what public power is doing nationally and use it to support our arguments.



- We can flag important reports, actions and articles on social media and thank federal policymakers when they do something supportive of public power.
- We can work with traditional media outlets and reporters to tell the public power story on an ongoing basis.
- We can fly to Washington, D.C., to show public power's collective strength at the APPA Legislative Rally (or, during a pandemic, we can take that concept and do it virtually).
- We can meet with members of Congress and/or their staff in their district or state offices back home when Congress is in recess.
- We can regularly communicate with federal policymakers about interesting things public power utilities are doing, even when we aren't asking for something.
- We can call on relationships with other like-minded groups to help us advocate (i.e., working in coalition).

By keeping in constant contact with federal policymakers, we highlight the connection between what the federal government is contemplating doing and what the actual, on-the-ground impact would be should they

take such action. APPA helps facilitate this communication by flagging things happening in Washington, D.C., and providing educational materials, data points, and other context that help with the actions mentioned above. We also engage in advocacy with key congressional committees, leadership, members of Congress and federal agencies on a regular basis, and we do so armed with the information you have provided us about your experiences. It's a constant communication loop and ongoing educational effort, especially given turnover in the elections and in leadership.

The last (and arguably most important) thing to remember is that advocacy is about relationships. Establishing and maintaining those relationships requires credibility and trust, which can be built by doing the things mentioned above, by being responsive to policymakers' questions and requests, and by being honest and transparent in all interactions (e.g., stating "I don't know the answer now, but I will find out," when necessary).

After 20 years advocating for public power, I am still motivated by who we are and what we do for our communities, and I am proud to be a public power advocate.







**MAKING A DIFFERENCE:**

# **ADVOCATING FOR PUBLIC POWER**

**BY BETSY LOEFF,** CONTRIBUTING WRITER

**T**here's a reason that many public power associations employ full-time lobbyists and government relations professionals — it's because building relationships with legislators and serving as an expert resource on utility matters take time and energy. These professionals do not work alone; they require the support of many people affiliated with the utility to relay accurate insights. A few of these pros offered their tips for being effective advocates and shared strategies for how they engage other utility workers in the process.

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# CONTINUAL CONTACT

**M**ost executives would be happy to have a lawmaker give them a call about a bill moving through the legislative process. Harold Schiebout, who recently retired as chair of Missouri River Energy Services, has had that happen on multiple occasions, said Deborah Birgen, vice president of legislative and governmental relations at MRES. “That’s the value of advocacy,” she added. “You become the trusted source for information because that’s what lawmakers need.”

At bottom, an advocate is an educator of policymakers.

Advocates exist to ensure the interests of an organization are heard by legislators and other constituents. “Supporting a cause and taking action on it — that’s advocacy in its truest sense,” said Staci Wilson, director of government affairs for Illinois Municipal Electric Agency, a joint action agency that serves 32 municipal electric systems; the Illinois Municipal Utilities Association, a state association; and the Illinois Public Energy Agency, a natural gas supply organization.

Wilson maintained that advocacy can be done by many people associated with municipalities — by those who hold government relations jobs at the public utility or related agencies as well as local officials and utility staffers. “All levels can approach and advocate on behalf of municipal utilities,” she said. “It’s critical you have relations already in place so that when you have a specific issue, you can reach out to decision-makers effectively.” In other words, Wilson concurs with Birgen: It’s all about building relationships.

**“You become the trusted source for information because that’s what lawmakers need.”**

**DEBORAH BIRGEN**

VICE PRESIDENT OF LEGISLATIVE AND GOVERNMENTAL RELATIONS  
MISSOURI RIVER ENERGY SERVICES

“In the aftermath of Citizens United, advocacy at the municipal electric utility level is even more important,” said Birgen, whose JAA supports public power utilities in four states. “Cities and city utilities are prohibited from making campaign contributions, so while other entities can get access through such means, municipal utilities are more limited.”

She added that legislators watch social media, too. “Many people read one article, one headline, one social media post, or one meme, and believe that sums up the issue. But the electric utility industry is extremely complex. It is capital intensive, based on very long-term planning, based on physics, and is an industry in which supply must equal demand 24/7. Constant contact, education, and advocacy are necessary so that lawmakers can begin to wrap their arms around our industry’s complexities.”

That constant contact comes in many forms. Joseph Owen is director of government affairs for WPPI Energy, a JAA serving 50 municipal electric utilities and one cooperative electric association in Wisconsin, Michigan, and Iowa. Like others interviewed for this story, Owen and his team attend the American Public Power Association’s Legislative Rally in Washington, D.C., each year. As rally participants, these public power leaders gain the most up-to-date information on evolving energy policy issues and meet directly with lawmakers to provide them with first-hand insights on how policy decisions can affect local utility operations.

“We encourage as many people as possible membership from across the WPPI membership to come,” he said. “We bring mayors, city

council members, utility commissioners, utility general managers, lineworkers, accounting folks — anyone who wants to come. There’s really nothing better than getting a policymaker in front of the people who have such expertise and pride in the services they provide to their communities. The relationships forged in those meetings serve as a solid foundation for our ongoing interactions with legislators throughout the year.”

Not all meetings take place in an office. Wilson encourages the utility members of her organizations to invite policymakers on tours of utility facilities and generation sites. “Many of our members have solar, a few of our communities have wind, and we also have communities that have hydroelectric power plants,” she said. “We want to let policymakers physically see these sites and meet the line crews. It puts faces behind the issues and helps you cultivate true relationships so that you become a sounding board as legislators consider options for energy policies.”

Such meetings are common for WPPI and MRES member utilities, too. Advocates for these organizations routinely appear at every pertinent legislative hearing and other sessions. Birgen also “walks the halls,” which means waiting in a state Capitol rotunda trying to catch lawmakers on their way to a committee hearing and saying, “Representative So-and-so, may I have a minute of your time?” She said this is a must because lawmakers in some states she serves don’t have offices, and visitors often are not allowed on the House or Senate floor,

although at times advocates can send in a note asking for a lawmaker's time.

Birgen also offered advice on what missteps to avoid when working on building a relationship with a legislator. Her advice included avoiding hyperbole or otherwise exaggerating facts, taking too long to provide follow-up information, or relaying your message in a complex, convoluted manner. She also advised that while utility professionals are there to provide expert insight, they should be mindful of how their messages come across. Birgen cautioned that if the education of lawmakers or agency staff is done in a condescending manner or conveys the message, "I know better," then the recipient will no longer be interested.

## CLARIFYING COMPLEXITIES

**A**dvocacy is not just about tugging on a lawmaker's sleeve and asking for favors. "Newly elected leaders — whether they're local, state or federal — are really drinking from the fire hose," Owen said. "They're asked to make decisions that require some expertise on a whole gamut of different issues. An advocate's job is providing the sort of information that can help inform decisions."

Sometimes that means creating handouts, a go-to tool that Wilson uses to provide general information about the potential impact of a policy. Organizations can tailor APPA's nationally focused issue briefs and fact sheets to be more state or locally focused.

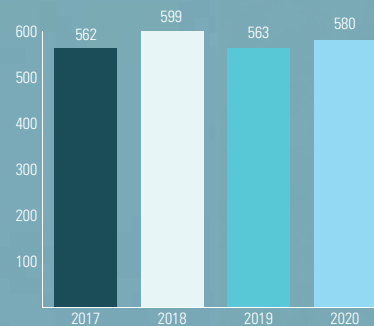
Sometimes it means interpreting the legislation. Owen often does that with help from the experts in the field who work for WPPI's member utilities. "It's my job to take a piece of



While public power advocates connect with their members of Congress throughout the year, the **Legislative Rally** is a prime chance to connect with federal policymakers and inform them about local issues and how they are relevant to policies being considered or discussed.

A steady contingent of advocates attends the Legislative Rally each year.

### LEGISLATIVE RALLY PARTICIPANTS, 2017-2020



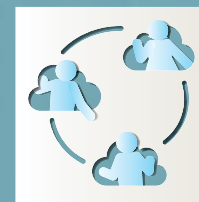
**In 2020**, these attendees included public power representatives from 39 states and 1 territory.



**In 2021**, advocates will be convening virtually, which means even more public power advocates can get involved. If you are wondering if there are new faces from your utility that should join, then think about who might not usually travel to the event but can:



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legislation that can be fairly arcane and provide a clear summary,” he said. To that end, he also gathers input from WPPI member utility leaders and takes it back to legislative decision-makers.

Such communications must be clear, accurate, and detailed. “Having your research done and your facts correct is what makes the best impact on lawmakers,” Birgen said. “Keep it relatable. Telling a lawmaker that a bill may raise transmission costs does not carry the same weight as pointing to a firm number and saying, ‘That bill will raise transmission costs by 25%, which will also raise your constituents’ electric rates by at least 20%.’”

## COVERING THE BASES

**T**here are many areas beyond energy policy that can impact a utility’s day-to-day operations. One such area that often gets diligent attention from public power advocates is taxes. “For years, Congress has used federal tax incentives to encourage certain forms of energy investments in the U.S.,” Wilson said. “But we are units of state and local government, and we’re exempt from federal taxation.”

In other words, public power entities have lost out. That’s why Wilson and her team have urged lawmakers to extend such incentives in a way that works for a municipal utility that is already exempt from federal tax liabilities. “Whether they be for solar, wind or any emerging technology, such as storage, we would encourage legislators to draft incentives that would accommodate a tax-exempt entity to directly take part, which would include public power utilities.”

Another tax-related issue that public power advocates for is municipal bonds. “For more than 100 years, tax-exempt municipal bonds have served as the primary financing mechanism for public infrastructure,” read an APPA brief that Wilson used to educate lawmakers. “Since the inception of the federal income tax in 1913, interest paid on these bonds has been exempt from federal tax.”

Public power advocates have been educating lawmakers about the issue since 2012, when the Obama administration began conversations about eliminating tax-exempt bonds. The issue was front-and-center leading up to passage of the 2017 tax bill. Early in the Trump administration, Owen noted that there was “an appetite for large-scale tax cuts, and one of the items on the chopping block was the tax exemption of municipal bonds.”

