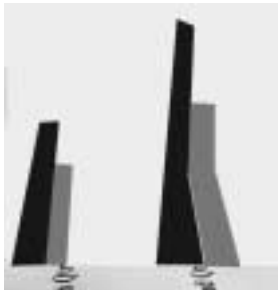
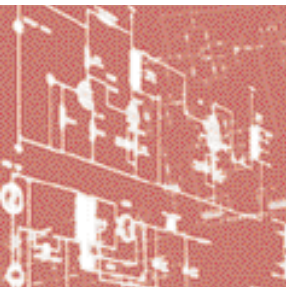


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Plans finalized for Utility Conference

Keynote speakers to address safety and disaster recovery



The NEPPA 2003 Utility Conference and Expo is only two months away and plans are being finalized for what promises to be an outstanding public power event. Both days of the conference (Monday, June 9 and Tuesday, June 10) will feature a trade show on utility equipment and services, along with guest speakers on a wide variety of topics. On Monday evening, a reception and dinner for all attendees will be held at the new Basketball Hall of Fame in Springfield, Mass., a short distance from the conference hotel.

Outstanding keynote speakers will open the conference each day. On Monday, Hugh Hoagland, a nationally recognized utility consultant and trainer, will speak on electric arcs and utility safety. Hoagland is the founder of ArcWear.com, and works with electric utilities, electricians and standards organizations throughout the United States. He develops, tests and helps electric companies find the best arc resistant materials, assess their hazards, and implement training, clothing, PPE and safety programs to prevent or mitigate the effects of electric arc.

On Tuesday, Neil Weisenfeld of Consolidated Edison of New York, will describe the disaster recovery activities of his utility in the wake of the September 11th terrorist attacks on New York City. He will also highlight the lessons that

were learned going through this experience, and what changes have been made in utility planning and operations as a result.

Concurrent sessions following the morning keynote speakers will be open to all conference participants. Topics include energy options and wholesale power markets, SPCC rules for electric utilities, measuring wood pole strength, utility security, financial reporting, credit evaluation, and polymer vs. porcelain cutouts.

Public power employees in all areas of utility operations, engineering, business and management positions are encouraged to attend the June conference. Fees for NEPPA members are \$275 for first utility participant and \$225 for additional participants. Daily fees are \$150 each. Brochures are available at the NEPPA office and on the NEPPA web site (www.neppa.org). You can register on-line or by faxing a registration form to the NEPPA office. Hotel rooms (\$99 / night) can be reserved directly with the Sheraton Springfield Hotel until May 16.

Register now and plan to join your colleagues in Springfield for New England's premier electric utility conference!

For more information, contact Lori O'Donoghue at Iodonoghue@neppa.org or (508) 482-5906 ext. 11.

Executive Director's Report

Geeks, geezers and leadership

by Patrick Hyland



Several months ago, the NEPPA annual conference committee met to discuss plans for the 2003 event. Much of the time was spent exploring ideas for speakers and topics that would enlighten and inform our guests. This is, as you might expect, one of the more challenging aspects of conference planning, as our audience members get to hear many speakers at different events, and it is often difficult to find new ideas expressed in new ways.

One of the themes suggested by the committee was the topic of leadership. Specifically, what do effective leaders do that is different from others, and what makes an effective leader? This is, of course, a popular topic for association conferences, and there are many "experts" on the speaking circuit who have made a specialty of this subject.

While reviewing the trade journals and speakers' bureaus for possible candidates, a book review in the local newspaper

caught my attention. The book title, *Geeks and Geezers*, was a grabber, but the subtitle caused me to read on: *How Era, Values, and Defining Moments Shape Leaders*.

The reviewer gave the book high grades for insight and originality, as it was based on interviews with real leaders in different professions who had something to say about their lives, their values, and their defining experiences. What made it different from most of the other leadership studies however, was that the authors included in their interviews leaders drawn from very different eras and with very different value systems. They spoke with "geeks" (average age 28) as well as "geezers" (in their 70s).

One of the book's co-authors, Robert Thomas, is a former MIT professor and a consultant in the Boston area, so I gave him a call and we spoke about his book and some of the lessons that he drew from his interviews. In brief, his enthusiasm for the

continued on next page

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The Northeast Public Power Association is an organization representing and serving consumer-owned electric utilities in New England.

