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## VPPSA Selects New CEO



Corse

The Vermont Public Power Supply Authority (VPPSA) has selected Scott Corse of Morrisville, Vt. to succeed retiring Chief Executive Officer (CEO) and General Manager, William Gallagher. Corse will begin as CEO Elect on April 3, 2006 and will assume the top post upon Gallagher's retirement in July 2006.

Corse is presently manager of the Village of Morrisville Water & Light Department, a post he has held for nine years. Prior to that, he held positions at Burlington Public Works Department and Northeast Utilities. He is also the current Chair of VPPSA and a member of the NEPPA Board of Directors.

Corse was selected for the position from a field of more than 70 candidates.

The search for Gallagher's replacement was conducted by Little and Associates of Broomfield, Colo.

Corse has a BS in Engineering from Northeastern University and an MBA from The University of Vermont.

Gallagher will retire after a 43 year career in the electric utility industry. He has been CEO and General Manager of VPPSA for the past 16 years. He is currently the Chair of the American Public Power Association and holds numerous posts in national, regional and state utility organizations.

VPPSA is a joint action agency performing power supply and other functions for municipalities and is headquartered in Waterbury Center, Vt.

## Public power legislative rally planned

The annual legislative rally of the American Public Power Association will be held Feb. 28 to March 3 at the Renaissance Washington Hotel, in Washington, D.C. It will begin on Tuesday with pre-rally seminars, meetings and an opening reception in the evening.

On Wednesday there will be a briefing on national political issues, and the APPA Legislative and Resolutions Committee will meet to debate and approve policy resolutions for the coming year, followed by the L&R luncheon. A breakfast on the following morning will provide another

opportunity to review policy and legislative issues of interest to public power.

The NEPPA Legislative Committee encourages public power managers and commissioners from throughout New England to consider attending the rally. "With runaway energy prices and everything else that is happening in the industry, it is especially important for public power officials to meet their Congressmen face-to-face, and make them aware of our issues and concerns as the new legislative session begins," said Sharon Staz, committee chair.



# Executive Director's Report

## Looking back; looking forward

by Patrick Hyland



As we have reminded our members during the past 12 months, 2005 was the 40th year of NEPPA's existence. Founded in the mid-sixties, the association sought to mobilize the political strength of six states (and their 34 Congressional Members) in order to secure federal legislation to construct a federal hydropower plant in Maine. Then, as now, power supply costs in the New England region were among the highest in the country, and public power systems were seeking any alternatives possible to gain access to lower cost power.

Much has transpired since 1965. NEPOOL was created and power was dispatched throughout the region based on generation costs. Now, ISO New England runs the regional grid and administers wholesale power markets with no responsibility for energy prices. Wholesale power costs are now set by market forces, and are subject to the same manipulation that other industries have experienced. (Remember Enron?) And 38 years after the great

Northeast blackout of 1965, an even larger blackout occurred in 2003, despite assurances from the experts that such a thing could "never happen again."

Within NEPPA, we have also seen many changes. The association's founding fathers have passed from the scene, and many of their own successors are now completing their careers and retiring. Technology has fundamentally changed the way we communicate with members, and competitive pressures have made it difficult for many members to find the time to participate in association programs, meetings and conferences. On the legislative front, effective representation now requires professional assistance and regular contact with Congressional staff members, unlike the simpler times of the 1960s. A few examples illustrate these changes:

- At NEPPA we now spend more on computer hardware, software, network

*Continued on page 6*

## Staff

Patrick Hyland  
executive director  
phyland@neppa.org

Mary Harrington  
communications director  
mharrington@neppa.org

Kris Nicolas  
controller  
knicolas@neppa.org

Sheila Boone  
administrative secretary  
sboone@neppa.org

David Fabrizio  
safety director  
dfabrizius@neppa.org

Lori O'Donoghue  
training & events coordinator  
lodonoghue@neppa.org

## Board of Directors

John Clark  
*president*  
Houlton, Maine

Ted Garille  
*first vice-president*  
Pascoag, R.I.

Gary Babin  
*second vice-president*  
Mansfield, Mass.

Robert Jolly  
*secretary*  
Marblehead, Mass.