Like Wilson and Birgen, Owen and his team worked hard to keep that tax exemption alive. With persistence, Owen and Jim Coutts, who served on a local utility commission and APPA’s Policy Makers Council, were able to get on then-House Speaker Paul Ryan’s calendar for an in-person meeting. “I think it was a little bit of luck, but the appeal for legislators in hearing from local leaders and constituents can’t be ignored,” Owen said. “When we met with Speaker Ryan, he said, ‘Gosh, I’m so happy to finally meet with some folks from Wisconsin.’”

Owen noted that Coutts, who passed away in November 2020, was exactly the kind of person who makes for an effective public power advocate. Coutts volunteered extensively and spent nearly three decades in public service in the community of Cedarburg, Wisconsin. In addition to the utility commission, he served on





**“When we bring the faces of local  
municipals to state or federal  
policymakers, it helps them  
contextualize the complicated  
electric power market.”**

**KEVIN M. GADEN**

PRESIDENT AND CEO  
IMEA, IMUA, AND IPEA

the school board, as a member and president of the common council, and as mayor. “When Jim sat down with a lawmaker, the impact on the discussion of his local expertise and dedication was unmistakable.”

Not all advocacy occurs in Washington, D.C. In South Dakota, public power utilities are allowed to grow their service territories as the city grows, but that policy nearly ended recently. Birgen rallied the forces, increasing her organization’s presence at the state Capitol by hiring additional lobbyists and getting volunteers involved. “Massive amounts of material were prepared, including handouts, charts, videos and a website. A media-marketing team was hired. Community, industry and business advocates were recruited on the issue to oppose the destructive bill,” she said.

Had the bill passed, many municipalities would have been unable to pursue planned growth, and some would have had stranded, oversized assets. City residents would have been affected, too, because newly built-out areas wouldn’t have had access to city services. “As I told one legislator, it’s like joining the church and being told you can’t come to the fish fry,” Birgen said. The bill was killed at the Capitol.

Owen had a recent win, too. “Last March, when the COVID-19 pandemic hit and the nation started to lock down, the public service commission here in Wisconsin put in place a complete moratorium on utility shutoffs. We understand why they did it, but it created some liquidity concerns for WPPI member utilities,” Owen explained.

Like Birgen, he rallied members to write and call legislators, and he kept messages clear and coordinated with help from a communications and policy committee that supports his work. “It was an uphill battle, because every entity in the state with some sort of advocacy arm was looking for something in our legislators’ COVID-relief package,” he added. Still, the WPPI team was able to get a provision added to the legislation, which gave public power utilities temporary access to state funds that, prior to the bill’s passage, they couldn’t access.

Along with getting legislation changed, passed and nixed, advocacy also means simply helping legislators gain the information they need to do their jobs. At one key congressional hearing, Wilson recalls how a congressman effectively expounded on – and pressed for a positive change – concerning a complicated energy markets issue. It was clear that he and his staff had read and absorbed resource materials that her organization had prepared and presented to him at a prior meeting on the matter.

“Advocacy helps policymakers,” said Kevin M. Gaden, president and CEO of IMEA, IMUA and IPEA, the three Illinois-based organizations Wilson supports. “When we bring the faces of local municipals to state or federal policymakers, it helps them contextualize the complicated electric power market and understand community impacts of their decisions. In the end, advocacy makes a difference.”

**NONPARTISAN ADVOCACY:**

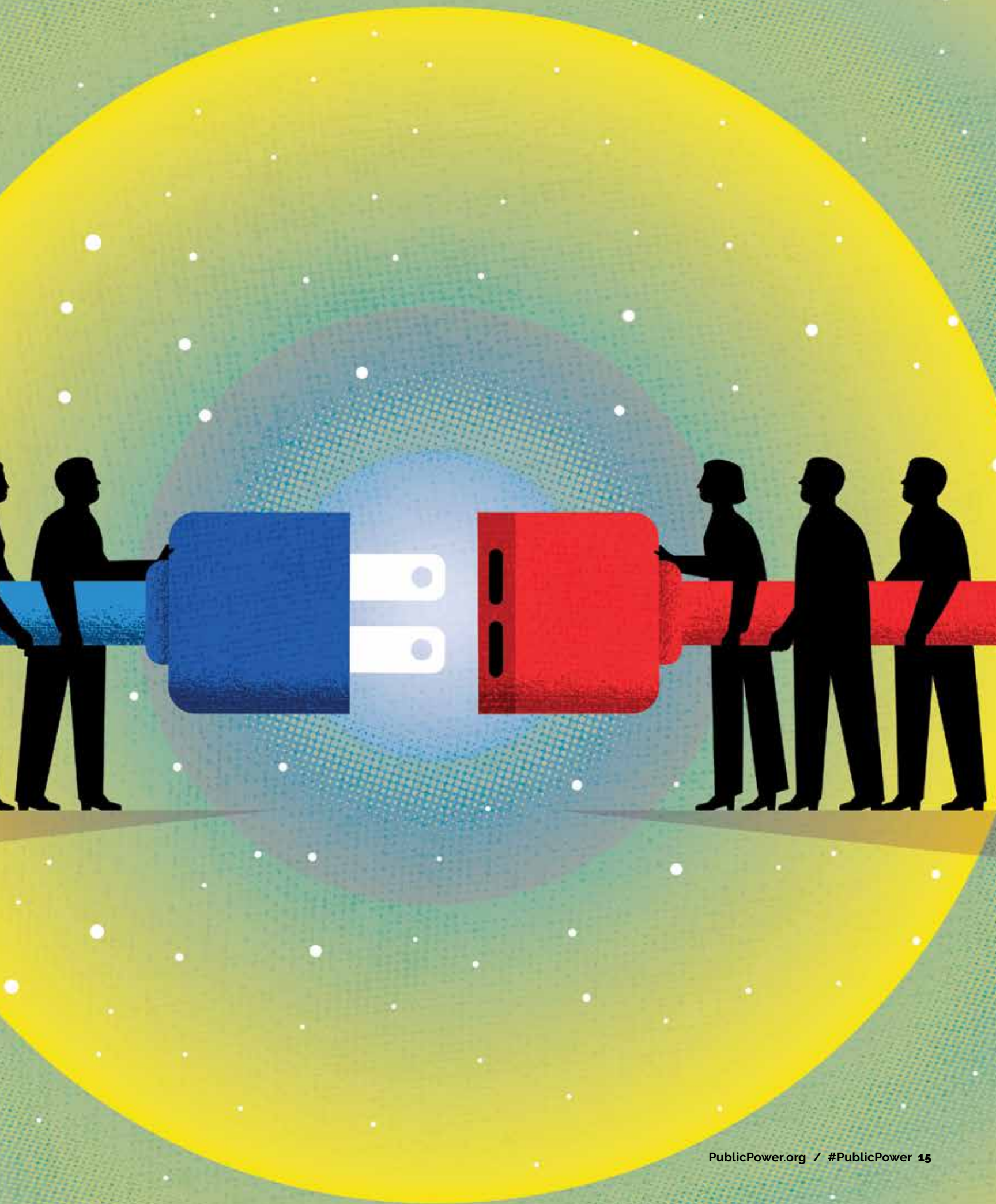
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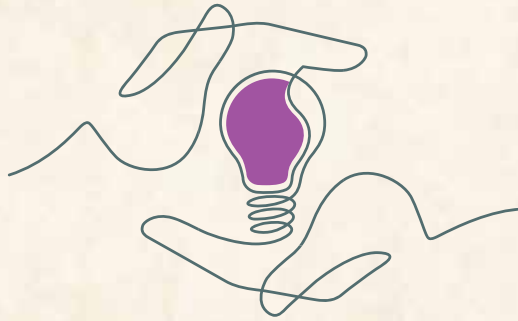
**BY SUSAN PARTAIN,**

SENIOR MANAGER, CONTENT STRATEGY,  
AMERICAN PUBLIC POWER ASSOCIATION









**P**ublic power utilities might be reticent to wade into advocacy on issues that are typically discussed through a heavily partisan lens, such as climate change. However, it is critical for public power professionals to lend their expertise and have a seat at the table in policy discussions that could directly affect utility operations and expenses. Shared lessons learned from decades of advocating for public power offer practical advice for getting public power's message in front of legislators on both ends of the political spectrum.

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## BIPARTISAN APPEAL

**“P**roviding power is not a partisan issue,” said Colin Hansen, executive director for Kansas Municipal Utilities, which represents public power utilities across the state of Kansas. “There may be issues that may move some policymakers to the right or left of center, but most everyone can agree that we want to provide the most reliable, affordable and clean power possible to our customers.”

“Wires are agnostic to the type of power flowing through them — and we are agnostic to political affiliation,” said Hansen.

Public power advocates and entities are nonpartisan by design (including the American Public Power Association), which sets a foundation for being able to provide objective information to legislators.

“There’s bipartisan interest in the lights staying on,” Joy Ditto, president and CEO of APPA, remarked on an episode of the “American Resolution” podcast in December. Ditto further outlined on the podcast how many of the issues of interest to public power are those with bipartisan support, such as funding for the Low-Income Home Energy Assistance Program.

## THE RIGHT MINDSET

In discussing the bipartisan nature of APPA's policymaking process, Ditto stressed how the approach could extend to federal legislation. "If we really roll up our sleeves and have respect for one another and processes that are transparent, we can get to agreement," she said.

"The word 'politician' has become a dirty word in our culture. There can be some who approach them with a negative attitude," said Steve Wright, general manager at Chelan County Public Utility District in Washington state. "I think of politicians as the elected representatives of the people. They are what we need to make democracy work."

Wright has also helmed the Bonneville Power Administration. He estimated that over his career he has had more than 1,000 one-on-one or small-group meetings with legislators. "The vast majority of the folks I've met in my time are people who are trying to serve the public interest, trying to do the right thing," Wright shared in a presentation during the Public Power Leadership Summit in August 2020. He noted that approaching advocacy situations with that philosophy is critical to success.