Board approves new award for customer service

At its March meeting, the NEPPA Board of Directors unanimously approved the creation of a new association award in memory of Carol Tracey. The award will be known as the Carol Tracey Customer Service Award, and will be presented annually to public power employees who have demonstrated a commitment to delivering outstanding service to their customers. The award will perpetuate the memory of Carol Tracey, a long-time staff member of the association, who succumbed to cancer in January.

According to Pat Hyland, NEPPA executive director, "Carol Tracey possessed an exceptional ability to serve our members in a timely, professional and friendly manner. She exemplified outstanding customer service for our association, and it is fitting and appropriate that this award be established in her name."

The award will be presented each year at the NEPPA annual Customer Service Conference held in March. Criteria for the award and nomination forms will be forwarded to all NEPPA systems in the fall.

Geeks and geezers

Continued from page 2

topic and his insights from the dozens of people he interviewed were compelling. Soon thereafter, I read the book myself, and found it to be inspiring as well as enjoyable. It provides some unique perspectives on American leaders, and some who are changing the very definition of leadership in our society.

The theme of our annual conference this year is "Leadership in Turbulent Times."

With all that has transpired in our

industry and our country in the past few years, we need inspired leadership more than ever before. Bob Thomas will join us in Groton to share the lessons he has learned from his interviews and research. I think you will find his insights to be both valuable and inspirational, whether you fall into the "geek" or "geezer" age group, or somewhere in between. It's never too late to learn from others, as some of his "geezers" continue to prove. I hope you can join us to hear their stories.

Mark your
calendars

NEPPA Annual Conference

August 17-20

Mystic Marriott Hotel

Groton, Connecticut



Employment

Employment advertising is free to NEPPA members. Deadline for the next issue is April 22.

Hingham Municipal Lighting Plant First Class Lineman

The Hingham Municipal Lighting Plant is accepting applications for a First Class Lineman. Application with a copy of the job description may be obtained

at The Hingham Municipal Lighting Plant, 222 Central Street, Hingham, MA 02043. Applications must be submitted to the attention of Edward McDonald, General Foreman. Position open until filled. An Equal Opportunity Employer.

Member Notes

Moore Syndication

Moore Syndication of 3349 Independence Drive, Birmingham, Alabama has joined NEPPA as a corporate member. They are a marketing and advertising company. The contact person is Pamela Moore and she can be reached at (205) 871-8819 or faxed at (205) 871-7591.

Phoenix Communications

Phoenix Communications, Inc. of 65 James Street, #6, Worcester, Mass. has joined NEPPA as an associate member. They are a fiber optic cabling contractor and the contact person is Mark Langevin. He can be reached at (508) 438-0360 or faxed at (508) 438-0359.

Dufresne-Henry becomes NEPPA corporate member

Dufresne-Henry, a NEPPA associate member since October of 2001, has upgraded its membership to corporate.

The firm offers services in the fields of engineering, planning, landscape architecture and environmental science. They recently did an emergency preparedness study for New Hampshire Electric Cooperative to address the possibility of losing a substation to a catastrophic event.

The engineering study evaluated five of the utility's substations and 17 of its circuits. That evaluation served as the basis for the development of an emergency restoration plan, switching instructions manual and one-line diagram.

These documents define where, under both summertime and wintertime conditions, the customers served by one substation would be transferred in the event of a catastrophic event. It also describes the line improvements that would be necessary to make the transfer. The manual provides a step-by-step procedure for verifying open and closed switches, setting regulator output voltage and determining which switches are to be opened and which will be closed.

For more information on this subject, please contact John Scherer at Dufresne-Henry at 802-886-2261 or email him at jscherer@dufresne-henry.com.

Third annual Customer Service Conference held in March

The third annual NEPPA Customer Service Conference was held in Boxborough, Mass. on March 7, and attended by nearly 60 public power officials from around New England. Speakers addressed a variety of topics, while participants also had the opportunity to network with their peers and meet exhibitors from the banking, consulting, energy and communications industries.

