Application Guide

Reliable Public Power Provider (RP_3) Application Guide

Published by the
American Public Power Association
2451 Crystal Drive
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Arlington, VA 22202
www.PublicPower.org

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About the Association

The American Public Power Association (the Association) is the voice of not-for-profit, community-owned utilities that power 2,000 towns and cities nationwide. We represent public power before the 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 advocates and advises on electricity policy, technology, trends, training, and operations. Our members strengthen their communities by providing superior service, engaging citizens, and instilling pride in community-owned power.

Reliable Public Power Provider (RP_3 ®) Program Overview

The Association's RP_3 program is based on industry-recognized leading practices for public power utilities in four important disciplines:

- Reliability
- Safety
- Work Force Development
- System Improvement

Being recognized by the RP_3 program demonstrates to community leaders, governing board members, suppliers and service providers a utility's commitment to its employees, customers, and community. Additionally, an RP_3 designation is a sign of a utility focused on operating an efficient, safe, and reliable distribution system.

In the RP_3 program, applicants earn points for their practices and accomplishments in each of the four disciplines. Criteria posed as questions within each discipline are based on leading business practices and are intended to represent a utility-wide commitment to safe and reliable delivery of electricity. A list of the specific scoring criteria is provided in the following sections and summarized in the back of this manual. All information that is submitted by utilities during the RP_3 application process will be kept confidential to the RP_3 Review Panel and Association staff.

Becoming a Reliable Public Power Provider: Application Process Overview

Application Period (When Can I Apply?):

Each year the RP_3 application period opens for submissions on **May 1st** and is closed by **September 30th.** Applications received are reviewed by the 18-member RP_3 Review Panel, which is comprised of public power employees from across the country. Based on the information provided in a utility's completed application, utilities may be recognized as a Gold, Platinum or Diamond Reliable Public Power Provider.

Figure 1: Application cycle

RP_3 Utility Size Categories (What Size Class is My Utility/ How is My Utility Scored by Size?):

- Small Utility: Under 5,000 Customers
- Medium Utility: 5,000 – 30,000 Customers
- Large Utility: Over 30,000 Customers

Designation Levels (When I Receive Feedback on My Application, What Does My Score Mean?):

Several significant changes to the program were introduced in the Year 9 (2013) application that applies to utilities designated beginning in 2014 (year 10); these enhancements are the result of feedback received from member utilities over the past nine years. Starting in the Year 9 (2013) application (used by utilities that applied in 2013, and were designated in 2014) the designation levels are:

Figure 2: RP_3 Designation Levels and Associated Scores

Designation Level	Points
Diamond	98 - 100
Platinum	90 - <98
Gold	80 - <90

For utilities that applied before 2013, the Diamond designation was awarded to the utility if it successfully met 100% of the defined criteria. The Platinum designation was awarded if the utility met 90-99% of the criteria. The Gold designation was awarded if the utility met 80-89% of the RP3 Program criteria.

Designation Period (Once I Receive a Designation, How Long Is It Good For?):

Beginning with the 2014 designees, RP_3 designations last for three years (e.g., utilities that apply in 2014 and receive an RP_3 designation in early 2015 will maintain that designation until early 2018. They will need to reapply in 2017 to maintain their designation after 2018). Utilities that wish to maintain their RP_3 status must re-apply every three years. The intent of the re-application process is to ensure RP_3 utilities are consistently striving to maintain and improve the quality of their system.

Prior to the 2014 designation (2013 Application), RP_3 designations were valid for a two-year period (e.g., utilities that were designated in 2013, will need to reapply by September 30, 2014 in order to maintain their RP_3 status).

Credit for Leading Practices (How Are Points Allocated Among the 4 Disciplines?):

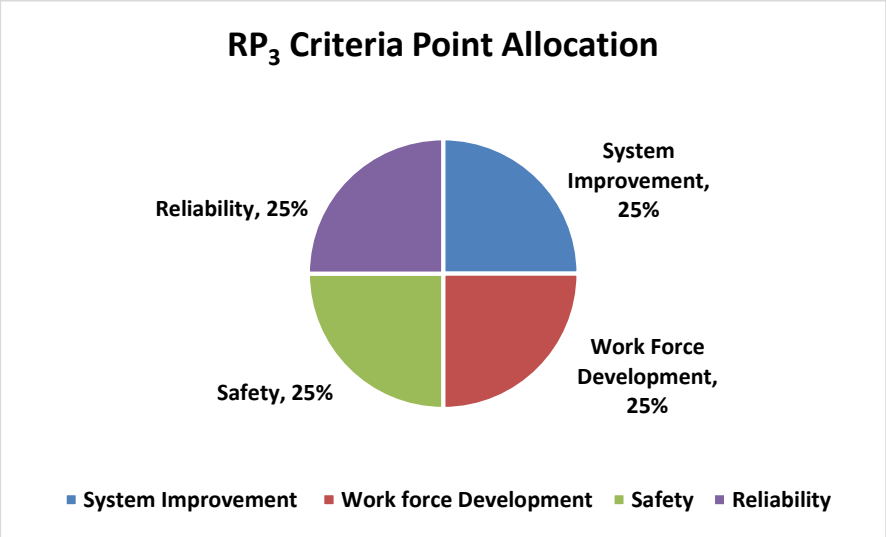


Figure 2: Percentage allocation of points by discipline

RP_3 Review Panel (Who Reviews My Application?)

Each application received is thoroughly reviewed by an expert panel of public power representatives. The RP_3 Review Panel ("the Panel") has 18 members. There are six panel seats for two representatives each from small, medium and large systems. One seat represents either a joint action agency or a state association. Six of the panel members are the officers (chair and vice chair) of three of the Association's Engineering and Operations Section Committees: Safety, Transmission & Distribution and System Planning. The five remaining seats are held by subject matter experts in the following areas: reliability; safety; system improvement; and human resources (two representatives). More information on the RP_3 Review Panel can be found at www.PublicPower.org/RP3.

Purpose of this Guide

This guide serves as a resource for RP_3 applicants interested in the intent, spirit, and associated scoring guidelines for each of the questions within the RP_3 application. Guidance on what the Panel is evaluating in regards to each question in the RP_3 application is provided, along with a clear breakdown of the point value associated with each possible response. Criteria for grading these questions are established based on leading industry practices. RP_3 Review Panel members are responsible for grading each section that falls within their subject area of expertise. Throughout the grading process, each section will be reviewed, scored, and verified by several Panel members. Many questions will not require attachments. For these questions, many utilities may choose to include additional documentation, but attachments are not expected.

This guide is meant to increase transparency in the Panel's grading expectations and help utilities better understand the application grading process. Please note that the guide is meant to be a suggestive, not prescriptive, resource.

Each question in the application has been explained in detail, and a scoring rubric has been provided. Please note that the final scoring decision for each question falls on the Panel. While the scoring rubric can serve as a general guide for what utilities should expect, the **ultimate scoring determinations are made exclusively by the Panel. If the Panel sees opportunities for improvement in any specific area, fewer points may be awarded.** The RP_3 application process should be viewed by utilities as an opportunity for coaching and feedback from industry experts. Below is a sample scoring rubric for a question.

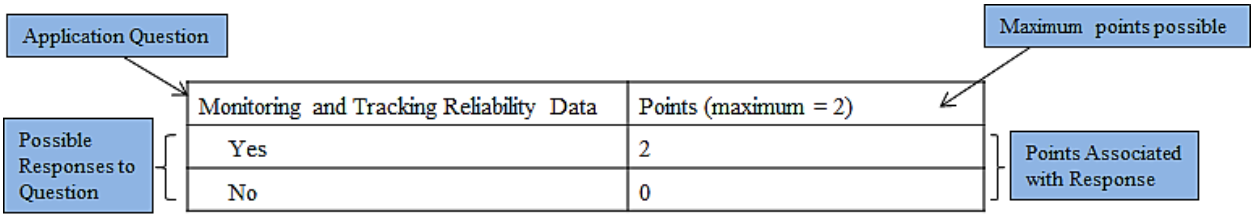
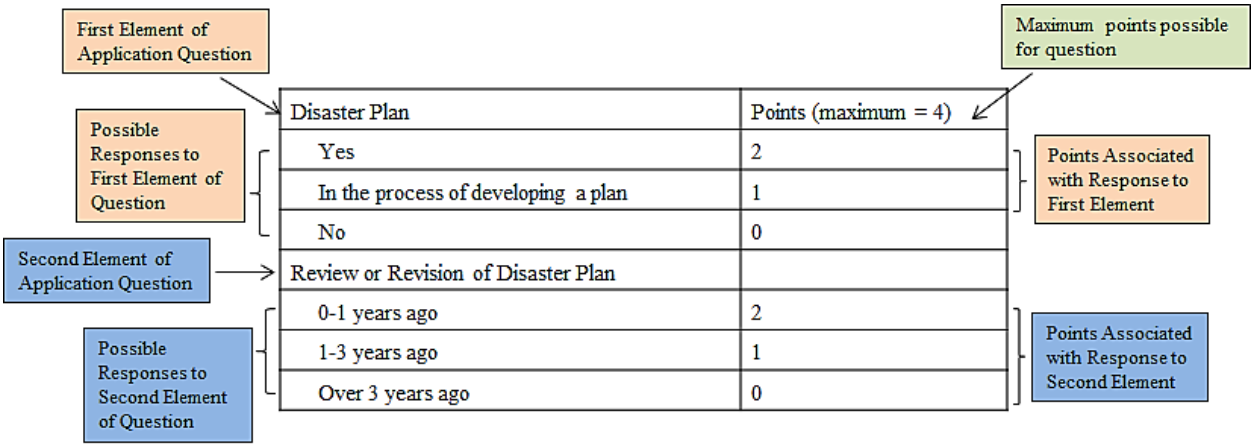


Figure 3: Sample Scoring Guidelines, yes or no question

The complexity of the question will impact the scoring guidelines. While some questions will be graded on a yes or no basis, others will require a more in depth evaluation by the RP_3 Panel. In instances where there are several layers to a question, partial points may be awarded based on quality. Where applicable and possible, these partial breakdowns of points have been presented. While the scoring rubric can serve as a general guide for what utilities should expect, the **ultimate scoring determinations are made exclusively by the Panel. If the Panel sees opportunities for improvement in any specific area, fewer points may be awarded.**



Disaster Plan	Points (maximum = 4)
Yes	2
In the process of developing a plan	1
No	0
Review or Revision of Disaster Plan	
0-1 years ago	2
1-3 years ago	1
Over 3 years ago	0

Figure 4: Sample Scoring Guidelines, multi-layered question

Utility Information and RP_3 Application Payment

Application Registration (How Do I Start the Application Process?)