Scott Corse  
*treasurer*  
Morrisville, Vt.

Fred Anderson  
Plymouth, N.H.

John Bilda  
Norwich, Conn.

Joseph Blain  
Taunton, Mass.

William Bottiggi  
Braintree, Mass.

Vincent Cameron  
Reading, Mass.

James L. Dean  
Calais, Maine

Scott Edwards  
Littleton, Mass.

Barbara Grimes  
Burlington, Vt.

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S. Norwalk, Conn.

Thomas R. Josie  
Shrewsbury, Mass.

Mark Kelly  
Middleton, Mass.

George Lague  
Swanton, Vt.

John Morley, III  
Orleans, Vt.

John Scirpoli  
W. Boylston, Mass.

Ray Shockey  
Ipswich, Mass.

John Tziorangas  
Hingham, Mass.

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tel: 508.482.5906  
fax: 508.482.0932  
website: [www.neppa.org](http://www.neppa.org)

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

# From the outside looking in

By Susan Ryba

Hometown  
Connections

## Hometown Connections

DELIVERING VALUE TO PUBLIC POWER



Moynihan

After serving more than ten years as administrator of the Town of North Attleboro, Mass., James C. Moynihan began his tenure as general manager of the North Attleborough Electric Department (NAED) with a lot of information and ideas. He wanted to apply

his expertise in municipal capital planning, human resources administration, contract

negotiations and fiscal management to the improvement of electric utility operations. But Moynihan recognized an important first step would be bringing in the *Hometown Connections* team of public power utility professionals to conduct an impartial analysis of the NAED's operations, policies and procedures.

*Hometown Connections* is the utility services subsidiary of the American Public Power Association (APPA), securing for APPA members discounted pricing, group

packaging and high levels of service from leading industry suppliers. Furthermore, staff members Walter McGrath and Phil Shaffer apply their knowledge of municipal governance and utility management by serving as consultants for APPA members looking to create and execute a clear business definition across all departments and divisions. In addition to NAED, *Hometown Connections* has recently helped the Jamestown Board of Public Utilities in New York, the Taunton Municipal Light Plant in Mass., and the Vermont Public Power Supply Authority with strategy, planning and facilitation.

"I came to my new position with an instinctive sense of ways to boost the performance of the electric department," Moynihan said. "But instincts are not sufficient. I asked Walter McGrath and Phil Shaffer to spend a few days with the utility staff, our power supply consultant, our labor counsel, and the Board of Electric Commissioners to talk through all utility

*Continued on page 6*

## NEPPA managers to be surveyed

The organizational performance and leadership of NEPPA utilities will be the focus of a survey to be undertaken early in 2006. The survey is being conducted as part of a doctoral dissertation by Hamid Jaffari, director of engineering and operations of the Danvers Municipal Light Department. NEPPA has been asked and agreed to distribute the survey forms electronically to all system managers, although all survey information will be returned directly to Jaffari for his compilation and analysis. It is hoped that the results might also assist NEPPA in its future planning for member training and organizational services.

The survey requests that all managers answer a number of questions about their organizations, and also that five randomly selected employees from each utility participate as well. The questions cover a variety of management and leadership issues, such as internal and external communications, employee knowledge, organizational values and planning practices. Participation in the survey is strictly voluntary, and all responses will be treated confidentially. Questions concerning the survey should be directed to Hamid Jaffari at Danvers Municipal Light (hjaffari@mail.danvers-ma.org).

**To all utility vendors, service providers,  
and representatives of professional services  
Exhibit and Sponsorship Opportunities  
are available...**



**...at the 2006  
Customer Service  
Conference**

Vendors and representatives from the following service areas will find an informed audience for their products and services:

- *Computer Systems and Software*
- *Billing Systems*
- *Information Technologies*
- *Collection and Credit Services*
- *Accounting and Legal Services*
- *Office Products and Supplies*
- *Financial Services*
- *Document Processing and Storage*
- *Communications and Public Relations*

Customer service is more than just a department, it is a mission. Public power officials from all levels of the organization, including top management, field staff, billing clerks and commissioners are expected to participate in this conference.