Michael Savoie (bottom), president of Tailored Knowledge, drew on his experience as a customer service trainer to describe how a company can develop a customer service culture as part of its busi-



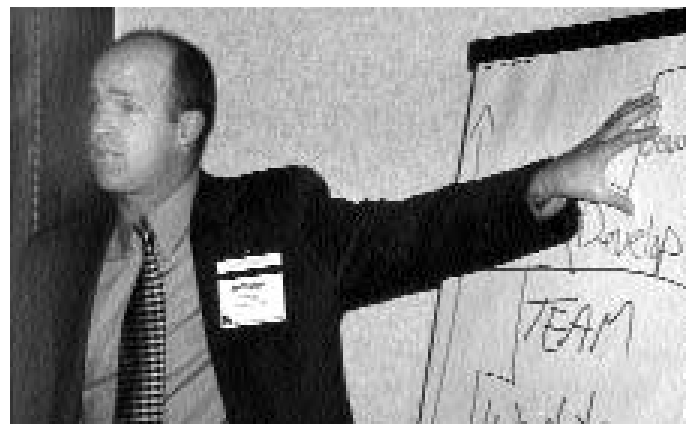
ness strategy. He used the concept of the "Service Excellence Diamond" to illustrate the components of outstanding customer service: Value (giving more to the customer than he gives to you); Time (always save the customer's time); Energy (making it easy to do business with your company); and Risk (giving the customer confidence in your company).



Steve Seger (center), vice president of Associated Corporate Consultants, described the Mystery Shopping Program that his firm conducted for a Massachusetts public power system, and the lessons that can be drawn about the quality of customer service from such an exercise.

Linda Dillon (top), president of Dillon Communications, provided some insights into two organizations that have been recognized for their outstanding customer service (Edward Jones Brokerage Services and Southwest Airlines) and the key differences that can be noted in their employee training and other human resource programs. She also drew examples of customer service "nightmare" stories from the audience, illustrating how poor customer interactions can have costly and long-term consequences for any organization.

Laurie Cavagnaro, chair of the NEPPA Customer Service Committee, welcomed all and expressed her appreciation to general managers in the audience for their commitment to improving customer service.



The NEPPA Customer Service Committee welcomes suggestions on future conference topics and training programs.

Wilson to head up Groton Utilities

Glenn M. Wilson has been named director of utilities for Groton (Ct.) Utilities and assumed his new duties on March 16. The City Council will formally consider Wilson's appointment in early April.



He succeeds Alexander B. Chisholm, the director of utilities for more than 13 years, who will formally retire on April 25.

As the top executive for Groton Utilities, he will have the ultimate responsibility for all its businesses, including the Electric Division, the Water Division, Bozrah Light and Power Company, the Broadband Division and the

Manitock Spring Water Company.

Wilson, a veteran telecommunications

industry executive, has headed Groton Utilities new Broadband Division for the past two years. He has been responsible for the broadband project including finance, network development, operations, sales, and government and legal affairs.

Groton Utilities plans to offer not only cable television, but also high speed Internet service over a state of the art Hybrid Fiber Coaxial (HFC) network.

Wilson obtained Groton Utilities' telecommunications license from the State of Connecticut Department of Public Utility Control (DPUC) and successfully coordinated the legal defense of a suit brought against Groton Utilities and the DPUC by the present cable provider. In 2002, he managed the passage of new legislation allowing Groton Utilities to own and oper-

continued on page 10

Member Appreciation Golf Tournament

NEPPA is proud to host the association's Third Annual Member Appreciation Golf Tournament. This tournament, which is now a regular summer event on the NEPPA calendar, is our way of saying "thanks" to the many associate and corporate members of the Northeast Public Power Association whose support and contributions have been an important part of NEPPA's success for 38 years.

Sponsorship Opportunities

Sponsoring at NEPPA's Member Appreciation Golf tournament is an excellent way to gain visibility with public power decision makers in New England, and at the same time, support a worthwhile cause. Sponsorship will greatly assist in underwriting tournament expenses. To discuss sponsorship opportunities, please contact Kris Nicolas at (508) 482-5906, ext. 13 or knicolas@neppa.org.

Proceeds

The proceeds of this tournament will be deposited in the New England Public Power Benevolent Fund, established to aid public power employees or their families who are facing financial difficulties due to disabling accidents, extended illness, or tragic loss of life.

Sterling Country Club

Sterling Country Club is a premier private club located in the rolling hills of central Massachusetts. For more information go to www.sterlingcc.com.



July 14
Sterling, Mass.

Register on line
www.neppa.org

Unintended consequences

by Robert Varela

Editor,

Public Power Weekly

Rather than repeal PUHCA, lawmakers should consider how it could be strengthened.