Prior to gaining access to the RP_3 application, applicants must submit a basic registration form. The Association's Engineering Services staff uses this information to create a utility profile in the online application system. In addition, the form asks for a primary contact for the utility. This individual will be contacted with any questions the RP_3 Review Panel or Engineering Services staff may have concerning the application. All correspondence relating to the application will also be sent to this individual.

Payment (How Do I Pay For My Application?)

The **RP_3 online payment form** is used to complete the application fee to partially cover costs associated with processing, examining, and scoring all submissions. This fee must be paid each time you apply for RP_3 status. The fee structure is dependent on your utility size based on the number of customers your utility serves. The application fee is not refundable if the RP_3 criteria are not met. However, if you do not receive the RP_3 designation for any reason, you may re-apply the year immediately following your initial application without paying the application fee again. You may pay the fee online, by check, by credit card, or you can request that the Association bill your utility directly[1] (Assocation members only for this option).

Additional Utility Information (What Unscored Information Will I Need To Add To My Application?)

Additional details about the utility may be provided in the first question of the RP_3 application, which asks for utility employee demographics. This information is used during the assessment of your RP_3 application. The number of employees must be filled out to the best of your ability. Four categories of employee demographics are required in the first table, and a more detailed breakdown may be provided in the second table. Utilities that offer more than electric service (e.g. gas, water, and sewer) should account for all electric-side only employees (operations, engineering, etc.). If the electric side of the utility is not distinctly separated from the other services, anybody that supports the electric side of your operations should be included in the final number of utility employees. For example, if your utility offers three services, one third (or the equivalent proportion of employee time devoted to electric services) of the shared support staff (accounting, reception, etc.) should be included in your final number of electric

[1] Please note the Association's policy: utilities that request to be billed directly will be charged a processing fee of $10.00.

employees. It is helpful for the RP_3 Panel to understand the employee breakdown of your system. Any documents attached should clearly illustrate the number of employees in electric operations side of your utility, including engineering, line work, metering, human resources, accounting, or any other area that contributes to the electric division. **Please also note the utility photo attachment request.** Should the utility achieve designation status, this photo will be used during the Engineering and Operations Technical Conference awards ceremony.

Reliability Section

The following is a sequential, question-by-question review of the RP_3 application's Reliability Checklist. Each question in this section is explained, and the scoring rubric is outlined.

A – Reliability Indices Collection

Monitoring and Tracking Reliability Data (A1)

Monitoring and tracking indices provides a utility with valuable information. Many utilities have developed in-house reliability tracking systems, some of which are computer based. Utilities should demonstrate awareness of system performance by the use of reliability indices to maintain or improve the system. Utilities should also have a process for tracking and reporting outages on a regular basis. Hand calculations, the Association's eReliability Tracker program, alternate software programs, or other monitoring and tracking methods that are deemed by the RP_3 Review Panel to be of equal integrity will receive full credit for this question.

Monitoring and Tracking Reliability Data	**Points (maximum = 2)**
Yes	2
No	0

Reliability Statistic Tracking (A2)

An RP_3 utility should demonstrate awareness of its system performance by using reliability indices. Also, the utility should be using those indices to maintain or improve system reliability. Industry standard indices (IEEE 1366) are the preferred method of tracking performance. In addition, indices should reflect the most recent year of data and at least three indices should be tracked.

The RP_3 program allows utilities to provide any and all acceptable indices such as: SAIDI, CAIDI, ASAI, SAIFI, and MAIFI. Remember to calculate indices for the most recent whole year. Although providing your utility goal or target is optional, this information is helpful for the Panel's evaluation and may become a required section in future applications. The intent of this section is not to compare your utility's index values against other utilities, or even against your utility's previous goals or targets; rather, it is to ensure that your utility is monitoring and tracking this data to maintain and improve its system.

Reliability Statistic Tracking	Points (maximum = 4)
3 or more indices tracked	4
1 or 2 indices tracked	2
0 indices tracked	0

Reliability indices are the measures used to track and evaluate system performance. The frequency of system failures, number of customers affected and duration of outages are three basic metrics used in measuring reliability. Reliability indices may further be classified as component reliability indices, load-point reliability indices, and system reliability indices.

- Component reliability indices measure the continuity of service provided by system components.
- Load-point reliability indices measure the continuity of service to individual loads.
- System indices measure the continuity of service to groups of loads.

Factors affecting reliability include feeder length, exposure, sectionalizing, conductor type and number of customers on the feeder. Some utilities exclude major events and storm-related outages from their evaluation of reliability indices as they may give inaccurate predictions for the probabilistic failure rates of the system components.

IEEE Standard 1366 classifies interruptions on the distribution system into four types:

- *Momentary Interruption*: These are the outages that occur on the system and last five minutes or less until the fault is cleared and service to all customers is restored. The major causes for this type of outage are trees, animals and lightning.
- *Sustained Interruption*: These are the outages that occur on the system and last more than five minutes until the fault is cleared and service to customers is restored. Partial service restoration may be performed through technical switching procedures and field ties.
- *Major Event*: An event that is statistically significant compared to the utility's outage history. Statistical significance can be determined by using the IEEE 1366 Beta method. Events that are significant should be separated for analysis when calculating reliability indices. These outages

can be caused by severe weather conditions (e.g. hurricanes, tropical storms, ice storms, etc.) and cascading outages resulting from the loss of one or more major transmission lines.

- *Planned Interruption*: A loss of electric power that results when a component is deliberately taken out of service at a selected time, usually for the purposes of construction, preventive maintenance, or repair.

Typically, utilities exclude scheduled outages, partial power, customer-related problems, and qualifying major events from the reliability indices calculations.

For examples of reliability index calculations and basic descriptions of what each index measures, refer to Appendix B: Reliability Index Calculations.

B – Reliability Indices Use

Use of Service Reliability Indices (B1)

Not only is it important to track reliability indices, it is equally important to use the data collected to maintain and improve your utility's system reliability. Information collected as reliability indices can highlight potential areas for improvement on the utility's system, and utilities are encouraged to use this information proactively. For example, some systems may use the data to decrease the amount of time between tree trimming cycles, as trees could have been linked to higher momentary outages. Utilities should demonstrate the use of service reliability indices to improve system performance.

The items included on the checklist are only a sampling of ways that your utility may have used reliability data. If applicable, please provide information on other ways your utility may use indices. Utilities should demonstrate the use of at least four of the methods listed below to improve the system based on service reliability indices.

Methods for using service reliability indices to improve the system:

- Worst performing circuit identification
- Vegetation management (e.g., tree trimming)
- Install covered wire
- Distribution circuit inspection program

- Convert overhead to underground
- Install lightning arresters
- Install animal/squirrel guards
- Perform thermographic circuit inspections
- Perform transformer load management
- Economic development
- Send indices to Public Utilities Commission/City Council/Governing Board
- Produce publicly available report
- Underground cable replacements/injections and testing
- Other

Use of Service Reliability Indices	Points (maximum = 4)
Yes (4 methods used)	4
No	0

Reliability Survey (B2)

Participation in a national reliability survey is important to understand where your system stands in terms of benchmarking and improvement. Examples of reliability surveys or services include the Association's Distribution System Reliability & Operations Survey, the Association's eReliability tracking service, and other industry surveys. This information can help your utility maintain or improve its system, which is vital to the health of a dependable public power utility. See http://www.PublicPower.org/reliability for more information.

Reliability Survey	Points (maximum = 2)
Yes	2
No	0

C – Mutual Aid

National Mutual Aid Agreement (C1)

Utilities establish mutual aid agreements with neighboring and regional utilities in order to improve service restoration efforts during power outages. Mutual aid agreements are an essential element of a

utility's response plan during power outages that enable them to call upon other utilities for help in a disaster (by providing manpower, tools, spare parts and mobile equipment, etc.). Establishing a mutual aid agreement requires advance sharing of information among member utilities. Furthermore, participating in a national mutual aid agreement is a beneficial precaution, especially if your utility encounters a situation where it requests Federal Emergency Management Agency (FEMA) funding. Utilities should demonstrate that they are prepared for major events that could require more resources than typically available. While local, state, or regional mutual aid programs are beneficial, utilities are encouraged to also participate in programs that are national in scope.

Mutual Aid Agreement	**Points (maximum = 3)**
Yes, National	3
Yes, State/Regional	2
Yes, Other (Utility to Utility)	1
No	0

Having mutual aid agreements in place has proven beneficial to utilities as they improve their reliability by reducing the "down time" for power outages, especially during catastrophic events. An example of the nationally accepted American Public Power Association/NRECA mutual aid form is available on the the Association's website at www.PublicPower.org/mutualaid. A list of utilities that have signed the agreement is posted to this website. If your utility does not currently have this agreement on file with the Association, submitting it with your completed application will satisfy the mutual aid section of the RP_3 application. Some utilities may have mutual aid relationships that do not fit the state/regional or national scope; examples of these types of mutual aid agreements could include local partnerships, bilateral agreements, or "sister cities." While these mutual aid relationships are important and beneficial, the Panel recommends that utilities engage in a national agreement as a supplement in case of a large-scale disaster.

D – Disaster Plan

Disaster Plan (D1)

Disaster plans are used by utilities to help coordinate their response to emergency situations of various kinds. Disaster plans should include detailed information on how utility personnel should proceed in a

disaster. While a leading practice is for utilities to have a stand-alone, utility-specific disaster plan, in some scenarios a city's disaster plan may include an electric-utility specific section.