Wright advised utility advocates to come to meetings prepared to build a sense of "team" with the legislator. This includes recognizing that you share a constituency and that you both have insights to bring to the table. Legislators can bring some perspective about your customers from their extensive interactions with the public, and utility professionals can offer industry and technical expertise.

"We treat every policymaker, regardless of affiliation, as an equal," said Hansen. "We work to build consensus and strive to bring lawmakers of all political persuasions together for a purpose."

While Hansen stressed the need to be inviting and open to all legislators, he acknowledged that limited resources mean the team spends more time and effort with legislators who sit on key committees or put forth relevant bills in a given session.

KMU also takes small steps to gain name recognition among legislators in Topeka. As the 2021 season began, it gave out folding rulers (that extended to six feet to signify social distancing guidelines) with KMU branding. Hansen said these tokens are "something fun" for legislators to know who you are. He acknowledged that legislators can receive small items in Kansas but that other states might not allow gifts of any kind.

**"WE WORK TO BUILD CONSENSUS AND STRIVE TO BRING LAWMAKERS OF ALL POLITICAL PERSUASIONS TOGETHER FOR A PURPOSE."**

**COLIN HANSEN**

EXECUTIVE DIRECTOR

KANSAS MUNICIPAL UTILITIES

KMU joined with the cooperative and investor-owned utilities in Kansas to host a weekly social event for legislators — a tradition that has continued for nearly two decades. All legislators are invited to the weekly reception. Hansen said it is a way to get to know legislators and has come to be a popular event that allows for policymakers spanning the political spectrum to get together in a social setting.

## SITUATIONAL AWARENESS

Hansen pointed out that there are 118 public power utilities across Kansas and that each of the state's congressional districts has a public power utility.

Hansen acknowledged that the policymaking process at all levels has become more polarized over the 20 years he has been with KMU. "Partisan politics are not new, but it seems we are in an era where it is increasingly common. Issues that were normally nonpartisan have become partisan, requiring us to operate effectively on both sides of the aisle and focus on advancing and protecting public power's role in providing safe, reliable, affordable, and clean power to our communities."

"First and foremost, you've got to be in the room," said Hansen, who explained that early on, KMU had to focus its advocacy efforts on getting a seat at the table. "Then, you've got to be a respected group enough to help hone and craft policy."

## **“THE NO. 1 STARTING POINT FOR US HAS BEEN A FOCUS ON TRYING TO GET GOOD, OBJECTIVE FACTS ON THE TABLE THAT WILL ALLOW GOOD DECISIONS.”**

**STEVE WRIGHT**

GENERAL MANAGER

CHELAN COUNTY PUBLIC UTILITY DISTRICT, WASHINGTON

For the latter part, that means being a trustworthy source of information that does not have a history of a partisan bent.

“It is all about trust. No matter their political affiliation, or where on the political spectrum policymakers reside, it is imperative, that they trust you and your organization, that you are constantly telling the truth and giving them actionable information to work from,” said Hansen.

Wright stressed that the role of utility advocates is to present facts and to explain the consequences of policies.

“The No. 1 starting point for us has been a focus on trying to get good, objective facts on the table that will allow good decisions,” said Wright. “Don’t worry about what is the outcome. Try to do good-quality, objective work that creates good situational awareness and then allows better decisions to get made.”

A few years ago, Chelan PUD supported a study with the Public Generating Pool that analyzed the least-cost approaches to reducing carbon emissions in the Pacific Northwest. Wright said having this study was helpful because it explained the consequences of different policies in a way that showed impact to a broad set of stakeholders, not just to the utility.

Wright suspects that such an approach would be helpful in the debate around setting a federal clean energy standard.

Laying the groundwork with objective data is the first step; Wright referred to the next step as introducing “transition strategies” — in essence, finding a way to address legitimate concerns that arise out of the information presented.

“Whenever you change policy, what you are really asking is for some people to sacrifice for the greater good,” shared Wright. “If it is for the greater good, then we should find a way to minimize the sacrifice ... to make it so it is not a win-lose situation, but to create a win-win, or at least win-neutral, solution.”

For utility advocates, this conversation often comes down to reducing reliance on a specific generating resource. “There is a reason why that resource is operating. If it was uneconomic or not contributing to reliability, then it would have already been shut down,” said Wright.

Hansen sees his advocacy role is as a subject matter expert to testify on topics related to the utility industry.

“We always start from a position of education. Our job is to help lawmakers understand the complexities of providing reliable, affordable power to customers 24/7,” he said. “Lawmakers cannot begin to have the time to follow the nuances of transmission policy or federal regulations or rapid advances in technology impacting our industry. That is where we come in.”

## **MOVING WITH SWINGS**

**H**ansen noted that Kansas as a state has become more conservative in the past two decades, but in his time with KMW, the state has elected governors from both major political parties. With these swings in leadership can come drastic changes in the issues of focus for utilities, said Hansen.

Even amid the political changes, said Hansen, “The message is largely still the same. We are community-focused power providers, we are not-for-profit, our employees live and work in their communities. That mindset guides how we approach power supply, system management, economic development initiatives and, notably amid the pandemic, our customer billing policies. As community-owned utilities, we know our customers very well. We work closely with our industries, businesses, and residential customers to assist when needed. So, whether we are discussing renewable energy integration, electric vehicle adoption, advanced energy solutions, the cost of power, or local control, our message isn’t dictated by the ebb and flow of politics.”

Changing how you deliver the message isn’t strictly about the lawmaker’s party, but in knowing that lawmaker and being able to wrap the issue around what he or she values and prioritizes.

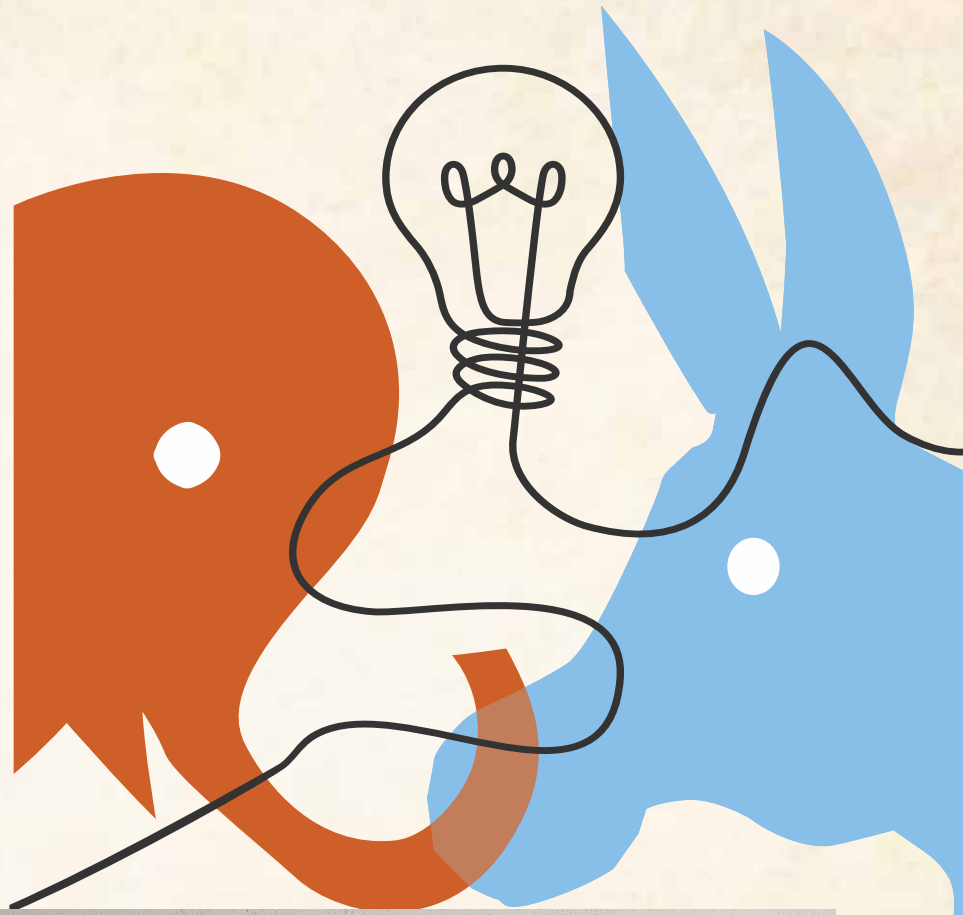
The Washington state Senate flipped from Republican control to Democratic control in the middle of the Public Generating Pool carbon emission study.

“We thought that climate as an issue would have its day,” recalled Wright. “Then the Senate flipped, and we felt fortunate that we were ready.”

Wright remarked how it is important to know the characteristics of the districts of the legislative leaders when offering solutions, so that the impact can be more readily translated to their constituency.

“There’s nothing an elected official likes more than to be brought a set of options or solutions rather than being told you have to choose between your constituents’ interests,” shared Wright.

“Regardless of where lawmakers stand, we try to constantly reinforce our key underpinnings — namely, that we are not-for-profit and community owned ... we are an integral part of an overall healthy community,” said Hansen.