The Energy Policy Act of 1992, the last major piece of electricity restructuring legislation enacted by Congress, stands as a testament to the perils of unintended consequences.

One of the centerpieces of that law was language authorizing investor-owned utilities and other private companies to establish exempt wholesale generators (EWGs). The act defined EWGs as non-utilities even though many were owned by operating utilities, holding companies,

or parties involved in the electric utility business. The EWG provisions were seen as a way to "encourage competition" (grab hold of your wallet whenever you hear those words) and as a way to help persuade investor-owned utilities to agree to the bill's transmission access provisions. At the time, the EWG sections were not described as partial repeal of the Public Utility Holding Company Act, but that's what they were.

Unfortunately, instead of more competition, many consumer abuses and financial problems of the electric utility industry can be traced directly to this partial repeal of PUHCA in 1992, as APPA pointed out

in a recent report,

*The Public
Utility
Holding*



Company Act: Its Protections are Needed Today More than Ever.

The EWG exemption "significantly undermined" PUHCA's protection APPA said in the report, and "what remained of PUHCA was bent, twisted, or simply ignored" by the Securities and Exchange Commission, which in 1997 began to allow registered holding companies to own energy-related companies-including energy marketers.

Partial repeal of PUHCA and routinely lax SEC enforcement have resulted in a huge increase in the number of registered holding companies and their subsidiaries, according to the APPA report. Since 1992, the number of registered holding companies has more than quadrupled from 14 to 65, and these 65 companies own another 6,099 subsidiaries, the report said. Four of the 65 registered holding companies are foreign.

The increasing complexity of these holding companies and release from strict SEC or state scrutiny has resulted in exploitation of consumers and investors, as well as financial distress, the report said. Problems associated with lack of investor information and manipulation of asset valuation first surfaced in connection with Enron's December 2001 bankruptcy. This was followed by "revelations of how accounting practices used by many of the large energy companies hid debt and inflated revenues" and then by reports of round-trip trades.

Concerns about affiliate abuse have resurfaced, the report notes. FERC issued a proposed rule on holding company cash management, after an agency investiga-

Continued on page 10

Line crew employees retire in Ipswich

Ipswich Municipal Light Department honored Dave McIntyre, distribution foreman on his retirement on March 14. McIntyre joined the utility 34 years ago in 1969 as an apprentice lineworker. He became a second class lineworker in February of 1970, a first class lineworker in July of 1972, head lineworker in April of 1984, and distribution foreman in July 1991. His friends and coworkers turned out in force for a party on March 13.

Scott Waiswilos will be replacing him as

distribution foreman. He has an Associate's Degree from North Shore Community College and is currently attending NEPPA Substation School. He has worked for the utility as a first class lineworker since March 1995.

Also retiring after 34 years of service is Tom Poirier, who began his career at the utility as a meter reader and advanced to second class lineman before becoming a first-class lineworker in 1991.

Firewalls save Lyndonville operation center

The Lyndonville, Vt. Fire Department Station was destroyed by a fire so severe that the metal rafters sagged and separated from the wall. The Village of Lyndonville Electric Department's (LED) operations garage is housed in the same four-bay brick and concrete-block building that was built in 1957.

Although the Fire Department bay is a total loss, the adjacent electric operations center suffered only a strong fire smell and a coating of soot on equipment, the office area and lineworker's room.

"Thank God for firewalls," said Ken Mason LED's general manager. "The only building structural damage that we received was where the flames shot through the gap between the concrete wall and the metal roof decking at about the same location as the hottest part of the fire on the opposite side of the wall."

The building has concrete firewalls and fire doors between each of the four bays and LED had recently installed burglar alarms at the building.

McGrath joins Vectren Communications

Former Braintree Electric Light Department General Manager Walter McGrath has accepted the position of consultant for Vectren Communications Services and will be part of the Community Broadband initiative it has formed with Black & Veatch.

He retired from Braintree in November of 2002 after 17 years. He was instrumental in the establishment of one of the nation's first municipal broadband Internet services, and also oversaw the construc-

tion of a 750MHz hybrid fiber-coax system, which provides CATV services to the Braintree community.

McGrath served on the NEPPA board of directors and also served as board president for the American Public Power Association. He holds a Bachelor of Science in electrical engineering/power option from Northeastern University and a Master of Business Administration Management from Bentley College. He is actively involved in IEEE.