Disaster Plan	**Points (maximum = 4)**
Yes, utility has a disaster plan that includes detailed information and coverage of topics identified in this guide	3
Yes, utility has a disaster plan with moderate detail and coverage of topics identified in this guide	2
In the process of developing a plan	1
No	0
Review or Revision of Disaster Plan	
0-1 years ago	1
1-3 years ago	0.5
Over 3 years ago	0

For some utilities, one city-wide comprehensive plan may suffice. Other utilities may have individual plans for each type of disaster that address information technology, weather, terrorism, transmission, generation, etc.

Disaster plans should be revised and/or reviewed on a regular basis. A utility should review and/or revise their disaster plan on an annual basis. For smaller utilities, this process may be as simple as verifying or updating contact information of essential personnel and important partners in the community. An outdated plan will become stale and unusable should a disaster occur after conditions have changed. It is also important to perform periodic disaster drills to ensure the effectiveness of the plan. Although it is recommended that the plan be available to the public, employees, government officials and the media, it is understood that confidentiality may apply to certain security-sensitive sections of a well-developed plan.

To meet the RP_3 criteria for a sufficient utility disaster plan, the RP_3 Panel recommends that the utility provide the index or table of contents of the plan(s) with your completed RP_3 application, as that documentation should provide an accurate sampling of your utility's plan coverage. Plans should include but are by no means limited to:

- Damage assessment procedures
- List/contact information of all employees and critical customers
- List/contact information of suppliers – including food, fuel, lodging for mutual aid crews, etc.
- Location of Emergency Operations Center (EOC) and possible back up locations
- Radios/communication plans and policies
- Details regarding your system's coordination with and role in a city-wide, county-wide, or regional emergency plan
- Outline of outside resources that are available to the utility to rebuild the system
- List of electric supply companies that can be called on to provide materials
- Outline of the communications responsibilities to inform the public, government agencies, and the media on restoration efforts
- Priority list of restoration efforts (hospital, police, water/sewer plants, etc.)
- Information for mutual aid crews:
    - Contact information of utility staff and contractors
    - One-line diagrams and circuit maps for the distribution system
    - Load data and system/equipment capacities
    - Inventory quantities for poles, transformers, cross-arms, connectors, fuses, etc.
    - Availability of written switching procedures on both the substation and circuit level
    - Equipment availability including number of derrick trucks, bucket trucks, and excavators
    - Personnel availability including classification
    - Compensation and insurance arrangements
    - Safety briefings on specific utility practices and procedures

If the index or table of contents does not demonstrate a strong disaster plan with clear indication of regular revision or review, the Panel may request that you provide more information regarding your utility's plan.

E – Physical

Physical Security (E1)

Utilities should be constantly mindful of threats due to security breaches such as vandalism and terrorist attacks. A utility's critical infrastructure such as substations, control centers, personnel, and other facilities should be included in a plan to prevent such outages. Utilities must develop the best available mitigation practices to address such attacks. For example, a utility might implement security policies and plan awareness trainings for all employees, or require identification for any visitor entering the facility.

For any property protected some of the following requirements should be considered:

- Fences and walls
- Doors, gates, and sensitive/critical infrastructure equipped with an alarm device or under surveillance
- Lighting on all fence perimeter and gates
- Requiring background checks for employees upon hire and if an employee is promoted or hired into a fiduciary position; that is, any position entrusted with sensitive utility information.

For more detailed information regarding physical security, please consult the Association's Security Checklist & Guidance Manual and the latest edition of the Association's Safety Manual.

Physical Security	**Points (maximum = 3)**
Yes, 4 or more boxes checked	3
Yes, 3 boxes checked	2
Yes, 2 boxes checked	1
No	0

NOTE: "Other" checkbox may be counted as multiple boxes checked if multiple items are listed.

F – Cyber Security

Cyber Security (F1-3)

In the past few years, cyber threats have surfaced as a significant and diverse set of concerns within the electric utility industry. As such, it is imperative for utilities to know what level of cyber security they require to help avoid unauthorized access and attacks. Establishing a cyber security policy or procedure that covers both prevention and response in the case of a cyber security breach is an integral part of

ensuring that the utility is being proactive in the area of cyber security. While NERC Critical Infrastructure Protection (CIP) standards do not apply to all utilities, all utilities should have a framework that covers the identification and protection of critical assets, coupled with plans to respond to and recover from any cyber incidents.

It is also important to train employees on cyber security matters, and encourage cyber awareness among all employees. Conducting periodic assessments of the integrity of your utility's cyber security protections is critical to ensuring that the policy, training, and awareness are all properly coordinated. These assessments may be brief depending on each utility's unique situation, but should be conducted on an annual basis as well as whenever new systems are implemented.

Cyber security plans/policies should include:

- roles and responsibilities;
- monitoring networks for suspicious activities;
- vulnerability assessments;
- awareness and training;
- policies and procedures; and
- technical security controls.

Cyber Security – Policy or Procedure	**Points (maximum = 3)**
Yes	1
No	0
Cyber Security – Awareness or Training	
Yes	1
No	0
Cyber Security – Vulnerability Assessments	
Yes, every year **AND** when new systems are implemented	1
Yes, every year **OR** when new systems are implemented	0.5
Yes, every 1-3 years **AND/OR** when new	0.5

systems are implemented	
No	0

More detailed information about those areas and general cyber security concerns for the industry can be found by referring to the following resources:

- American Public Power Assocation's *Cyber Security Essentials - A Public Power Primer*: https://ebiz.publicpower.org/APPAEbiz/productcatalog/productdefault.aspx
- Electricity Sector Information Sharing and Analysis Center (ES-ISAC): www.NERC.com/pa/CI/ESIAC/Pages/default.aspx
- North American Electric Reliability Corporation Critical Infrastructure Protection (NERC CIP): http://www.NERC.com/pa/CI/Comp/Pages/default.aspx
- Department of Homeland Security (DHS): www.DHS.gov/topic/cybersecurity
- National Security Agency (NSA): https://www.nsa.gov/ia/index.shtml
- National Institute of Standards and Technology Special Publication 800 Series on Computer Security: http://csrc.nist.gov/publications/PubsSPs.html
- National Institute of Standards and Technology Interagency Report (NISTIR) 7628: http://csrc.nist.gov/publications/PubsNISTIRs.html

Safety Section

The following is a sequential, question-by-question review of the RP_3 application's Safety Checklist. Each question in this section is explained, and the scoring rubric is outlined.

A – Safety Manual

Use of a Safety Manual (A1)

The ultimate source for safety compliance information lies within a good safety manual. Using a safety manual, whether the Association's, your utility's, or an outside source's, is a recognized leading practice, and provides the foundation for a utility-wide safety program. A safety manual that addresses safe practices for every utility employee (lineworker, office worker, meter reader, etc.) is essential.

The quality of the safety manual that is used is equally important; using the most current edition of an outside safety manual, or keeping your utility's own safety manual up-to-date with appropriate revisions at least every five years, is critical to maintaining a safe work environment.

Utilities should demonstrate use of an industry-appropriate safety manual or clearly defined and documented innovative approach. Non-Association safety manuals will be reviewed by the RP_3 Panel safety representatives to determine appropriate coverage. Utilities that use the Association's Safety Manual should use the most up-to-date edition; other manuals or programs should have been reviewed or revised in the last five years.

Use of a Safety Manual	**Points (maximum = 2)**
Yes	1.5
No	0
Up-to-date	
Yes	0.5
No	0

Directive to Use, Read, and Understand the Safety Manual (A2)

Formally acknowledging required adherence to the guidelines presented in the utility's designated safety manual is a method of documenting that your utility has formally recognized that manual and instructed all employees to follow it for all safety-related work practices.

It is also just as important that the utility management communicate to utility employees the accepted safety-related work practices, which are expected to be adhered to when working for the utility. A directive can take the form of a letter or other formal communication from the general manager/city council member/highest ranking member of your utility addressed to all utility employees (Sample Safety Directive available in Appendix D). Instructing employees to sign the first page of the safety manual does not fulfill the intent of this best practice. Ideally, this directive will be issued on regular basis (for example, every year) and/or when a new safety manual or approach is updated and/or adopted. It is important to have a safety culture that starts from the top of the utility and goes all the way down the ladder to reach all employees.

Utilities should provide written documentation of a directive issued by utility management instructing all employees to use, read, and understand the designated safety manual. The directive should reference the safety manual or approach identified in question A1.

Directive to Use, Read, and Understand the Safety Manual	**Points (maximum = 2)**
Yes	1
No	0
Formal Review of Manual	
Yes	1
No	0

B – Safe Work Practices

Regular Safety Meetings (B1)

Regularly scheduled safety meetings are a key to establishing and maintaining an effective safety program. Well-planned and executed safety meetings provide a forum for management and employees to have a dialogue related to pertinent issues affecting the company's operations. A utility should hold

safety meetings not only for operations/field employees, but also for management/administrative/other office employees. While these safety meetings may differ in frequency and length for different employees (e.g. lineworkers may have three 30 minute safety meetings per week, whereas office engineers may meet for one hour per month), it is still important to ensure that the culture of safety resonates across all employee levels.

A leading practice for meeting frequency and duration has been established as at least one hour per month for operations/field employees, and one hour per quarter for management/administrative/other employees. For **both** employee groups, please provide a sample roster from personnel meetings, including any handouts or materials from the meeting as supporting documentation in your utility's RP_3 application. Note that job briefings, such as tailboard discussions, are not considered safety meetings for the purpose of this question.

Regular Safety Meetings	**Points (maximum = 3)**
Yes	1
No	0
Operations/Field Employees	
At least 1 hour/month [or 12 hours/year]	1
Less than 1 hour/month [or 12 hours/year]	0
Management/Administrative/Other Employees	
At least 1 hour/quarter [or 4 hours/year]	1
Less than 1 hour/quarter [or 4 hours/year]	0

Policy or Practice for Safety Rule Enforcement (B2)

Establishing safety rules at a utility is an essential element of developing a culture of safety in the workplace. Equally important is ensuring that those rules are followed. By having a written policy or practice to enforce safety rules, management can emphasize the importance of adhering to established rules. Regular job site safety inspections are a part of this enforcement practice. Please include a copy of your utility's policy or a description of your practice for enforcement of safety rules and hosting of job site safety inspections.