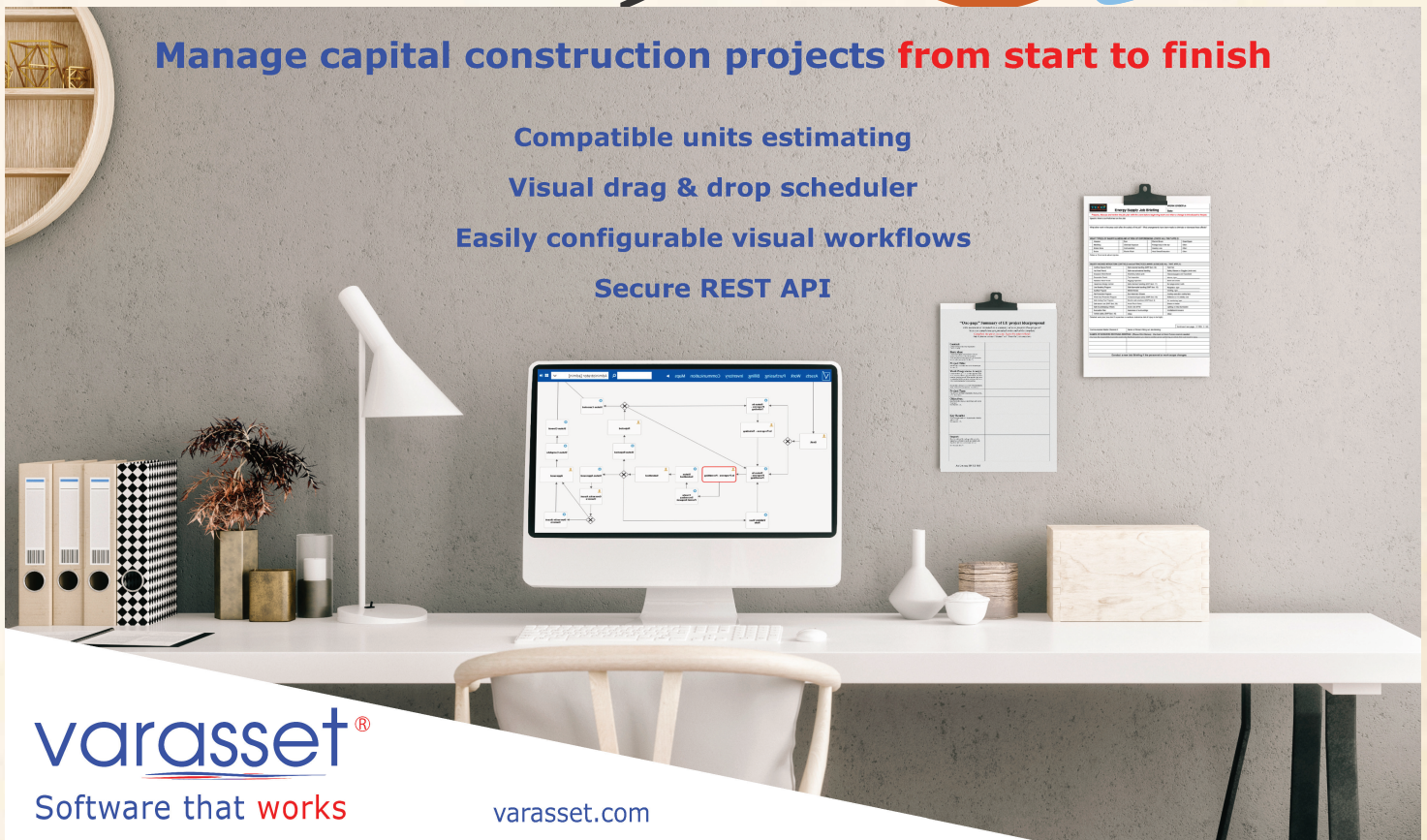
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# 10 DOS AND DON'TS OF EFFECTIVE ADVOCACY MEETINGS

**M**eeting with elected officials at the federal or state level is about sharing your perspective and being a resource for them in your areas of expertise. Here are some tips for how to get the most out of the meeting and leave the door open for building a relationship with policy makers.

## DO:

Call to schedule a meeting well in advance

Know who you are meeting with: How to correctly pronounce their name, what they look like, what are their key issues, who are their key staff, and to what committees they belong

Bring along or provide insight from local elected officials and constituents

Share how a policy affects you personally

Provide data to back up your claims

Be honest and transparent

Admit when you don't know the answer to a question

Make reasonable asks

Think through your discussion and asks to make sure you can talk about the topics in a way someone outside the industry could understand

Follow-up in a timely manner



GWh  
DER



## DON'T:

Insist on only meeting with the elected official instead of their staff

Interpret other stakeholders' positions

Try to hide or gloss over problems

Forget that you are the expert on utility matters — you're there to be a resource

Only reach out when you need something

Try to drop in without an appointment

Rely on jargon, acronyms, or technical terms to describe an issue

Try to discuss multiple issues at once — it can confuse your message

Get into an argument — explain any opposing position respectfully

Forget to follow through on follow-up

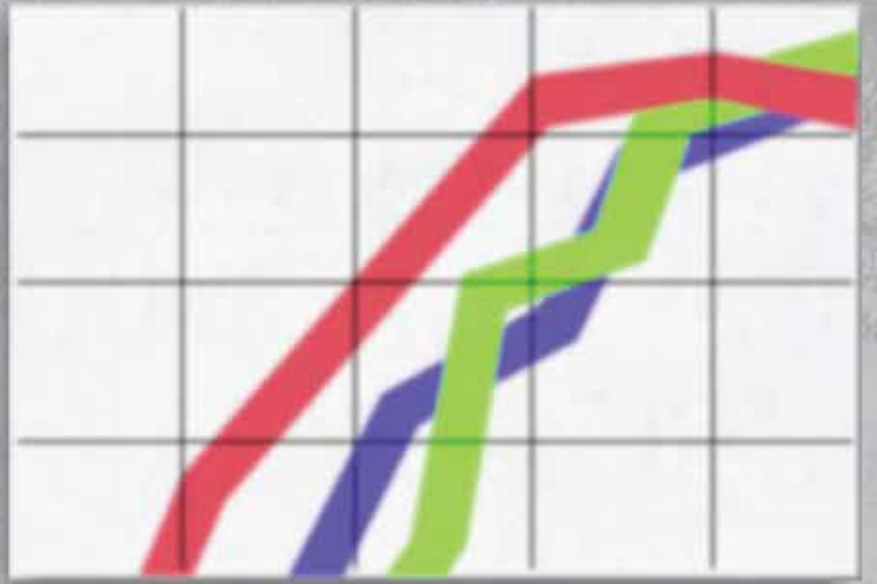
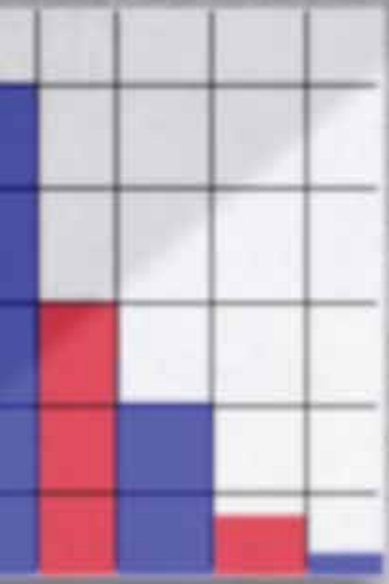
# GOOD GOVERNANCE:

How boards help  
public power  
succeed

**BY SUSAN PARTAIN,**  
SENIOR MANAGER, CONTENT STRATEGY,  
AMERICAN PUBLIC POWER ASSOCIATION







# G

overning boards — whether a city council or an independently elected or appointed group — are a valuable link in ensuring that public power organizations operate and move forward in ways that represent the desires of their communities. Being a utility board member or commissioner requires getting up to speed on a lot of technical topics and balancing several roles. We asked public power leaders **what makes for good governance.**



## Keys to success

**R**on Skagen, a commissioner for Douglas County Public Utility District in Washington state, stressed that it is important to have good rapport with fellow board members, to support each other — and utility leadership — in being successful.

“No one person should dominate the commission,” cautioned Skagen. “As you’ve been there awhile, you have to work at making sure new commissioners are equal. It doesn’t mean we have the same skill or interest, but we have the same authority.” Skagen is serving his 14th year on the commission; he noted that he has the longest tenure of the current slate of commissioners for the PUD.

“Never forget that you are serving the public, and they ultimately do want the utility to be successful,” said Randy Smith, a commissioner for Chelan County Public Utility District in Washington state and chair of the American Public Power Association’s Policy Makers

Council. “When they get frustrated, quite often it means there is an issue out there.”

Both Skagen and Smith credit the nonpartisan nature of the roles as helpful in discussions. “We don’t talk in terms of party; we talk in terms of what’s best for our county,” said Smith.

Smith recalled a contentious meeting shortly after he started on the board that concerned the PUD’s strategic plan. He recalled that the meeting had many citizens in attendance and lasted for more than six hours. “It was painful, but it was a necessary part of us growing into who we are today, which is a commission who really steps back and tries to do our homework and think through our pluses and minuses of the decisions we make.”

“[We have] two eyes, two ears, and one mouth — and there’s a message there. Good governance starts with good observation and good listening skills, and a lot less with your ability to speak,” added Smith.

“We all have a background in our community; we all attempt to represent not only that constituency, but how those constituencies work together,” said Smith, who noted that he was elected to represent the agricultural community

in the district. “They are not always going to agree, but if there is trust between me and the people who have elected me, that goes a long way to maintaining good governance.”

Randy Howard, general manager of the Northern California Power Agency, also pointed to the value of having a board that brings a broad set of interests. The joint action agency has 16 members throughout northern California, including utilities serving urban areas in the San Francisco Bay Area and rural areas that have a strong agricultural industry.

“The governing board being that diverse — regionally and in the types of communities they serve — creates some really good dialogue and discussion,” said Howard. “We tend to get to some very good decisions.”

## Staying in your lane

**K**nowing who you serve as a governing board member can also be different than who you serve in other roles.

“When we get a new governing board member, they feel strongly that their role is to represent their utility and their consumers within that community,” said Howard. “When they are on our governing board, they need to be concerned about their community interests, but they also need to recognize they are part of a much larger group of entities that are very diverse and representing the interest of our entity, not just their community.”

“With good intentions, it is easy to drift into what is not your responsibility, and that can be very disruptive to the utility,” said Skagen. “Commissioners need to stay in their lane and not try to be the manager. Some might come to the role as a small business owner and come in with the mindset that they are a manager ... but we should expect the GM to do the job.”

“Good governance starts with good observation and good listening skills, and a lot less with your ability to speak.”