Marion retires from Holyoke



Marion and Costello

Raymond Marion, general foreman of the Electric Division of Holyoke Gas & Electric Department (HG&E), is retiring after 32 years of service to the utility.

Marion, a native of Holyoke, graduated from the Holyoke Trade School and worked in the printing industry before joining HG&E in 1971. He has been general foreman for the last 12 years.

Marion says he found his career to be a positive experience partly because of the high standards of the utility's management as well as the flexibility and diversity of his work schedule.

"There's good people on the staff here and the work has an air of excitement about it," he said.

Both of Marion's children work in the utility industry; his son Brian is an apprentice lineman in Paxton, Mass., and his daughter Laura works in the electric meter department at HG&E.

Marion is moving to Maine with his wife who is retiring from Holyoke Hospital this year. They plan to spend next winter camping in Arizona.

Stepping into Marion's shoes will be Michael Costello, a 20 year employee of HG&E who says he is looking forward to working with the excellent staff that Marion hired and trained.

Ames resigns from RMLD Board

Allan Ames, a long-time member of the Reading Municipal Light Department (RMLD) Board of Commissioners, announced his resignation at the Feb. 27 Board meeting to become effective immediately.

Ames was elected to the Board in 1976 and served as chairman and secretary several times in the ensuing 27 years. During his elected terms, he also represented RMLD on the Board of Directors of the Massachusetts Municipal Wholesale Electrical Company (MMWEC), and served as vice chairman of the American Public Power Association (APPA) Policy Makers' Committee.

Prior to Ames' association with the RMLD Board, he served as a town meeting member and on the Reading Finance Committee. He was a physical chemist at Polaroid until his retirement in 1995.

Ames is moving out of state to his retirement home.

"We thank Allan for his years of dedicated public service, and wish him well," said General Manager Vinnie Cameron.

Ames' position will be filled in the April Town election, along with another seat currently held by Andrew Herlihy. Herlihy is seeking re-election and Daniel Ensminger is also a candidate.



Ames

Washington Report

Continued from page 7

tion "into accounting practices that may have harmed regulated companies while benefiting corporate parents." The commission followed that up with new conditions on issuance of debt, again aimed at protecting regulated utilities from unregulated ventures by their corporate parents.

Merger and acquisition mania "has led to large debt burdens, poor stock performance, and lower credit ratings," the report said. Part of that mania entailed forays into the merchant energy business, fueled by visions of huge profits from EWGs. Easy access to capital in the booming economy of the 1990s also contributed to overbuilding capacity. And, as an editorial in the Feb. 24 Clearing Up newsletter noted, a number of utilities incurred massive debts just to serve native load "when they had to purchase power at historically astronomical prices, after Reliant traders and others jacked up prices and withheld generation." One result of all this: private power companies must refinance an estimated \$100 billion in loans during 2003, according to the Edison Electric Institute.

"The weakened financial condition of energy companies clearly hurts both investors, who have lost billions of dollars, and consumers, who will pay higher rates as the result of utility companies' lower credit ratings and higher cost of debt,"

ate electric generation within the utility's franchise area.

Earlier this year, he was appointed to the position of deputy director commercial enterprises, assuming responsibility for both Broadband and the Manitock Spring Water Company.

Wilson has a broad range of executive experience in finance, operations, sales and marketing, and managing in competitive environments, including more than 18 years experience at AT&T. Before leaving

APPA said in its report. "Financial stress also motivates a holding company to draw additional money and reallocate generating and other assets from its regulated operating utility."

In 1935, Congress enacted PUHCA to remedy several problems: lack of investor information; incorrect valuation of assets and earnings; improper pricing of affiliate transactions; no relationship between a company's expansion and operational efficiencies; and subsidiaries in different states, making regulation difficult.

"Not coincidentally, this same list of problems characterizes the current energy industry," the report said. (Calling PUHCA "a depression-era law" is as helpful as calling the Constitution "a revolutionary-era policy statement.")

The most important lesson from these events is the "consequences of total PUHCA repeal are no longer a matter of speculation," the APPA report said. "Congress must insist that consumers of monopolistic utility companies with the ability to exert market power over competitors and customers be provided the effective regulatory protection promised and until recently delivered by PUHCA." Rather than repeal PUHCA, lawmakers should consider how it could be strengthened.