More on safety inspections and examples from RP_3 designated utilities can be found at the RP_3 Resources page.

Policy or Practice for Safety Rule Enforcement	Points (maximum = 2)
Yes, documentation provided	2
Yes, but no documentation provided	1
No	0

Documented Job Briefings (B3)

Per the National Electrical Safety Code (NESC), a first-level supervisor or person in charge is responsible for conducting job briefings (tailgate discussions) with employees prior to beginning a job in the field. These job briefings should cover important subjects that pertain to the task at hand, including:

- hazards associated with the job;
- work procedures involved;
- special precautions and risk mitigation;
- energy source/hazard controls;
- personal protective equipment (PPE) requirements; and
- emergency response information.

Utilities should hold job briefings for electric employees, and maintain records on each briefing conducted. Many utilities will use a template to document their job briefings. Please include with your application either a sample copy of your utility's template, or an example of how your utility documents job briefings (redacted versions are acceptable).

More on job site briefings and examples from RP_3 designated utilities can be found at the RP_3 Resources page.

Required Job Briefings	Points (maximum = 2)
Yes, briefings required and documented	2
Yes, briefings required but not documented	1.5
No	0

Safety Orientation Practice or Procedure (B4)

Many utilities rely on non-utility employees to work on the system, either on a regular, sporadic, or emergency-only basis. These individuals can range from long-term contracted workers to visiting lineworkers helping restore service in a mutual aid situation. Regardless of the nature of the project or the duration of the partnership, utilities should have a practice or procedure to conduct a safety orientation with all non-utility employees working on the system to ensure clear understanding of your utility's safety standards. For example, compliance can be ensured in the form of contract language with long-term partners, or a standard safety briefing that is conducted during mutual aid situations. Please provide an example of your utility's practice or procedure for conducting safety orientation with non-utility employees.

Safety Orientation Practice or Procedure	**Points (maximum = 1)**
Yes	1
No	0

Accident Investigations/Near-miss Reports (B5)

Performing accident investigations and filing near-miss reports are critical steps towards preventing future accidents. A well-documented accident investigation or a near-miss report could provide invaluable information to other employees who may not have been at the scene of the accident. Equally important is using the information gathered in these reports to change utility safety practices/rules that may be insufficient or flawed. Please provide an example of a situation where the utility changed safety practices, culture, or rules due to the findings of a near miss report or accident investigation, if applicable.

Sample near-miss reports may be found at www.PublicPower.org/Safety.

Accident Investigations/Near-miss Reports	**Points (maximum = 2)**
Yes, with example and report form	2
Yes, with either example or report form	1
No	0

NOTE: If no accidents or near-misses have occurred during the review period, the utility will receive full points if they provide a standard report form for near-misses and accidents.

Management Participation (B6)

Safety training is often carried out by staff employees, but safety programs are most effective when the utility's senior management is involved in the planning and/or execution of the safety training function. This function will vary at each utility, but it is essential that there is some level of active participation by senior management on at least an annual basis. Management participation is one of the major components of an effective program.

Management Participation	**Points (maximum = 2)**
Yes	2
No	0

Annual Refresher Training for OSHA-type Issues (B7)

An electric safety program includes but is not limited to well-planned and delivered safety meetings. The RP_3 Panel understands that many utilities will not fall under Occupational Safety and Health Administration (OSHA) jurisdiction. However, all electric utilities should be informed and up to date on OSHA-type issues. The core intent of this question is to encourage electric utilities to conduct annual refresher training in certain areas including CPR/AEDs, pole-top rescue, bucket-truck rescue, etc. Many of these issues are significant and important enough to focus additional resources that are above and beyond monthly safety meetings. Utilities are encouraged to provide at least four types of annual refresher training on OSHA-type issues for employees.

Annual Refresher Training for OSHA-type Issues	**Points (maximum = 2)**
Yes, 4 or more types of training each year	2
Yes, 3 types of training each year	1.5
Yes, 2 types of training each year	1
Yes, 1 type of training each year	0.5
No, no training offered	0

Automated External Defibrillators (AEDs) (B8)

Ensuring that employees are CPR certified may help save a life. An additional life-saving tool is the Automated External Defibrillator (AED), also referred to as a Portable Defibrillator (PD). Defibrillators are available from numerous medical equipment providers. When maintained and used properly, AEDs can mean the difference between life and death. Based on industry standards and nationally recognized research[2], the RP_3 Panel has determined that AEDs should be available at all times at every work-site location to ensure employee safety. Work-site locations include office locations, operations/field work-site locations, and power plant locations. The description provided should clearly outline how the utility ensures that AEDs are available at all work-site locations. Depending on how a utility configures its work force, AEDs may be needed on every truck in the field to meet these criteria.

Automated External Defibrillators	**Points (maximum = 1)**
Yes, available at all work site locations	1
Yes, available at some work site locations **OR** alternative approach without availability at all work-site locations	0.5
No	0

Arc Hazard Assessments (B9)

Arc hazard assessments are an essential component of ensuring safe working conditions for employees working on or near energized lines, parts, or equipment. For more information refer to the current edition of the National Electric Safety Code. The utility should use the information gathered in the arc hazard assessment to notify and train all affected employees regarding the associated requirements for each type of job.

Arc Hazard Assessment	**Points (maximum = 2)**
Yes	1
No	0
Notified and Trained Affected Employees	
Yes	1

[2] https://www.osha.gov/SLTC/aed/

No	0

Disaster Drills (B10)

Disaster preparation in the form of disaster drills allows utilities to be better prepared when an unexpected disaster strikes, which should also reduce the time that customers will be without critical services. Preparation for a disaster may also uncover weaknesses in the system or process that may be corrected before an actual incident occurs. Categorizing disaster drills as table top or field (including emergency drills in administrative buildings) is important to understand the variety of your drills. Keeping track of when drills were performed is also important.

Utilities should conduct at least one drill each year. In addition, a well prepared utility will identify when and in what areas future drills need to be conducted to be sure its staff is ready in the event of an emergency. Note that an actual event can qualify as a "drill" only if the utility determined and evaluated lessons learned from the event. Please include a description of each disaster drill conducted, or documentation of lessons learned from actual events.

Disaster Drills	**Points (maximum = 2)**
Yes	1
No	0
Frequency of Drills	
At least one drill each year	1
Fewer than one drill each year	0

C – Benchmarking

Safety Index Benchmarking (C1)

Annual safety index benchmarking allows individual utilities to analyze their safety performance, to define and track long-term trends, and to review the effectiveness of their safety program. Benchmarking also provides an opportunity for utilities to compare and contrast their programs with those of their peers.

Utilities can engage in safety index benchmarking in a variety of ways. Each year, the Association hosts the Safety Awards of Excellence; submitting a form on behalf of your utility will satisfy the requirements for the section. Similarly, utilities may submit documentation showing participation in a state or regional safety awards program, such as one hosted by a state association. Your utility can also submit a copy of the annual Occupational Safety and Health Administration (OSHA) Form 300, Log of Work-Related Injuries and Illnesses. Documentation should indicate participation in safety benchmarking for the most recent calendar year.

For more information on the Association's Safety Awards of Excellence, please visit www.PublicPower.org/Safety or contact the Engineering Services department at (202) 467-2900.

Safety Index Benchmarking	**Points (maximum = 2)**
Yes	2
No	0

Whether your utility participates in the Association's Safety Awards, fills out and submits the OSHA 300 log, or participates in some other form of safety benchmarking, please indicate your incidence rate based on the standard formula below.

$$Incidence\ Rate = \frac{Total\ number\ of\ cases\ x\ 200{,}000}{Total\ worker\ hours\ of\ exposure}$$

Work Force Development Section

The following is a sequential, question-by-question review of the RP_3 application's Work Force Development Checklist. Each question in this section is explained, and the scoring rubric is outlined.

A – Succession Planning and Recruitment

Demographics (A1)

By keeping track of employee demographics, your utility can be prepared to identify when employees may retire and in which departments you are most likely to lose key personnel. This analysis allows the utility to focus training and hiring in areas where you will have gaps in the future. Being proactive in this

area could pay back dividends in terms of having employees ready to swiftly take over new responsibilities. If your utility tracks employee eligibility for retirement, please provide the percentage of employees that are eligible to retire in the next five years.

Demographics	Points (maximum = 3)
Yes	3
No	0

Knowledge Management (A2)

Today's workforce is changing more rapidly than ever before: much of the workforce is approaching the retirement age, and employee turnover rates have increased in recent years. It is therefore critical to ensure the stability of your utility's operations by addressing knowledge management through various processes. Helpful tools include the development of a succession plan, offering leadership programs, or establishing relationships with universities and trade schools. Such policies and procedures will help ensure continuity in the workforce, especially when unexpected vacancies occur.

Knowledge Management	Points (maximum = 5)
5 boxes checked	5
4 boxes checked	4
3 boxes checked	3
2 boxes checked	2
1 box checked	1
0 boxes checked	0

NOTE: "Other" checkbox may be counted as multiple boxes checked if multiple items are listed.

Employee Recruitment and Retention Procedure or Practice (A3)

Along with a plan to ensure knowledge management within your utility, having procedures or policies in place to address employee recruitment and retention help strengthen your utility's workforce. This will allow your utility to strategically focus its recruiting efforts to address anticipated and emerging staffing shortfalls and ensure that employees are content in their work environments. As a part of this strategy,

it is important to establish a recruitment policy or procedure as well as offer a range of benefits for your employees. Suggested retention practices could include, but are certainly not limited to, employee recognition, optional flexible work hours or work from home, stretch assignments, or competitive total compensation packages.