**Watch your mail for details.  
March 24, 2006**

**...at the 2006  
Expo and Operations  
Conference**

New England's premier meeting for electric utility vendors, service providers, and public power officials will feature a one-day trade show with adjoining indoor and outdoor exhibit areas. Expected exhibitors include:

*Hydron, Inc. • Altec Industries • The Okonite Company • Fleet Electric • Osmose, Inc. Hometown Connections • Electric Motion Company • Tyndale Company • Mohawk LTD Fleet Division • Plastic Techniques • E.L. Flowers & Associates • TCI, Inc • Enoserv, LLC*

The event will also include hands-on demonstrations of the newest utility tools and equipment, speakers, raffles and a reception and dinner for all exhibitors and conference participants.

**Watch your mail for details.  
June 6 & 7, 2006**

## ***Jimmy James to speak at E & O***

Jimmy James will be the keynote speaker at NEPPA's Expo and Operations Conference scheduled for June 6-7, 2006. He will discuss the line worker's view of changes in electrical distribution over the past 53 Years.

James has been working in the industry since 1952 when he became a line worker for Public Service Company of Indiana. He served in both the U.S. Navy and the U.S. Air Force as an electrician and a line worker, before joining Volunteer Electric Cooperative. In 1966 he took time out to

earn a B.A. and a Masters Degree in education before returning to V.E.C. in 1972.

James has served as a safety and training consultant for utilities, contractors and associations around the country including NEPPA in the late 1980s.

"Jimmy James can only be described as the *gentleman line worker*," said NEPPA Safety Director David Fabrizio. "There is no one else out there just like him and he is widely respected in the industry for his knowledge and training skills."

# Management Program to address challenges for Public Power

## *Cotte and Maurer to lead workshop*

The 2006 NEPPA Public Utility Management Program will include a unique look at some of the biggest challenges facing public power managers, as they cope with fundamental changes in the industry, technology and workforce. The class is part of the spring session of the program, which is scheduled for April 3 – 5 at the New England Center in Durham, N.H. Two long-time utility consultants who are affiliated with NEPPA will lead the discussion and offer guidance on how public power officials can address complex issues that are affecting their organizations. Roger Cotte and Dr. Edward Maurer, both former consultants with R.W. Beck, will assist students in developing a process for identifying key issues and determining how best to tackle them. They plan to conduct a series of interviews with selected public power and industry officials prior to the workshop, to identify some of the common issues facing all utility leaders. In addition to his

work at R.W. Beck, Maurer is well known to many NEPPA members as the former director of training for the association. In that position, he developed several programs on leadership and organizational effectiveness for public power managers.

The NEPPA Public Utility Management Program was started in 1993 to fill a void in executive development programs for public power officials in New England. Since its inception, over 250 public power employees have attended classes in the program. In addition to the workshop on public power challenges, classes are also scheduled in the 2006 program on personnel management, business writing skills, negotiations and conflict resolution, public relations and financial analysis tools.

Detailed program information has been sent to all NEPPA members and is available on the NEPPA web site. Registrations for the 2006 program are due no later than Feb. 1.



Maurer



Cotte

## Build a winning team!



Friday, March 24  
10 am – 2 pm  
Basketball Hall of Fame  
Springfield, Mass.

For more details, go to  
[www.neppa.org](http://www.neppa.org)

## Executive Director's Report

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support and website maintenance than our entire communications budget 10 years ago;

- Attendance at NEPPA's annual conference has declined consistently for the past 5 years;

- And state and federal laws and regulations governing workplace safety, transportation and environmental protection have greatly expanded the liability exposure of electric utilities, requiring ever more employee training programs and compliance measures.

All of these changes pose challenges and opportunities for a trade association such as ours. To meet the needs of our members, we must constantly examine our programs and the way that they are delivered. Underlying all, of course, is the absolute need to balance the costs and benefits of association membership. Membership in NEPPA is voluntary, and there must be value provided in exchange

for costs incurred.

To address these challenges, the NEPPA Board of Directors has agreed to undertake a strategic planning process for the association in 2006. The process will involve Directors, staff and members. We will be asking many of you to participate in different ways, through survey questions, conversations and maybe participating on a committee or task force. We will present an outline of the planning process to the Board of Directors in March, and we will communicate with members throughout the year on our progress.