**RANDY SMITH**

COMMISSIONER FOR CHELAN COUNTY PUBLIC UTILITY DISTRICT, WASHINGTON & CHAIR OF THE AMERICAN PUBLIC POWER ASSOCIATION'S POLICY MAKERS COUNCIL



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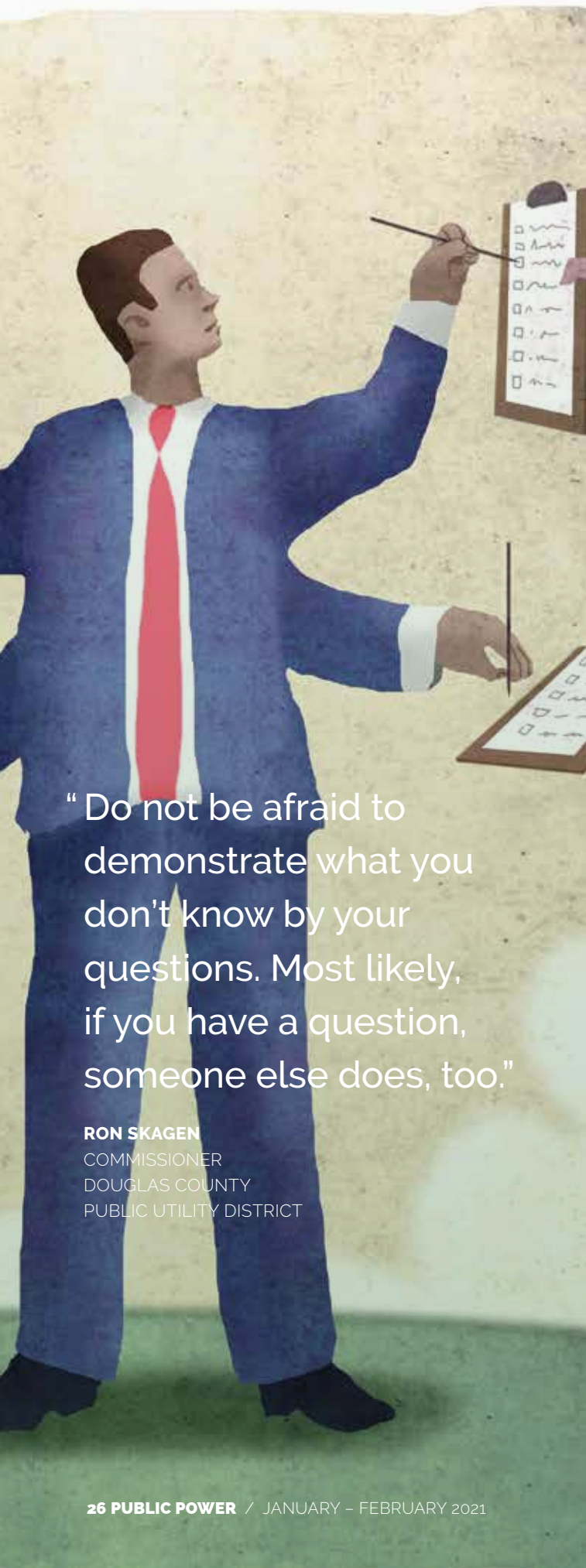
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“Do not be afraid to demonstrate what you don't know by your questions. Most likely, if you have a question, someone else does, too.”

**RON SKAGEN**  
COMMISSIONER  
DOUGLAS COUNTY  
PUBLIC UTILITY DISTRICT

“[Our] two most important jobs are who we hire as our manager and making sure the budget we approve reflects the wishes of our constituency,” noted Smith. “I see my job as one of understanding what we are doing and looking down the road for speed bumps and potholes to make sure we can navigate them with the least possible damage to the utility.”

“Our role is to look down five to 10 years or longer, while our manager's role is to execute on a much shorter time frame,” explained Smith.

## Staying informed

Smith advises other governing board members, especially those in their first few years in the role, to “go to every educational meeting you possibly can think of and take the information in like it's through a fire hose. You may not need it all, but it will help clarify for you what the issues are and help you identify what you are really interested in working on in your time as a commissioner.”

He mentioned that Chelan PUD commissioners attend APPA events for the education and to “expand their horizons” on what issues other utilities are dealing with and how they are meeting any challenges.

Skagen and his fellow commissioners also look to APPA and state associations for training both new commissioners and longer-term commissioners to get up to speed on the latest issues and to network with other utility governors. “We look to these associations to help us and to provide continuity. Elected folks, we come and go. By definition, we should not be there forever,” he said.

While governing board members don't have to be technical experts to do their job, Skagen noted that members are more effective when they “understand some of the nuts and bolts of utility operations.”

“You are expected to make yourself qualified through training. You are expected to ask tough questions of management,” shared Skagen.

He said that the commissioners attend a monthly training session on topics that include both industry updates and governance processes and issues.

“Do not be afraid to demonstrate what you don't know by your questions. Most likely, if you have a question, someone else does, too,” said Skagen.

From the public power organization side, Howard noted that NCPA also makes an effort to write articles and social media posts for its member utilities that highlight the work that goes into being a board member to help educate community members on how much time and effort the role requires.

## Strengthening relationships

In addition to staying up to date on utility issues, Smith also advises that governing board members take the time to build relationships with other elected officials outside of the utility focus. Chelan PUD commissioners, for example, get together with port commissioners and other local authorities for a monthly meeting.

“Having those relationships across the elected lines of your responsibility, recognizing that you serve the same constituency, can really pay dividends in working together,” he said.

Howard stressed the importance of offering this connectivity through utility meetings. NCPA hosts regular roundtable sessions for board members in its events, which Howard said gives members the opportunity to connect and discuss community issues — utility related or not.

“Within your agendas, try to ensure that you provide and schedule those types of roundtable times,” said Howard. “These people are busy. You want to make it a valuable time for them as well. When you have those kinds of forums and their access to others, that becomes really valuable to some of them.”

Howard noted that some of the hot topics brought up in virtual events in 2020 included strategies for deferring payments and eliminating shutoffs to support customers experiencing hardship due to the COVID-19 pandemic.

In the long term, having these relationships also helps with being good advocates.

“[Board members] have the ability to open doors that I don't normally have the ability to open,” noted Howard. “A lot of congressional members started off as a mayor or city council member or county supervisor within these communities, and so a lot of our elected officials know them well.”

Having the relationship is one piece of advocating; the other is learning how to be an effective ambassador for the utility.

“[Board members] have the ability to open doors that I don't normally have the ability to open.”

**RANDY HOWARD**

GENERAL MANAGER

NORTHERN CALIFORNIA POWER AGENCY

“Part of becoming a good elected official is learning how to advocate on behalf of the utility and being comfortable serving in that capacity,” said Skagen. That learning process happens, in part, through having connections with other utility board members and working through associations to effectively advocate and share resources, he said.

One message is conveying what distinguishes public power from other utility types. While Skagen admitted that there's a strong public power presence in Washington state, and that many legislators understand the benefits of community ownership, he shared that there can still be times when the PUD message gets “lumped in” with other utilities, even if its stance on an issue differs.

Howard underscored how education is helpful in ensuring that board members have a full picture of how a legislative or regulatory change or policy goal might affect residents and city budgets. As an example, Howard mentioned that if a city has an ambitious emissions reduction goal, then board members can provide informed details about the financial impact of stranded assets when questioned at city council meetings.

## Motivated to serve

Both Smith and Skagen felt compelled to take on the roles through a sense of civic duty.

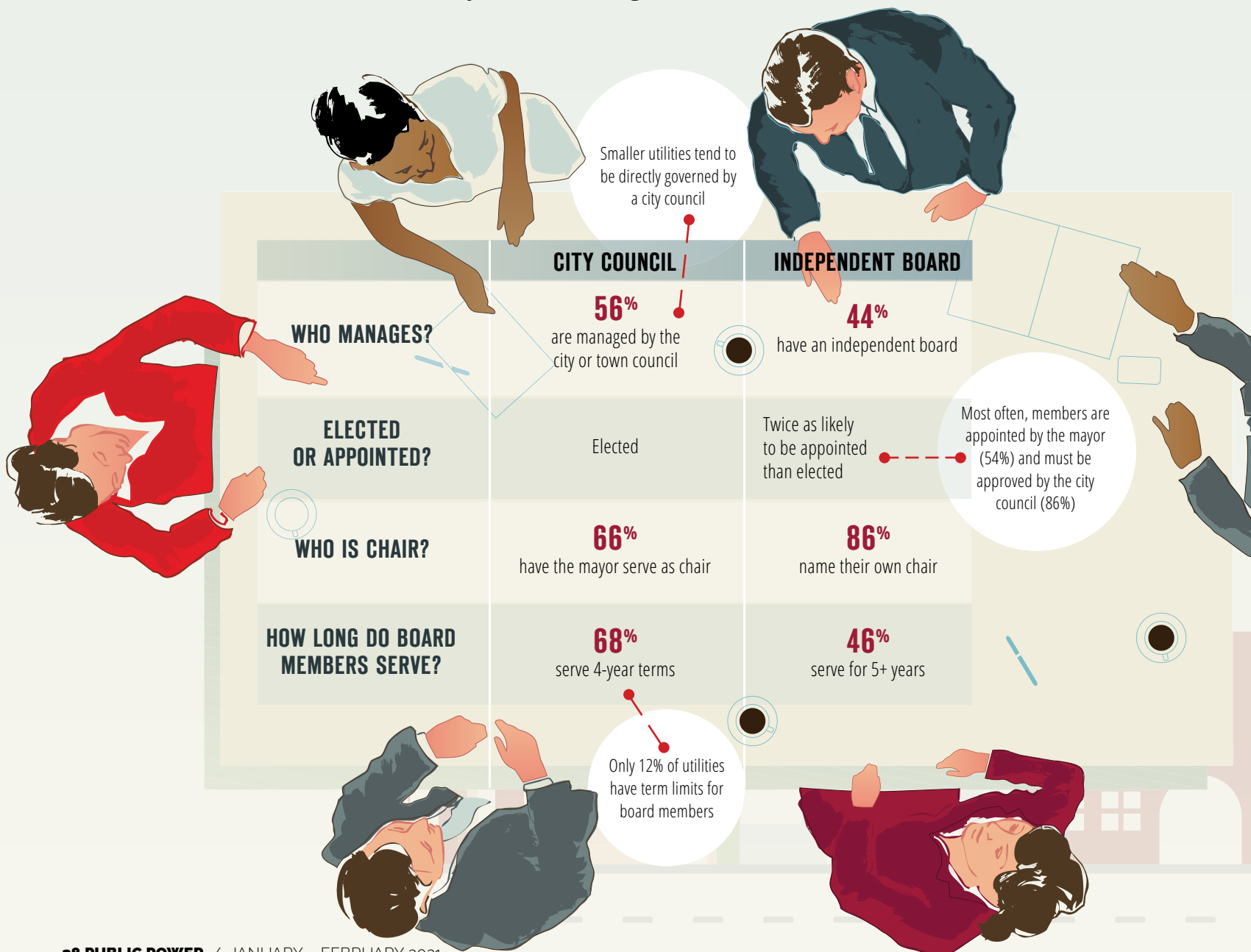
“I think all of us should find ways to reinvest in our community. You have to look at your interests and skill sets and see how you can do that,” said Skagen. He also noted that being part of a group that shares values in giving back to the community is fun.