Employee Recruitment and Retention Procedure or Practice	Points (maximum = 3)
4 boxes checked	3
3 boxes checked	2
2 boxes checked	1
0 boxes checked	0

NOTE: "Other" checkbox may be counted as multiple boxes checked if multiple items are listed.

B – Employee Development and Recognition

Development Plans (B1)

Employee development plans are personalized strategies that outline incremental steps to improve and expand employee skills and performance. There are a variety of ways to tackle development plans; some utilities review the career development path with their employees as a component of an annual review while others have a more formal procedure that involves sitting down with the employee on a quarterly basis. The composition of these plans will depend on a variety of factors, including the size of your utility, how progression works within your utility, utility/council rules, etc. Regardless of these policies, giving employees this opportunity at least once a year will encourage them to grow with your utility. Note that an individual development plan does not need to be an outline for promotion within the utility or tied to monetary incentives; in many instances, development plans can be designed to offer steps for employees to better themselves as individuals and employees such as encouraging participation in training opportunities. For purposes of this application, a generic apprentice program is not considered part of a development plan. To be considered for the RP_3 application, specific personal and/or professional goals must be set for each individual. Examples goals could include: pass Lineworker 1 test, take time management class, improve writing skills, improve communication skills, etc.

NOTE: A generic year-end review form is acceptable as long as it has individual goals for the employee listed.

Utilities should have development plans for **all employee categories**, including:

- operations/field employees, including lineworkers, meter readers, etc.;
- management level employees;
- office personnel, including engineers, administrative, and other employees; and
- any other levels of employees.

Annual reviews can fulfill the development plan requirement as long as the review incorporates defined developmental goals for the employee.

Development Plans	**Points (maximum = 3)**
Yes, for all employee categories	3
Yes, for 2 employee categories	2
Yes, for 1 employee category	1
No	0

C – Education, Participation and Service

Written Education Policies/Procedures/Programs (C1)

Written education policies, procedures, and/or programs help place emphasis on employee growth within the utility. Frequently communicating the scope of your utility's education policies/procedures/programs to your employees is important. A utility should communicate the policy/procedure/program upon hire and regularly throughout the year, as well as when changes are made.

A strong education policy that is regularly communicated will encourage employees to take advantage of the opportunities for professional development. In addition, a written education policy will help grow both the employee and the knowledge base of your entire utility, which can lead to higher productivity and innovative approaches within your utility. When describing how you communicate your policy/procedure/program to your employees, include the frequency of these communications along with any supporting documentation such as a memo to all employees, a note in a weekly newsletter, etc.

For full credit a utility should communicate education policies/procedures/programs:

- upon hire;
- regularly throughout the year (on at least an annual basis); and
- when changes are made (this may happen at the time of annual performance evaluation).

Written Education Policies/Procedures/Programs	**Points (maximum = 4)**
Yes	3
No	0
Frequency of Communication of Policy/Procedure/Program	
Upon hire **AND** regularly throughout the year **AND** when changes are made	1
2 levels of communication frequency	0.5
Not communicated	0

Networking and Personal/Professional Development (C2)

Attendance at conferences and workshops fosters interaction, networking capabilities, and idea-sharing. The networks formed during conferences and workshops become the glue that holds utility systems together when faced with disasters such as storms, or discovering common problems in practices or equipment used throughout the industry. Whether national, regional, or local in scope, networking efforts of individual staff—based on the support of utility management—can bolster the strength of the utility's entire work force.

In the RP_3 application, your utility should complete the matrix to identify which types of employees are attending various networking events and personal/professional development opportunities. In a separate attachment (example spreadsheet available for download as part of application package) please provide a representative list of the different conferences/workshops (events) or development opportunities that your utility personnel and, where applicable, governing body representatives attended from October 1, 2014 to September 30, 2017. Also note which levels of employees (e.g., operations/field, management/administrative) attended during the same period.

Utility management should encourage employees at all levels to engage in networking and personal/professional development such as participation in continuing education classes, workshops, conference, and user/interest group meetings. It is also important to consider the added value of participating in activities beyond the local or regional offerings; in doing so, employees will be exposed to a broader array of issues and expand their knowledge of the national electric utility industry. Furthermore, it is important to ensure that a diverse representation of employees attend these types of events; not always the same person or small group of people.

A utility should encourage operations/field, management/administrative, and any other utility employees to participate in networking and personal/professional development opportunities that are local, state/regional, and national in scope. Utilities will be scored based on the following matrix. Determining the scope (local, state/regional, or national) of classes/workshops and user/interest group meetings that utility employees have participated in will require review of the attached representative sample of events that employees participated in.

Employees categorized as "other" should be grouped under one of the previous categories, based on Panel determination. Panel members will use the information provided by the utility on the checklist as well as the required documentation (a representative sample of events attended and the relevant employee categories) to fill in the matrix below. For large utilities, all six boxes must be checked for full credit; medium utilities must have at least five boxes checked for full credit; and small utilities must have at least four boxes checked for full credit.

For an example of how to track this, please download our sample checklist and fill it in.

Event Types	**Scope**	**Operations/Field Employees**	**Management/Administrative Employees**
Classes/Workshops, Conferences, or User/Interest Group Meetings	Local	☐	☐
	State/Regional	☐	☐
	National	☐	☐

Networking and Personal/Professional Development			**Points (maximum = 4)**
Large Utility	*Medium Utility*	*Small Utility*	
6 boxes checked	5 boxes checked	4 boxes checked	4

4-5 boxes checked	3-4 boxes checked	3 boxes checked	3
3 boxes checked	2 boxes checked	2 boxes checked	2
1-2 boxes checked	1 box checked	1 box checked	1
0 boxes checked	0 boxes checked	0 boxes checked	0

Below are examples of networking, personal/professional development, and education opportunities available to public power employees. Also refer to Appendix C: Association Sections and Committees, for examples of networking opportunities.

- *Industry Conferences & Workshops*
    - The Association hosts a variety of conferences for every member of your utility staff – including legal, engineering, operations, or safety personnel. For more information or to register for any conferences or workshops listed below, visit the Association's website: http://www.PublicPower.org/appaacademy.
        - Engineering & Operations Technical Conference, Public Power Lineworkers Rodeo, National Conference, Business & Financial Conference, Customer Connections Conference, Legal Seminar, Joint Action Agency Workshop, Legislative Rally
    - *EPRI* conferences may provide utility staff with research and development updates, especially considering the constant developments and new technology emerging in the industry.
    - *IEEE* conferences may help your utility conform to new NESC standards, which are vital to maintain the most updated safety standards and practices for your employees and customers.
- *In-house Training*

  Using in-house personnel and resources to provide staff training programs.
- *Outside Training*

  Training presented by vendors, non-utility trainers, or other professionals with a knowledge of the utility industry to train on specific needs (i.e., safety practices, customer service), on the utility's premises.
- *Webinars*

  Webinars are hosted regularly by a variety of organizations on many different subjects. This mode of learning is an excellent way to educate a large group of employees, without the costs associated with travel and lodging.

- *Certificate or other Professional Development Programs*

  Examples include apprentice programs and professional development programs.
- *Local, regional, or national education programs*

  Includes state, regional and other courses and seminars that apply to utility organization topics.
- *User Groups*

  Includes groups that meet on a specific topic that will improve work skills or the utility's performance.
- *State association conference or workshop*

  As a member of a state association, it is always beneficial to take advantage of any development opportunities they may offer.
- *Regional association conference or workshop*

  As a member of a regional association, it is always beneficial to take advantage of any development opportunities they may offer.
- *Joint Action Agency meetings*

  Joint action agency meetings are an excellent place to discuss issues such as power supply and system planning. Developing a network to discuss these issues is vital to maintaining a reliable system.
- *Other*

  Meetings that help utility employees gain utility knowledge

Membership and Service (C3)

The utility industry is a vast network of individual systems operating in unison to provide electric power. In many ways this network has advantages; however, at the same time one major disadvantage is the fact that public power entities are at times overlooked, or underrepresented in the areas of policy, engineering, certification, standardization, transmission rights, etc. Nevertheless, many of the decisions made through professional organizations such as the North American Electric Reliability Corporation (NERC), the Institute of Electrical and Electronics Engineers (IEEE), and federal agencies such the Department of Labor and the Occupational, Safety & Health Administration (DOL/OSHA), the Department of Homeland Security (DHS), the Department of Energy (DOE) and others impact the operation of every public power utility in the United States. To ensure that the voices of public power utilities are heard, and that pertinent concerns are raised during the rulemaking and standards-setting

processes, public power employees should participate on committees, working groups, task forces, boards, and other state, regional, and national bodies. The ability of knowledgeable utility staff to provide input on issues that impact public power is crucial.

Furthermore, public power thrives on being a community-owned entity, so it is equally important to participate in local boards and committees; this participation enhances and exemplifies the mission of public power being an active participant in and member of the community. Please attach representative samples of membership in professional and community service organization that relate to benefit the utility. There is an example spreadsheet available for use and download as part of the RP_3 application package, accessible at www.PublicPower.org/RP3.

Membership and Service	**Points (maximum = 3)**
Yes, active membership in professional and community organizations **AND** service on committees and/or boards	3
Yes, active membership in professional and community organizations **OR** service on committees and/or boards	2
No	0

Below are several examples of membership and professional/community organization opportunities available to public power employees:

- *Local commerce*
  Organizations such as the Chamber of Commerce or Better Business Bureau
- *Local chapters of service-oriented groups*
  Participation in groups such as Kiwanis and United Way
- *Local or national participation in trade groups*
  American Public Power Association, NESC, IEEE, SHRM, NUTSEA, and other utility-related organizations

System Improvement Section

The following is a sequential, question-by-question review of the RP_3 application's System Improvement Checklist. Each question in this section is explained, and the scoring rubric is outlined.

A – Research & Development

Membership and Participation in an R&D Program (A1)

Research and development at public power utilities is an essential investment, and utilities can take a leadership role by pursuing cutting-edge technology and innovation as an integral part of energy delivery. This principle is embodied in public power's commitment to invest in innovative solutions and technologies to enhance energy delivery and develop their communities. Through research, development, and demonstration of new ideas, utilities can increase efficiency, reduce costs, investigate new and better technologies and services, and improve processes and practices to better serve customers.