Our goal is to assure that NEPPA can meet the needs of its members for the next 10 or 15 years, as it has sought to do for the past four decades. We all know that change is the one constant in our lives. With your help, we can see that NEPPA continues to be a valuable partner to its members as the future continues to unfold in new and unexpected ways.

## Hometown Connections

*Continued from page 3*

*I wasn't looking for an extensive and expensive planning study that could serve as a doorstop in my office... I wanted common sense advice, and I wanted it now.*

James C. Moynihan

operations by department and function and to make recommendations about the policies and procedures that should be in place."

Moynihan added, "I wasn't looking for an extensive and expensive planning study that could serve as a doorstop in my office. Instead, I wanted quick turnaround and immediate feedback from practitioners in the field who understand the issues that apply to a public power utility of our size and structure. I wanted common sense advice, and I wanted it now. And that's precisely what I received. Hometown Connections gave me a practical analysis of our utility and realistic recommendations for how to proceed."

"NAED's general manager brought us in to conduct a review of the operations and to identify areas that are working well and areas where improvements are needed," said McGrath. "We collected information and performance results in the primary areas of running an electric

public power utility, including customer service, power supply, distribution operations, administration/accounting/finance, planning, human resources, labor relations, and governance."

Based on experience with public power utility operations across New England and the U.S., the recommendations from Hometown Connections provided ways for NAED to:

- Improve labor relations immediately and plan for long-term solutions.
- Quickly implement organization changes to improve power supply strategy, execution and accountability.
- Improve Board and staff focus on strategies to enhance customer service, operations and community value.

Moynihan concluded, "Our work with Hometown Connections has been a very beneficial experience and will help us to establish important benchmarks as we determine our organizational structure for the future."

# Morley wears many hats in Vermont's Northeast Kingdom

*He is an important municipal and state official whose job is to listen to people and to get things done.*

For John Morley III, a quick lunch at an Orleans sandwich shop is not a break from his work day. As the village manager and elected state representative from Orleans-Caledonia, it quickly becomes a series of discussions with employees, friends and constituents about anything and everything: the local economy, the deer hunting season, and legislation that might affect the community. While he finds time to down a sandwich and a soft drink, it's clear that his time is not his own when he is out in the community. He is an important municipal and state official whose job is to listen to people and to get things done.

With one year now under his belt as state representative, he is quickly perfecting the art of multi-tasking, juggling



Morley

his roles and responsibilities as husband and father, village manager, state official, chairman of the Vermont Public Power Supply Authority, director of NEPPA, and member of far too many committees, lodges, clubs and groups than he can possibly remember. Without question however, his election to the Vermont General Assembly in November of 2004 was the biggest single increase in his workload that he has taken on, at least since the birth of his two daughters.

As a Republican in a heavily Democratic state legislature, he could have been relegated to an obscure committee with little influence to leverage for his constituents. Through his wide network of political relationships and friendships however, he was able to secure an assignment to the Commerce Committee, which wields great influence over state legislation and regulations governing

banking, insurance, securities, health care, and public utilities. During the six months of his first legislative session as a state representative, he spent four days each week in Montpelier, driving one and a half hours each way to the state capital, after dropping by his village office to make sure the day's activities were planned and staff assignments were carried out. Several evenings each week, he meets with constituents in his district, leaving precious little time during the legislative session to be with his wife Jodi and their two girls.

Despite the time demands however, Morley thoroughly enjoys his new responsibilities, along with the opportunity to do more for his constituents in Orleans and the other 6 towns in his District. He is especially pleased with some legislative victories that have provided assistance to the biggest employer in town, the Ethan Allen Furniture Company, as it continues to struggle with low-cost competitors while facing high costs for workers compensation and property taxes. As the company's electricity supplier as well as its elected state representative, Morley makes sure to stay in close touch with company officials to do all he can to assure that they remain in his community.