AT&T, he served as marketing director - consumer services where he was responsible for \$300 million in annual revenues.

Wilson holds a Master of Science degree in Management from Rensselaer Polytechnic Institute, a Bachelor of Science degree from the University of Connecticut, and a Certificate of Finance from the Wharton School of the University of Pennsylvania. He is a 2002 graduate of the Utility Executive Program of the University of Idaho.

Groton names Wilson

Continued from page 6

Safety & Training Update

NEPPA plans supervisory skills program for May

NEPPA is offering a training program that is designed to teach the basic supervisory skills that are necessary to function effectively as a leader in today's modern public utility.

These sessions will help participants make the transition between employee and supervisor, as well as give experienced supervisors the opportunity to upgrade their skills to current industry standards. The series will benefit supervisors in all areas of the workplace, including field operations, engineering, administration, communications and customer service.

Hands-on activities and "real life" case studies will be used as well as materials and tools from supervisory training programs throughout the world. The series will start with a one and a half-day session

focusing on basic supervisory skills including leadership, communications, coaching, decision-making and time management. During the first session, NEPPA will analyze the needs of the participants and develop a follow-up one-day session for the fall of 2003 to review core skills and introduce more advanced topics.

Poor supervision is the single most common problem in any organization, and leads inevitably to low morale and declining productivity, along with employee turnover. It is important for utilities to recognize that managing employees involves a whole new set of skills that must be learned and used.

If you have questions about the program, contact Bob Gautreau at (508) 482-5906 ext. 16, bgautreau@neppa.org, or Lori O'Donoghue at extension 11 or lodonoghue@neppa.org.



May 1 and 2
Marlborough, Mass.

Surplus Equipment

23 kV/13.8 kV Substation

Transformers

(2) - 7.5/9.375/10.5 MVA OA/FA 55/65, 22900-13800Y/7970 Volts General Electric Power Transformers with Load Tap Changer (LTC), 5.94% Impedance, 1969 date of manufacture. Matched for parallel operation. Open primary bushings, bus connected secondary

Oil Circuit Breakers

(2) 25kV, 1200 AMP, General Electric Oil Circuit Breakers, Type FKD-25.8-11000-3, Type ML-10-2 Operator, 1968 date of manufacture

Switchgear

General Electric Shelter Clad Switchgear with General Electric Magna-Blast

Breakers, Type AM-13.8-500-6H, 15kV, 1200 Amp, ML-13 Mechanism (2) Mains, (1) Tie, (6) Feeder breaker arrangement, 1969 date of manufacture.

23 kV/13.8 kV Transformer

(1) - 7.5/9.375/10.5 MVA OA/FA 55/65, 22900-13800Y/7970 Volts. Open primary and secondary bushings. 6.35% impedance. NEMA taps, but no LTC. Mfg. Sunbelt 2000.

(3) - Westinghouse 333KVA voltage regulators (457 amperes) 13800Y/7970 Volts.

All fully operable, tested and maintained. Contact Ann Langille at the Mansfield Municipal Electric Department, (508) 261-7361.

Committee Meetings

April 10
Public Communications
10:00 a.m.
NEPPA Office, Milford, MA

May 6
Regional Power Supply
10:00 a.m.
Littleton Electric Light & Water
Departments
Littleton, MA

May 30
Executive
10:00 a.m.
NEPPA Office, Milford, MA

June 10
Board of Directors
10:00 a.m.
Springfield Sheraton
Springfield, MA.

Upcoming Events

April 9
General Foreman's Roundtable
Best Western Royal Plaza Hotel
Marlboro, Mass.

Spring Session, April 21-23
Fall Session, October 8-10
Public Utility Management Program
New England Center
Durham, N.H.

April 24
PURMA/PUMIC Annual Meetings
1:00 p.m.
Meredith, N.H.

Spring Session May 1 – 2
Fall Session, October 3
Supervisory Skills
Radisson Hotel
Marlborough, Mass.

June 9-10
Utility Conference and Expo
Sheraton Hotel
Springfield, Mass.

July 14
Member Appreciation Golf Tournament
Sterling Country Club
Sterling, Mass

August 17 – 20
Annual Conference
Mystic Marriott Hotel
Groton, Conn.

September 6
Lineworkers' Rodeo
Burlington, Vt.



For a complete listing of
public power events
regionally and nationally,
visit our calendar at
www.neppa.org