Public power has been a leader in supporting technology breakthroughs and providing innovative services by reinvesting a portion of resources every year into research and development. The RP_3 Panel recognizes the value of this commitment and encourages participation in a national program. This participation gives public power access to a pool of funding opportunities, and, more importantly, access to information on a variety of projects that they can review before implementing a new technology.

While it is important to be a member of a national R&D program, it is perhaps even more important to take advantage of the resources that the program offers to educate your employees and make informed system improvement decisions for your utility and community. Active participation can range from applying for grants and conducting research projects, to reviewing the results of completed projects and considering the findings as they apply to your utility's operation. Examples of these resources include the DEED Project Database and DEED-published documents, which can be found on DEED's website at www.PublicPower.org/DEED, or EPRI research projects. Utilities can also demonstrate participation by using software or technology developed by a utility research group (e.g., GridLAB-D).

Membership in an R&D Program	**Points (maximum = 3)**

Yes, national membership	2
Yes, only state or regional membership	1
No	0
Participation in an R&D Program	
Yes	1
No	0

One example of a national R&D program is the American Public Power Association's Demonstration of Energy & Efficiency Developments (DEED) program, which is public power's own research program. The Association initiated DEED to pool members' resources to invest in the future technologies and best practices of the electric industry. This program enables utilities, from the smallest to the largest, with limited resources to engage in research and development activities. For more information about DEED visit the Association's website at www.PublicPower.org/DEED.

Another large-scale R&D program is the Electric Power Research Institute (EPRI). EPRI is the only science and technology consortium serving the entire energy industry—from energy conservation to end use—in every region of the world. For more information, visit the EPRI website at www.epri.com.

State and regional programs are unique to your utility's location. Check with your state association or joint action agency within your region to discover what R&D opportunities there may be for your utility.

B – System Maintenance and Betterment

System Maintenance (B1)

Utilities that monitor the condition and functionality across all aspects of their systems are in the best position to know when and where investment is needed. Efforts to track age, condition and performance of system components enable the establishment of short- and long-term planning goals. Such goals may be based on load growth, expected service life of units of property, depreciation schedules, etc. Written goals then provide support for adequate budgeting and achievement of system improvements, with the ultimate benefit of top-notch reliability and customer service.

Preventative maintenance has to begin with keeping records and setting inspection schedules. In this section, you should indicate the schedule for maintenance/inspection for all items on your system that

your utility tests or has a maintenance schedule for, and provide a representative sample or other information to verify each of those items. The intent of this question is to verify that utilities are proactively inspecting the system for possible failures and addressing potential issues before they arise. Please include a representative sample of maintenance or inspection records for assets identified. A leading practice would be to demonstrate maintenance on system-wide utility assets. A utility should demonstrate that they keep records or set inspections for as many assets as are available.

System Maintenance	Points (maximum = 4)
Yes, at least 6 documented assets	4
Yes, at least 4 documented assets	3
Yes, 3 or fewer documented assets	2
No	0

NOTE: Asset examples should broadly represent the entire utility (e.g. substation equipment, poles, field transformers, meters, etc.

System Losses (B2)

Another element of system planning is to monitor system losses and have a plan or procedure to address losses. To receive credit for this section, your utility's system losses must be reported. Many utilities use the EIA 861 report to calculate losses, while others have in-house software that monitors system losses on a regular basis. Utility system losses typically fall between 3 and 8 percent. Once you have the information about losses, it is important to dig deeper and find out how you can improve the reliability of your system through a variety of programs. Utilities should also engage in a variety of practices to lower system losses, ranging from theft prevention measures to improving operations. If a utility calculates its losses and determines that it isn't cost effective to lower them any further that is also considered addressing losses.

System Losses	Points (maximum = 3)
Yes	3
No	0

Planning Study (B3)

It is important to perform an internal or external analysis or planning study to help evaluate the long-term needs of your utility's system infrastructure. Performing an internal or external analysis or developing a system planning study, whether conducted by in-house staff or an outside consultant, is vital to determining the types of projects your system needs to be prepared to address. This analysis or study should have information such as load forecast, contingency analysis (e.g., alternate feed), fuse coordination/fault analysis, project identification, equipment age analysis, land and environmental analysis (e.g., SPCC, ROW), capacity studies, etc. Your utility's analysis or planning study to evaluate long-term needs can be conducted annually (or as an ongoing process), or it can encompass a time frame – such as a three, five, or ten year system plan. For RP_3 purposes, an executive summary or table of contents of the analysis or study will suffice. A utility should look at its planning study and load forecast yearly even if no action is needed. If no action is needed the utility should explain how a course of no action was determined.

The utility should perform an internal or external analysis or planning study to include many if not all of the items listed below:

- Load forecast
- Contingency analysis (e.g., alternate feed)
- Fuse coordination/fault analysis
- Project identification
- Equipment age analysis
- Land and environmental analysis (e.g., spill prevention, control, and countermeasure, right of way)
- Capacity studies (e.g., capability of utility to meet future customer load obligations)
- Load control (demand response)

There are three elements that must be addressed for full credit:

- Conducting an internal or external analysis or planning study
- Addressing a broad scope of topics that are relevant to the utility's needs
- Applicable to a clearly defined timeframe

Planning Study	**Points (maximum = 4)**

Analysis/study conducted, 3 or more elements covered, and conducted within clear timeframe	4
2 elements covered	3
Only 1 element covered	1
No	0

C - Financial Health

Near-Term Capital and O&M Projects (C1)

Public power utilities are continually engaging in projects to maintain the integrity of their systems. Often, a main focus is achieving high reliability, while maintaining low electricity costs for their consumers. In order to accomplish this balance, each year the utility must make decisions regarding which projects should be undertaken in the near-term for system maintenance and improvement. The RP_3 Review Panel evaluates this section to ensure that your utility is being proactive in making proper near-term decisions for your system. The Panel will evaluate projects that the utility has recently completed and projects that the utility is scheduled to undertake in the next few years (projects from the past two years and planned for the next two years).

The write-up in the section should include your utility's capital improvement plan, detailed descriptions of projects with a funding breakdown, and/or a capital operations and maintenance budget with brief descriptions of each project. Generally, this information is presented to the city or utility board to get approval of funds for the electric infrastructure. A spreadsheet or budget sheet will suffice for this question only if it provides project names and costs along with clear descriptions of what each project will cover.

If your utility does not have a formal capital improvement plan, the write-up should be similar to what would be submitted to your utility and city board or council for approval to inform them of projects to be completed in the current budget year. The write-up for each capital improvement item should include associated costs and projected budgets for all projects conducted in the past two years or planned for the next two years, along with detailed descriptions of projects that have been or will be conducted in this timeframe. The Panel understands that some utilities may only engage in a few

projects within such a timeframe; in this instance, it is important for utilities to provide as much information regarding the chosen projects and their associated funding breakdowns as possible.

Projects that are in the utility's near-term goals should be included in this response, including current projects that may be outside of the designated timeframe (for example, a SCADA system upgrade that was started 3 years ago but will be completed in the next year). Do not include projects that are scheduled for the future, such as a distribution rebuild project that will begin in 5 years. The list below includes examples of projects to include in your utility's response, as long as they fall within the designated near-term timeframe. Near-term capital and O&M projects can be demonstrated by documentation of amounts, types and costs of equipment upgrades.

- Distribution line extensions, replacements, or upgrades
- Substation projects (new installation or upgrades)
- Transmission replacements or extensions
- Upgrades to utility software/hardware
- Equipment upgrades (trucks, buildings, etc.)
- Reconductoring projects
- General maintenance

There are three elements that must be addressed for full credit:

- A clear budget or funding breakdown
- Detailed descriptions of projects that have been or will be conducted
- Scope of projects is within the designated timeframe (past two years and next two years)

Near-Term Capital and O&M Projects	**Points (maximum = 5)**
Clear budget/funding breakdown, detailed description of projects, and within the specified timeframe (past 2 years and next 2 years) with 3 or more elements covered	5
2 elements covered	3
Only 1 element covered	1

No	0

Customer-Owned Distributed Energy Resources (C2)

Today's energy landscape is changing rapidly. An increasing number of customers are choosing to invest in distributed energy resources by purchasing their own electricity generators, such as wind turbines and photovoltaic panels (solar power), while remaining dependent on and connected to the electric grid. In light of these changes, a utility should develop policies or procedures to ensure its operational soundness and safety.

When new generating equipment is connected to the grid which might create a two way flow of electricity, a utility must consider potential impacts to their distribution system and operational infrastructure. Lineworkers, engineers, and other utility employees should be trained to understand the possible impact of distributed energy (including the potential for unintentional islanding) to ensure power quality and system safety is optimized. In addition, utilities should ensure benevolent grid behavior, communication and interoperability from generating equipment and owners through measures, such as interconnection agreements.

Customer-Owned Distributed Energy Resources	**Points (maximum = 3)**
Yes, 3 boxes checked	3
Yes, 2 boxes checked	2
Yes, 1 box checked	1
No	0

NOTE: "Other" checkbox may be counted as multiple boxes checked if multiple items are listed.

Financial Health and Stability (C3)

Ensuring financial health and stability is an essential component of being a reliable public power provider. In a time when distributed energy is gaining popularity and new government policies and regulations are emerging, utilities should have a policy or procedure in place to address emerging financial concerns. Managing your utility's financial ratios provides an assessment of your utility's

financial status and can identify areas that might need attention in the future. Some example ratios include a utility's current ratio for assets to liabilities, its debt-to-asset ratio, or net profit margin.

Other procedures in addressing your utility's financial health include establishing a cash reserve policy and routinely conducting cost of service studies. Please note that if your utility routinely conducts a cost of service study, leading practice is to perform the last study within the last 5 years.