“We have a free country, and in order for it to continue to be a free country, we all have a responsibility to seek out those areas where we can give back to make it better or at least maintain what we have,” said Smith. “If you remember who your electorate is — and listen and try to navigate the needs and wants with what's best for the utility — it's hard to imagine not being successful at the end of the day.”

# WHO GOVERNS PUBLIC POWER?

Public power relies on local decision-making, but who ultimately makes big choices for these community-owned entities are the members of the utility's board. Who these community members are and how they are selected as board members differs from utility to utility.

Most public power utilities are owned by a city or town. Some, such as public utility districts or irrigation districts, are owned by the state (7%). These are typically larger utilities that serve a whole county or broad region of a state.



# What decisions do governing boards make?



Setting rates



Approving the utility budget



Confirming management salaries



Authorizing power purchase agreements



Establishing targets



Issuing bonds

**84%**

of board and council members get paid for this work.

**MEDIAN PAY IS**

**\$1,800**

for council members

**\$1,300**

for appointed board members

**\$4,000**

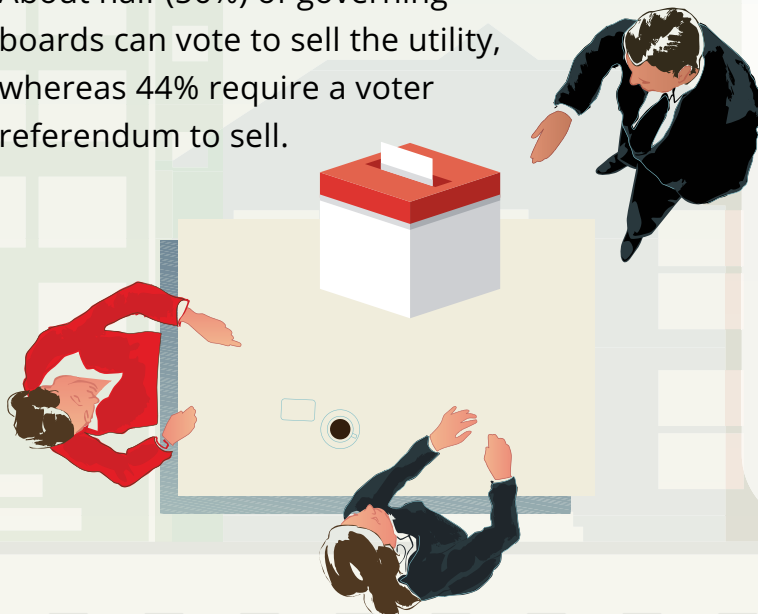
for elected board members

## Who decides if the utility remains public power?

About half (56%) of governing boards can vote to sell the utility, whereas 44% require a voter referendum to sell.

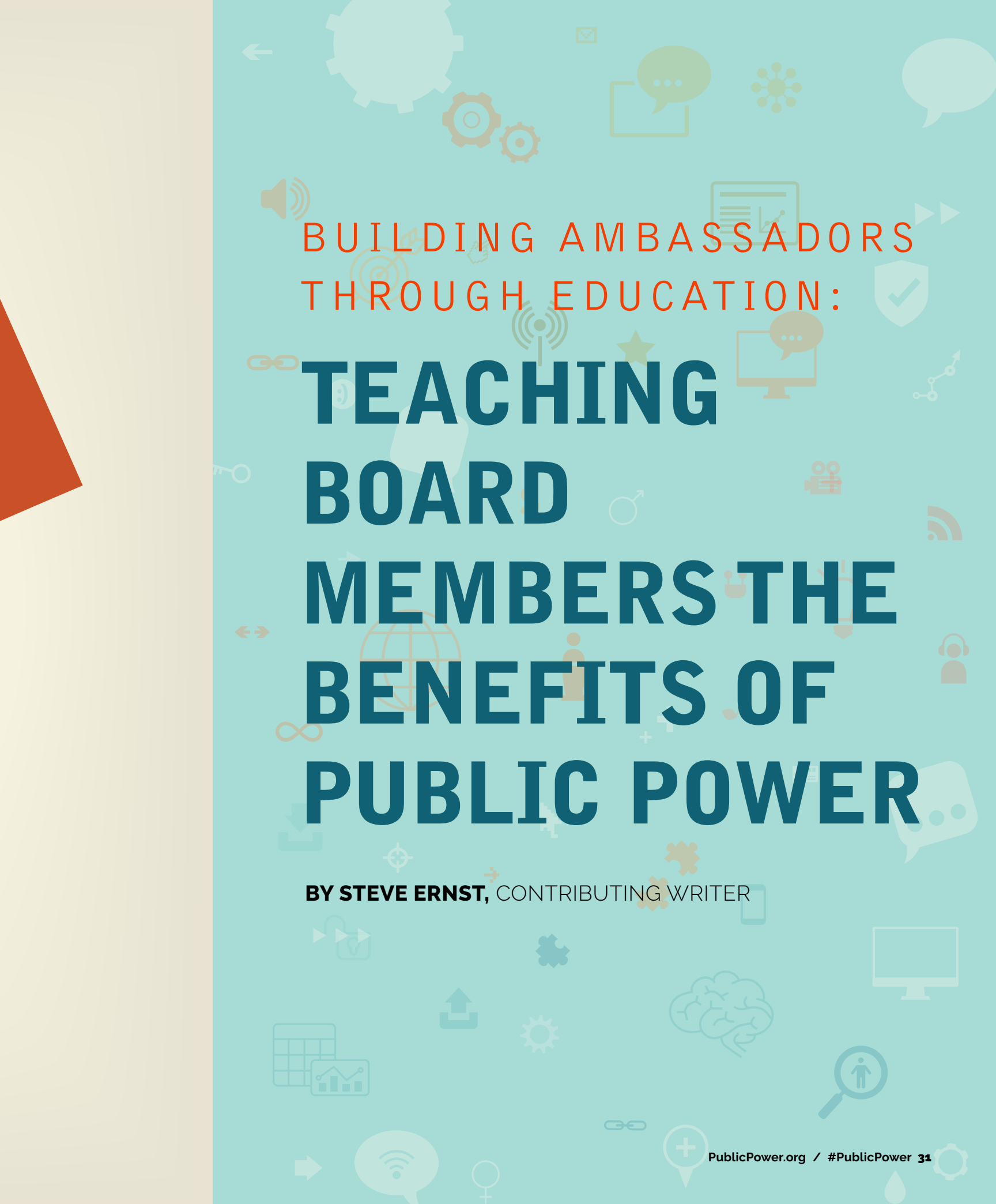


About 10% of utilities have a separate **advisory council** comprised of community members that weigh in on utility issues and present community concerns. Larger utilities tend to have these councils.









BUILDING AMBASSADORS  
THROUGH EDUCATION:

# TEACHING BOARD MEMBERS THE BENEFITS OF PUBLIC POWER

BY STEVE ERNST, CONTRIBUTING WRITER

**I**n public power, local elected officials and governing boards can be valuable allies in sharing the benefits of community ownership. But before they can be ambassadors for public power, governing board members and other stakeholders must learn what it means to have a locally owned utility and how much that utility contributes to the community.



## FROM SKEPTIC TO CHAMPION

**W**hat does a new Chick-fil-A restaurant in Lexington, North Carolina, have to do with learning about the benefits of public power? Everything.

Lexington's path to getting the Southern fast food dining staple to come to town started in 2011, with the education of a newly elected mayor.

Newell Clark ran for mayor on a platform focused on lowering utility bills for the 20,000 residents of the town of Lexington, about 20 miles south of Winston-Salem in central North Carolina. The municipal utility in Lexington provides electricity, natural gas and water to the town.

"I was very skeptical as a citizen; I didn't know how it all worked," Clark recalled.

Shortly after being elected, Clark searched out the minutes from the city council's meeting in 1976 where it voted to join and form the Western Power Agency (now Electricities of North Carolina). He then began asking questions and reading more about the benefits of public power.

"My skepticism was based on a lack of truly knowing what public power meant," Clark said. "I didn't realize what it meant to be mayor of a city [that owned a] utility and what was available to us through our membership in public power."

Clark said he quickly realized that he needed to learn as much as he could about the benefits of public power so he could explain it to his constituents and to new city council members.

Today, Clark holds an orientation with newly elected city council members that begins a running dialogue on the benefits of public power.

"I think it's really important to have a mayor and elected officials who are able to speak directly about a utility," he said. "People want to hear from their elected officials, but far too often they don't have that education and knowledge. It's too easy to say, 'Oh, this is where we get our power,' but it's much, much more than that."

**"It's really important to have a mayor and elected officials who are able to speak directly about a utility."**

**NEWELL CLARK**

MAYOR

LEXINGTON, NORTH CAROLINA

## SHARING THE BENEFITS

**B**rian Horton, president and general manager of the Kissimmee Utility Authority in central Florida, gives newly elected council members an initial orientation to public power that includes a high-level overview of the utility's operations.