Financial Health Policy or Procedure	**Points (maximum = 3)**
Yes, 2 boxes checked	2
Yes, 1 box checked	1
No	0
Routine cost of service study	
Performed within the last 5 years	1
Performed over 5 years ago	0

NOTE: "Other" checkbox may be counted as multiple boxes checked if multiple items are listed.

RP_3 Scoring Criteria Summary

Criteria Area	Section	Question	Subject of Question	Maximum Point Value
Reliability 25%	A - Reliability Indices Collection	A1	Monitoring and Tracking Reliability Data	2
		A2	Reliability Statistic Tracking	4
	B - Reliability Indices Use	B1	Use of Service Reliability Indices	4
		B2	Reliability Survey	2
	C - Mutual Aid	C1	National Mutual Aid Agreement	3
	D - Disaster Plan	D1	Disaster Plan	4
	E - Physical Infrastructure and Cyber Security	E1	Physical Infrastructure Security	3
		F1	Cyber Security Policy or Procedure	1
		F2	Cyber Security Awareness	1
		F3	Periodic Cyber Security Assessments	1
Safety 25%	A - Safety Manual	A1	Use of a Safety Manual	2
		A2	Directive to Use, Read, and Understand the Safety Manual	2
	B - Safe Work Practices	B1	Regular Safety Meetings	3
		B2	Policy or Practice for Safety Rule Enforcement	2
		B3	Documented Job Briefings	2
		B4	Safety Orientation Practice or Procedure	1
		B5	Accident Investigations/Near-miss Reports	2
		B6	Management Participation	2
		B7	Annual Refresher Training for OSHA-type Issues	2
		B8	Automated External Defibrillators	1
		B9	Arc Hazard Assessment	2
		B10	Disaster Drills	2
	C - Benchmarking	C1	Safety Index Benchmarking	2

RP_3 Scoring Criteria Summary (continued)

Criteria Area	Section	Question	Subject of Question	Maximum Point Value
Work Force Development 25%	A – Succession Planning and Recruitment	A1	Demographics	3
		A2	Knowledge management	5
		A3	Employee Recruitment and Retention	3
	B – Employee Development and Recognition	B1	Development Plans	3
	C – Education, Participation and Service	C1	Written Education Policies/Procedures/ Programs	4
		C2	Networking and Personal/Professional Development	4
		C3	Membership and Service	3
System Improvement 25%	A – Research & Development	A1	Membership and Participation in an R&D Program	3
	B – System Maintenance and Betterment	B1	System Maintenance	4
		B2	System Losses	3
		B3	Planning Study	4
	C – Financial Health	C1	Near-Term Capital and O&M Projects	5
		C2	Customer-Owned Distributed Energy Resources	3
		C3	Financial Health Policies or Procedures	3

Appendix A: Association Resources

The American Public Power Association has several publications and products that could contribute to achieving and maintaining RP_3 status. For a detailed description of these items please visit the Product Store on the Association's website (www.PublicPower.org/Store) or by calling (202) 467-2926.

A sampling of RP_3 helpful products:

- Latest Edition of the Association's Safety Manual
- Arc Flash Hazard Assessment Webinar
- Business Planning and Performance Measurement: A Guide for Small Public Power Systems
- Cyber Security Essentials: A Public Power Primer
- Distribution System Performance Improvement Guide
- Easy Steps to Energy Efficiency
- Emergency Management Checklist
- Emergency Planning Toolkit for Public Power Utilities
- Energy Efficiency Pays: A Guide for the Small Business Owner
- Energy Services That Work
- eReliability Tracker Web-Based Software
- FEMA Guidebook for Public Power Managers
- Getting Customers to Pay for Efficiency: A Guide for Designing and Implementing Residential Energy Efficiency Information and Financial Programs
- How to Design and Implement a Distribution Circuit Inspection Program for Your Public Power Utility
- NERC ERO Compliance Plan Guideline and Template
- Performance Management for Public Power Systems: An Implementation Guide
- Primary Distribution System Optimization Guide: A Practical Guide to Maximize Efficiency and Resource Optimization
- Understanding OSHA Changes: A Reference Guide with Checklists
- Security Checklist and Guidance Manual
- Smart Grid Essentials: A Public Power Primer
- The Association's Tree Power Program

New publications and products are featured on the Association's website on a regular basis.

Appendix B: Reliability Index Calculations

1. *System Average Interruption Duration Index (SAIDI)*: Measures the total interruption duration for the average customer.

$$\frac{\sum No.\,of\ Customers\ Interrupted \times Outage\ Duration\ in\ Minutes}{Total\ No.\,of\ Customers\ Served}$$

$$SAIDI = \frac{\sum Customer\ Interruption\ Duratons}{Total\ No.\,of\ Customers\ Served}$$

2. *Customer Average Interruption Duration Index (CAIDI)*: Measures the average interruption duration for those customers interrupted during the year.

$$\frac{\sum No.\,of\ Customers\ Interrupted \times Outage\ Duration\ in\ Minutes}{Total\ No.\,of\ Customers\ Interrupted}$$

$$CAIDI = \frac{\sum Customer\ Interruption\ Durations}{Total\ No.\,of\ Customers\ Interrupted}$$

3. *Average Service Availability Index (ASAI)*: Represents the fraction of time (often in percentage) that an average customer has received power during a predefined period of time (typically a year).

$$ASAI = \frac{Customer\ Hours\ of\ Available\ Service}{Customer\ Service\ Hours\ Demanded}$$

4. *Momentary Average Interruption Frequency Index (MAIFI)*: Represents the average frequency of momentary customer interruptions (usually less than a 5 minute limit) divided by the total number of customers served.

$$MAIFI = \frac{Total\ No.\,Customer\ Interruptions\ (Momentary)}{Total\ Number\ of\ Customers\ Served}$$

5. *System Average Interruption Frequency Index (SAIFI)*: This index is defined as the average number of times that a typical customer is interrupted during a specific time period. SAIFI is determined by dividing the total number of customers interrupted in a time period by the average number of customers served. The resulting unit is "average number of interruptions per customer."

$$SAIFI = \frac{Total\ Number\ of\ Customers\ Interrupted}{Total\ Number\ of\ Customers\ Served}$$

6. *System Losses:* Defined as the amount of energy lost during generation, transmission, and distribution of electricity, including plant and unaccounted for use. This is calculated on line 15 of the EIA 861 in % form and boils down to amount received vs. amount sold.

$$Total\ Energy\ Losses = (Total\ Sources) - (Sales\ to\ Ultimate\ Customers + Sales\ for\ Resale + Energy\ Furnished\ Without\ Charge + Energy\ Consumed\ by\ Respondent\ without\ Charge)$$

Appendix C: Association Sections and Committees

Eligibility: Employees of any of the Association's Regular Member (utilities, state or regional associations, and joint action agencies) or Government Associate Member are eligible to serve on the Association's committees. Other Associate Members (Individual and Corporate) are eligible to serve only on the Association's Legal Section. Please note that some committees have additional restrictions and/or special procedures for membership. Most committees are open for new nominations at any time.

BUSINESS & FINANCIAL SECTION

Association Liaison: Ursula Schryver, Vice President, Education & Customer Programs (202-467-2980; uschryver@publicpower.org)

Provides a forum for the exchange of information on finance, accounting, auditing, budgeting, customer service, human resources, information systems, pricing & market analysis. Sponsors and plans annual Business & Financial Conference and General Accounting, Finance & Audit Spring Meeting. Performs surveys and advises staff on issues including analysis of accounting pronouncements from standards-setting bodies.

- **Customer Accounting and Services Committee** [CUSAC]
  Association Liaison: Meghan Riley, Education Specialist (202-467-2919; mriley@publicpower.org)

  Concerned with customer accounting and customer service issues. The committee provides the means to disseminate and exchange information on meter reading, customer billing, credit and collections, revenue security, employee training and other service quality issues.

- **General Accounting, Finance and Audit Committee** [GAFA]
  Association Liaison: Angela Cuyler, Senior Accountant (202-467-2951; acuyler@publicpower.org)

  Concerned with the general accounting, finance, auditing, and budgeting functions of public power systems and supports a Research Subcommittee that assists in monitoring and developing responses to actions of national groups that set accounting standards for the electric utility industry.

- **Human Resources & Training Committee** [HUMAN]
  Association Liaison: Amy Rigney-Gay, Director, Human Resources & Administration (202-467-2935; arigney-gay@publicpower.org)

  Composed of personnel, labor relations, compensation and benefits, and training specialists who deal with human resource policies and practices of a local public power system. Committee members may participate in a list serve and receive the Association's *People to People* newsletter.

- **Information Technology Committee** [IT]
  Jeff Haas, Vice President, Membership & IT (202-467-2953; jhaas@publicpower.org)

  Deals with information technology needs in an electric utility, including enterprise-wide strategic planning, the type of equipment used, and the systems and procedures involved in data and information processing for utility operations.

- **Pricing and Market Analysis Committee** [PMAN]
  Association Liaison: Paul Zummo, Manager of Policy Research and Analysis (202-467-2969; pzummo@publicpower.org)
  Serves as a forum where public power employees working in the costing, pricing and market analysis areas can exchange information and discuss technical questions. It assists the association in preparing informational and educational materials on these and related topics. Activities in which committee members can become involved include assisting in the planning of the Business & Financial Workshop and periodic committee meetings, attending these events, and helping respond to information requests from the Association's member systems.

CUSTOMER CONNECTIONS SECTION

Association Liaison: Heidi Lambert, Education Director (202-467-2976; hlambert@publicpower.org)

Works to improve relationships among the utility and its customers and special publics, and the way they use energy. The Customer Connections Section activities and issues encompass those involving energy services, customer services, public communications, key accounts, and marketing. The Section sponsors the annual Customer Connections Conference held each fall, the Association's Annual Report Contest and ongoing information exchanges among members of these committees:

- **Customer Services Committee** [CUSSV]
  Association Liaison: LeAnne Sinclair, Manager, Education & Customer Programs (202-467-2973; lsinclair@publicpower.org)

  Concerned with all of the utility's direct relationships with its customers. It helps utilities in their efforts to provide quality customer-oriented service to residential, commercial and industrial consumers.