"We can fill up a whole day, and it can be a lot to take in, in just one meeting," Horton said.

KUA was established in 1901, and it serves about 80,000 customers in the city of Kissimmee and neighboring central Florida communities. KUA is the sixth largest public power utility in Florida.

After the initial orientation, KUA holds regular monthly meetings with new council members to gradually build their knowledge base. The topics in those sessions might include the responsibility of the board, the utility's bylaws, ethics and the benefits of being a public power utility.

"They are always surprised by how much we do for our community," Horton said. "When they learn how a portion of the revenue generated from the utility supports other municipal programs, like public safety, it is eye opening for them. Some of them are also surprised by how much aid we provide to our sister cities during storm season."

Horton encourages new and veteran board members to get out into the community to see firsthand the benefits that public power provides to both nonprofit groups and for-profit businesses.

**“Some parts of the industry are changing so quickly, it can be hard for sitting board members and managers to keep up. It requires constant education.”**

**BRIAN HORTON**

PRESIDENT AND GENERAL MANAGER  
KISSIMMEE UTILITY AUTHORITY

“New board members might not realize the economic development incentives we offer to attract new businesses to our community, which in turn create job opportunities for our ratepayers,” Horton said. “They are always impressed to find out the incentives we offer to businesses to come to our service area.”

“One of the really nice things about public power is that we get policymakers from quite a diverse set of backgrounds,” Scott Corwin, executive director of the Northwest Public Power Association, said. “Some will have an interest in energy or utility management, some are former utility employees, and some are concerned citizens or business people.”

Whether new to the role or experienced, it’s important for commissioners and general managers to get training on evolving topics in the industry and the duties and responsibilities of governing board members.

“Some parts of the industry are changing so quickly, it can be hard for sitting board members and managers to keep up. It requires constant education,” Corwin said.

In the last five years, thousands of individuals have taken these courses from NWPPA. On the national scale, thousands of governing board members and utility leaders have taken similar courses through APPA’s Academy to learn about the benefits of public power and key utility operational areas to govern effectively.

“That dynamic of being a utility owned by the consumers means that you have to be very responsive to customers,” Corwin said. “So, teaching an elected official how to implement or refine that on the ground is very important.”

He said learning the history and background of public power in the region is “fundamental to the public power business model,” and that several of the courses focus on teaching that background.

“I’m still learning some things, and I’ve been studying public power pretty intensely for a couple of decades,” said Corwin, who helped write *Public Power Chronicle*, a book on the history of public power in the Northwest.

## BIGGER TOGETHER

**C**hristopher Schoenherr, director of agency and government relations and chief external affairs officer at the Southern Minnesota Municipal Power Agency, said keeping an ongoing dialogue with mayors and board members is key to public power’s success.

SMMPA, a joint action agency that provides generation and transmission services to 18 public power utilities in Minnesota, offers an initial two-hour orientation for newly elected mayors, city council members and general managers that “gets everyone grounded in what our role is as a JAA and how we work,” Schoenherr said.

The class covers everything from how the JAA was formed to its new strategic initiative of being 80% carbon free by 2030, and how the JAA operates within the Midcontinent Independent System Operator markets. The class also covers how utility finances are structured, how energy efficiency programs work, and the value of public power.

“It’s definitely drinking from the fire hose; we fit a lot into that two-hour period,” he said.

SMMPA’s outreach doesn’t stop with that initial orientation. Schoenherr and his team use that initial meeting as just the beginning of a long-running conversation.

“We follow up and check in with them. If they have questions, we want them to know we’re here if they want to bounce things off of us,” he said. “We want to provide value to them and let them know that regardless of the size of their utility, as a JAA, we can punch bigger together, rather than individually.”



**“We want to provide value to them and let them know that regardless of the size of their utility, as a JAA, we can punch bigger together.”**

**CHRISTOPHER SCHOENHERR**  
DIRECTOR OF AGENCY  
AND GOVERNMENT RELATIONS  
AND CHIEF EXTERNAL AFFAIRS OFFICER  
SOUTHERN MINNESOTA MUNICIPAL POWER  
AGENCY

## **MORE THAN ELECTRICITY**

**I**t was that same kind of relationship with ElectriCities, a JAA made up of public power utilities in North Carolina, South Carolina and Virginia, that helped bring a Chick-fil-A restaurant to Lexington, North Carolina, in 2017.

Textile and furniture manufacturing historically had been the center of Lexington’s economy. But in the 1990s, those industries began moving out of the country, taking with them well-paying jobs that supported Lexington and other small towns in central North Carolina.

When Clark was first elected mayor in 2011, Lexington was still working to retool its economy and rebrand itself. But questions remained as to how it would rebrand itself and how a small town could afford a marketing campaign to publicize the rebranding.

Clark learned that he could turn to the economic development department at ElectriCities to help jump-start Lexington’s economy.

“We didn’t have the staff to really market and rebrand the town. So, we partnered with ElectriCities to get their marketing help,” Clark said. “I had no idea how to get the attention of a big restaurant chain. But they did.”

Lexington welcomed Chick-fil-A in 2017, and three years later a Starbucks opened next door. The town now has a growing retail sector to serve a booming housing market and a growing population that’s attracted to the pace of life in a small town that’s within easy reach of the Research Triangle of Raleigh-Durham-Chapel Hill and the town of Wake Forest, North Carolina.

Clark said the Chick-fil-A has helped bring a sense of pride to the community.

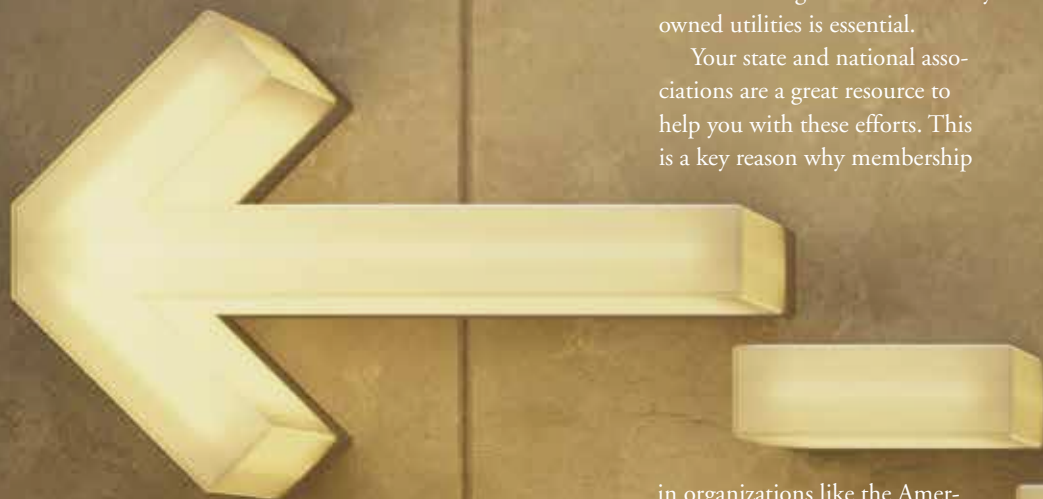
“What made it possible was working with the economic development department at ElectriCities,” Clark said. “We needed help, and they had the expertise and understanding of small public power cities.”

Clark now frequently takes calls from other small-town mayors asking for insights into how Lexington grew its economy.

“It’s always my delight to say, ‘You have to learn about the depth and breadth of public power,’” he said. “Public power is not just about generating electricity.”

# Advocacy keeps public power's fire burning bright

**BY JOLENE THOMPSON,**  
PRESIDENT AND CEO,  
AMERICAN MUNICIPAL  
POWER, AND CHAIR OF THE  
AMERICAN PUBLIC POWER  
ASSOCIATION BOARD OF  
DIRECTORS



**“W**hen I feel the heat, I see the light,” a quote attributed to former U.S. Senator Everett Dirksen, is emblematic of the importance of engaging in advocacy on policy issues that can impact local operations.

Part of our job in public power is to ensure that policymakers are working with all the information needed to make what we hope will be good decisions. Educating policymakers about how the legislative or regulatory changes they are considering could affect locally owned utilities is essential.

Your state and national associations are a great resource to help you with these efforts. This is a key reason why membership

in organizations like the American Public Power Association, joint action agencies, and state associations is so important. The work that these organizations do to track new developments and advocate on behalf of their membership helps to keep policymakers at the federal and state levels informed.

However, it takes more than one match to make a fire burn bright. The advocacy efforts of local officials are still the most powerful and effective tool at public power's disposal. Reaching out and introducing yourself to your state and federal legislators is an excellent way to establish the foundation for effective advocacy.

**“The ways in which we advocate have changed in recent years with the advent of social media and texting — and have changed even more during the past year.”**

Invite your state lawmakers and members of Congress to tour your facilities, to attend a Public Power Week event, to join your utility for a local school safety presentation, or to sit in on a safety training course with your crew. All of these are effective ways to promote public power while helping to build a strong relationships with decision-makers at the state and federal levels.

In addition, engaging your local officials, including your mayor or governing board members, can leave a positive impression. This is especially true if they are newly elected officials who might be less familiar with the public power model.

The ways in which we advocate have changed in recent years with the advent of social media and texting — and have changed even more during the past year, as we’ve transitioned many interactions and meetings to virtual platforms. While interacting through a computer screen might not be the ideal way to build relationships, hosting a virtual discussion for lawmakers can still be quite effective. In 2021, APPA will host its annual Legislative Rally

in Washington, D.C., as a virtual event. We hope that the hundreds of public power officials who traditionally travel to the city for the event will participate in the virtual platform — and that APPA members who have not been able to make the trip in years past will also participate.

A strong, unified voice at the state, regional and federal levels is critical to our collective success. If we want our legislators to see the light, we need to make them feel

the heat. It is only together that we can truly make the fire burn bright.