- **Energy Services Committee** [ENSVC]
  Association Liaison: Michele Suddleson, Director, DEED Program (202-467-2960;msuddleson@publicpower.org)

  Focuses on utility efforts to match energy use, consumer needs, and utility costs in the most efficient manner. Members deal with the full spectrum of energy services, including energy efficiency and load management programs, marketing, integrated resource planning, and product and service issues.

- **Key Accounts Committee** [KEYAC]
  Association Liaison: Ursula Schryver, Vice President, Education & Customer Programs (202-467-2980; uschryver@publicpower.org)

  Concerned with helping utilities develop and maintain mutually beneficial long-term relationships with major commercial and industrial customers, and other key accounts. Members of the committee are responsible for maintaining a personalized business relationship and acting as the primary contacts for their key accounts by identifying, expediting, and coordinating services.

- **Public Communications Committee** [PC]
  Association Liaison: Tobias Sellier, Director of Media Relations & Communications (202-467-2927; tsellier@publicpower.org)

  Works to build strong two-way strategic communications programs between utilities and their internal and external publics, including the news media, employees, and all consumers, using a wide range of tools and techniques. Marketing communications are becoming more prominent.

ENGINEERING AND OPERATIONS SECTION

Association Liaison: Alex Hofmann, Director, Energy & Environmental Services (202-467-2956; ahofmann@publicpower.org)

The Association's Engineering and Operations Section exists to assist the Association's members and their staffs in the operation of their electric utility systems, primarily in areas related to the technical aspects of the business. The E&O committees help plan the annual E&O Technical Conference and hold individual concurrent sessions during the Conference to hear presentations on relevant topics of interest. The committees also provide forums for members to exchanges ideas and information on topics of high interest.

- **Communications and Control Committee** [CC]
  Association Liaison: Alex Hofmann, Director, Energy & Environmental Services (202-467-2956; ahofmann@publicpower.org)

  Deals with design, construction, operations and maintenance of system-wide communications, protection, and controls, including telemetering, supervisory control, communications channels and mobile and base radio communications.

- **Environmental Committee** [ENVIR]
  Association Liaison: Alex Hofmann, Director, Energy & Environmental Services (202-467-2956; ahofmann@publicpower.org)

  Provides a forum for exchanging information, ideas, and viewpoints on environmental related matters, particularly in the area of regulatory developments and compliance requirements.

- **Generation and Fuels Committee** [GENFU]
  Association Liaison: Tanzina Islam, Energy & Environmental Manager(202-467-2961; tislam@publicpower.org)

  Concerned with all utility generation facilities and fuels, including nuclear power. This committee serves as the technical clearinghouse for the Association's information on power generation and fuels.

- **Safety Committee** [SAFET]
  Association Liaison: Patricia Keane, Engineering Services Specialist (202-467-2989; pkeane@publicpower.org)

  Deals with utility safety policies and practices. The committee is responsible for the Association's Safety Manual; it also formulates rules for the annual Safety Awards of Excellence.

- **Supply Management Committee** [PURCH]
  Association Liaison: Paul Zummo, Manager of Policy Research and Analysis (202-467-2969; pzummo@publicpower.org)

  Deals with electric utility purchasing and stores policies and practices. Sponsors meetings for the exchange of information among purchasing and stores professionals.

- **System Planning Committee** [SYSPL]
  Association Liaison: Nathan Mitchell, P.E., Director of Reliability Standards and Compliance (202-467-2925; nmitchell@publicpower.org)

  Provides a means to share, disseminate and exchange information pertaining to electric system planning in the industry, specifically in the areas of distribution planning, substation and transmission planning, resource planning, including both supply-side and demand-side, and strategic planning, including load forecasting and modeling.

- **Transmission and Distribution Committee** [TD]
  Association Liaison: Michael Hyland, P.E., Senior Vice President, Engineering Services (202-467-2986; mhyland@publicpower.org)

  Deals with construction, operation and maintenance of utility transmission and distribution equipment, from main generation busbar, or point of wholesale delivery, to customer service entrance.

LEGAL SECTION [LEGAL]

Association Liaison: Delia Patterson, General Counsel (202-467-2993; dpatterson@publicpower.org)

Composed of attorneys representing the Association's member utilities, including city attorneys, municipal electric utility legal staff members, and outside counsel engaged by Association members. Sponsors annual Legal & Regulatory Conference on subjects of current concern to Association members. Studies legal problems related to local publicly owned electric systems.

POLICY SECTION

Includes major Association committees which make recommendations to the Board of Directors and membership on policy matters.

- **Advisory Committee** [ADVIS]
  Association Liaison: Joe Nipper, Senior Vice President, Government Relations (202-467-2931; jnipper@publicpower.org)

  For multi-service state and regional public power associations comprised of either all municipal or combined municipal and cooperative members with a focus on policy and legislative issues. The chair serves as ex-officio member of the Association's Board of Directors. *Membership by special procedures.*

- **Legislative and Resolutions Committee** [LR]
  Association Liaison: Joe Nipper, Senior Vice President, Government Relations (202-467-2931; jnipper@publicpower.org)

  Formulates policy positions on issues affecting public power, and submits to Association members for their consideration resolutions encompassing these decisions. Serves as an advisory and action group in preparing and presenting Association's views to Legislative and Executive branches of the Federal government. *Membership on this committee is restricted to one individual per member system.*

- **Policy Makers Council** [PBAC]
  Association Liaison: Joy Ditto, Vice President, Legislative Affairs (202-467-2954; jditto@publicpower.org)

  The Policy Makers Council (PMC) mission is to assist the Association in promoting legislation that is important to its members or opposing harmful legislation, and to provide advice on other issues of importance to the organization. The council is made up of 40 members who serve on either utility boards or are elected officials in public power communities. Four members are appointed to the Council from each of the 10 geographic regions recognized by the Association. In addition, there are a number of "At-Large" members of the Council from across the country who are appointed based on vacancies in the 10 regions. These At-Large Members are appointed for one-year terms, while the regional members are appointed for three-year terms. The chair of the PMC serves as an ex-officio member of the Association's Board of Directors. *Membership by special procedures.*

ADMINISTRATION AND MANAGEMENT SECTION

Covers miscellaneous subjects. The Section has no officers but exists as a matter of administrative convenience.

- **Risk Management and Insurance** [RISK]
  Association Liaison: Paul Zummo, Manager of Policy Research and Analysis (202-467-2969; pzummo@publicpower.org)

  Acts as a forum for the exchange of information on risk management and insurance procurement practices. Topics covered include risk retention, risk transfer, loss control, claims management, and insurance options.

INTERNAL OPERATIONS SECTION

Oversees operations, activities and policies of the Association. Members are appointed by the Association's president from the Board of Directors, with the exception of the Nominations and Awards Committee, which consists of, in addition to two presidential appointees, the current president and four immediate past presidents still serving with a utility.

- **Audit Review Committee** [AUDIT]
  Association Liaison: Harry Olibris, Vice President, Finance & Accounting (202-467-2949; holibris@publicpower.org)

  This committee meets at least once a year at the call of the chair to review the annual auditor's report. A meeting is usually scheduled after the Board of Directors' meeting on Saturday preceding the opening of the conference. *Membership by special procedures.*

- **Committee on Committees** [CMTES]
  Association Liaison: Jeff Haas, Vice President, Membership & IT (202-467-2953; jhaas@publicpower.org)

  This committee recommends to the Board of Directors nominations for chairs and vice chairs of various Association committees and sections, reviews functions of these committees, and makes recommendations to the Board on the establishment, merger, elimination, or name change of committees. The committee meets during the annual conference, usually after the Board meeting on the Saturday preceding the opening of the conference. *Membership by special procedures.*

- **Membership Committee** [MBRSH]
  Association Liaison: Jeff Haas, Vice President, Membership & IT (202-467-2953; jhaas@publicpower.org)

  Supports recruiting of new members and retaining of existing members, and recommends membership policies. *Membership by special procedures.*

- **Retirement Plan Advisory Committee** [RETIR]
  Association Liaison: Harry Olibris, Vice President, Finance & Accounting (202-467-2949; holibris@publicpower.org)

  This committee is responsible for setting policies governing the staff retirement program and generally supervising administration of the Association's retirement program. Members meet with the Plan's actuary and investment advisors usually once a year at the time of the winter committee meetings. The committee meets during the time of the annual conference, usually after the Board of Directors' meeting on the Saturday preceding the opening of the conference. Board members are appointed for at least three years on a rotating basis. *Membership by presidential appointment.*

- **Utility Awards Committee** [UAWDS]
  Association Liaison: Tobias Sellier, Director of Media Relations & Communications (202-467-2927; tsellier@publicpower.org)

  This committee makes recommendations to the Association's Board of Directors for the utility awards, i.e. Scattergood System Achievement Award and Community Service Award. It is composed of five Board members. Utilities of individuals serving on the Utility Awards Committee shall not be eligible for nomination for any utility award during that individual's term of service. *Membership by special procedures.*

Appendix D: Sample Safety Directive

This is a sample email from a Public Utilities General Manager to all utility employees.

To: Staff
From: General Manager

Subject: Safety Accident Prevention Manual

No aspect of our Utility is of greater importance than accident prevention and preservation of health. The Public Utilities Safety Manual addresses safe practice for every utility employee and adherence to the rules are required.

The current edition of the manual can be found on the intranet at this link: [website here] and is attached in PDF format as well. A revised 2013 edition is pending final review by the join safety committee and will be published shortly.

All managers are directed to ensure that an effective review of the manual's sections that applies to each employee's area of work be conducted on a recurring annual basis, and when revisions are published. This review shall be incorporated as part of each section's regularly scheduled safety/staff meetings.

If you have questions or require clarification regarding any of the policies or rules contained in the manual, please direct them to your supervisor, the Safety Committee Chairperson, or to the Interim Safety Manager.

Thank you for your understanding that compliance to these safety practices are an essential part of the health, strength and success of [utility name here].

[Name]
General Manager
[Utility Name]