Please reach out to APPA, your joint action agency, or your state association if you would like suggestions for ways to help build your relationship with your state and federal policymakers. We look forward to seeing you online in March for the annual Legislative Rally.

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# PUBLIC POWER'S 2021 LEGISLATIVE AGENDA

BY **JOHN GODFREY**, SENIOR GOVERNMENT RELATIONS DIRECTOR,  
AMERICAN PUBLIC POWER ASSOCIATION



Congress' legislative agenda presents real opportunities, and some threats, for public power. The outlook remains murky largely because the ultimate outcome of the 2020 elections remains unresolved as of this writing. However, the results we do know have narrowed the possibilities for the legislative outlook for 2021.

House Democrats would like to tackle a host of issues, including continued COVID-19 relief, health care, climate change, and a comprehensive infrastructure bill to stimulate the economy. But lacking a robust majority to push through such an agenda, these priorities will likely be pared back in scope. House Democrats might initially seek to move legislation that could be considered in the Senate, such as an infrastructure package.



### **EVS IN INFRASTRUCTURE**

One possible area of action is infrastructure legislation, with both Congress and the White House interested in action. The same had been true in the past few years, but other priorities, and then partisanship, spoiled the chances of moving ahead with legislation. The keystone to any broad infrastructure bill will be a reauthorization of federal highway programs, and electric vehicles will certainly be a consideration in any such bill. Public power utilities are committed to providing their communities with the infrastructure and programs needed to support increased EV adoption. We will make the case that, insofar as Congress seeks to encourage the use of EVs, it should ensure that any such incentives are available to public power utilities and their customers.



### **TAX-BASED INCENTIVES**

There is a good chance that two of the American Public Power Association's top priorities could be included in an infrastructure bill: reinstatement of tax-exempt advance refunding bonds and an increase in the small issuer exception from \$10 million to \$30 million. Democrats will likely contend that a wide-ranging infrastructure bill should include energy infrastructure. In such a discussion, APPA will push for public power utilities to be able to obtain comparable incentives to others in the energy sector.



### **COVID-19 RELIEF**

Congress is also likely to continue passing legislation to help the U.S. respond to, and recover from, the pandemic. APPA continues to push for the creation of a forgivable loan program, where utilities that forgo shutoffs can borrow to cover their costs and see loan amounts forgiven after the emergency has passed. Additionally, APPA has worked closely with multiple stakehold-

ers to seek funding increases for the Low-Income Home Energy Assistance Program, where need has outstripped what has been appropriated. We are also working with other trade groups and coalitions to encourage additional aid to state and local governments and greater flexibility in using existing funds.



### **CLEAN ENERGY TECHNOLOGIES**

The House might consider climate change legislation or other policies to promote clean energy. We expect the House and Senate to work on bipartisan areas of agreement, such as on the development of clean energy technologies. APPA will continue to educate leaders on the Hill on all public power is doing to reduce its emissions and to provide feedback on climate and clean energy legislation. APPA will push for policies that keep electricity affordable, reliable, and sustainable.



While Congress' agenda might be unclear, APPA's is not. We intend to continue outreach and engagement with our members, policymakers, and other stakeholder groups to ensure that your voice and priorities are heard in Washington, D.C. To accomplish our goals, we need you to take four key actions:

- Continue your efforts to build and deepen relationships with congressional delegations.
- Provide us timely feedback on legislative proposals or requests for information.
- Share real-world stories of how policies are affecting or will affect your utility and community.
- Flag any additional critical issues for us to address as a collective.

# Who do we represent?

Collectively, public power underpins the vitality and viability of thousands of American communities.

Together, public power utilities serve more than **49 MILLION PEOPLE**, including:



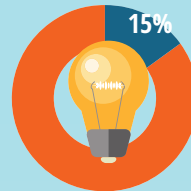
**19.5 MILLION**  
HOMES



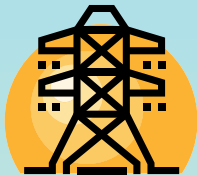
**3 MILLION**  
BUSINESSES



We manage **10% of electric generating facilities** – including 120 gigawatts in power plants and other generation infrastructure that generated more than 390,000 gigawatt-hours of electricity in 2019.



Our customers buy more than **15% of all electricity sold** in the U.S., bringing more than \$60 billion in revenue to public power utilities each year.



We also manage **critical infrastructure** including hundreds of thousands of miles of transmission and distribution lines and thousands of substations.



We contribute more than **\$2 billion** each year to the budgets of more than 2,000 cities and towns.



We also buy a lot of power at wholesale – **purchasing more than 550,000 GWh** in 2019.



We employ **96,200 people** in a wide array of professional and technical roles. These stable, hometown jobs represent **16% of the utility workforce**.

We partner and volunteer with other community organizations to

## **KEEP OUR COMMUNITIES STRONG**

– providing our expertise for services such as:



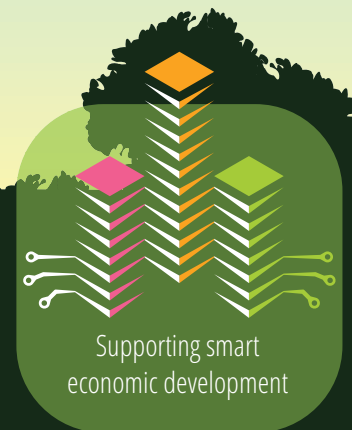
Teaching kids (and adults!) about electrical safety



Providing electric service to municipal parks and in holiday lighting displays



Planting trees and native plants



Supporting smart economic development

**We are more than just electric utilities.  
We are our communities.**

# Stay informed to lead your utility to success

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## Best Practices in Public Power Governance

Online Course – March 11

Explore governing roles and obligations and how to communicate the value of public power.

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## Get to Know Public Power

Free eBook

A quick guide to public power and the benefits of community ownership.

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## Policymakers Handbook

Plan strategies for monitoring utility performance, competition, and federal issues affecting public power.

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## Governing for Excellence

Prepare to lead your public power organization's future success in a changing business environment.

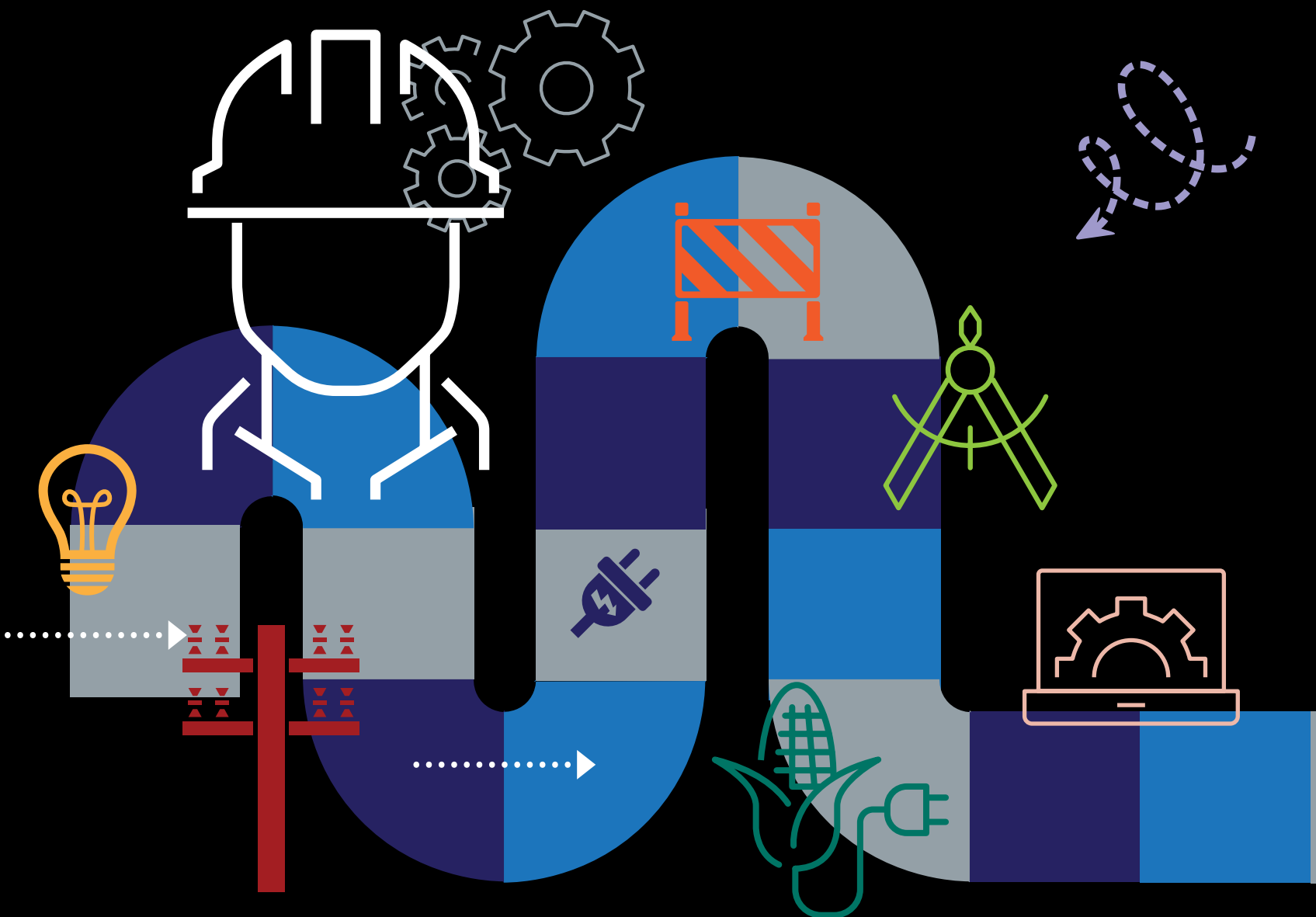
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## A Neophyte's Guide to the Changing Electric Utility Industry

Learn the basic building blocks of the electric utility industry, from the key players to the numerous acronyms.

**View more at [www.PublicPower.org/Governance-Resources](http://www.PublicPower.org/Governance-Resources)**





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