Public service is not a new calling for the Morley family. John's grandfather ran the village electric utility for many years, and provided John with his first job while still in high school. John's father also worked for Orleans Electric for nearly 10 years. After graduating from the University of Vermont in 1993, John was asked by the Light Board if he would consider taking on the full-time job as village manager on a trial basis. He quickly demonstrated that he was up to the job, and

*Continued on page 10*

# Employment

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*Employment  
advertising in News  
Line is \$30 with a  
maximum of  
50 words or is free  
to NEPPA members.  
Deadline for the next  
issue is Jan. 20.*

## West Boylston Municipal Lighting Plant General Manager

West Boylston Municipal Lighting Plant (WBMLP) is a municipal electric utility company located just north of the city of Worcester in central Massachusetts serving 3,000 customers with annual sales of 65,000,000 kWh. We are currently accepting applications for a qualified leader to fill the position of General Manager. This position reports to an elected Board of Commissioners and is subject to Massachusetts General Laws, Chapter 164.

Successful candidate must have a minimum of ten years of demonstrated management experience in an electrical distribution environment. A background in budgeting, planning, engineering, operations, and substation maintenance is required. A Bachelor's Degree in Engineering is preferred, however, experience may be substituted for education if it can be demonstrated (as determined by the WBMLP) to be of a nature and duration to provide the individual with equivalent broad knowledge of electric utility operation.

Candidates must have demonstrated strong leadership, organization and management skills along with prior experience in union negotiations. Municipal experience a plus. WBMLP has 15 union and non-union employees. Particular emphasis is placed on employee and public safety practices and environmental compliance. Must live within 10 miles of the Town of West Boylston within one year.

Qualified applicants must submit resume, references, and salary requirements by January 16, 2006 to: General Manager Search, West Boylston Municipal Lighting Plant, 4 Crescent Street, West Boylston, MA 01583, email: jscirpoli@wbmlp.com Fax: 509-835-2952 AA/EEOC

## Paxton Municipal Light Department Line Worker First or Second Class

The Town of Paxton Municipal Light Department has a position opening for Lineworker. Will consider First or Second Class applicants. Seeking a self-motivated individual with certified journeyman training, capable of working in a small department team environment. The successful candidate will work under the daily direction of a crew leader and will be expected to perform all phases of distribution work

including general line construction, substation/distribution maintenance, and working on energized conductors and equipment up to 13,800 volts. Must be available for on-call rotation nights and weekends.

Residency within a specific geographic area required. Must hold or be able to obtain a valid Massachusetts Class B CDL drivers license and hydraulic hoisting license. This position falls under the Department of Transportation drug testing requirements.

Paxton Municipal Light Department offers a competitive benefits package and is an EOE. Please send resumes Attn: D.Dillman, Paxton Municipal Light Department, 578 Pleasant Street, Paxton, MA. 01612.

## Reading Municipal Light Department Troubleman

The Reading Municipal Light Department in Reading, Mass. has an opening for an experienced Troubleman to work a varied schedule, including nights and weekends in support of a twenty-four hour/seven day a week utility serving the towns of Reading, North Reading, Wilmington and Lynnfield center.

To qualify the candidate must possess the following: demonstrated ability to perform all overhead and underground operations and maintenance work on distribution system including pole setting, conductor and conduit installation, transformer and switching equipment installation and other work associated with energized construction and maintenance at all voltage levels. Also, must be able to perform distribution system switching without assistance to isolate faulted equipment and restore service. Demonstrated experience working with energized construction or maintenance work up to 115 kV. Must have strong commitment to using safety standards for personal protection and that of coworkers. High school diploma or GED. Valid Class B commercial driver's license. Must qualify to obtain hoisting license. Prior work as a First Class Lineman is required. Familiarity with RMLD territory is a plus. AFSCME union contract wage.

If qualified and interested in this opportunity, please send or fax your resume to: Beth-Ellen Antonio, Human Resources Manager, RMLD, 230 Ash Street, Reading, MA 01867. Fax: 781-942-2409. E-mail: bantonio@rmlid.com

# Human Resource Corner

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## *The New Year—Time to Raise the Bar*



By Rick Dacri, Dacri & Associates, LLC.

*Rick Dacri is an organizational development consultant, coach and President of Dacri & Associates, LLC. Since 1995 his firm, Dacri & Associates, has focused on improving the performance of individuals and organizations. Dacri & Associates is a business partner of NEPPA and consults with a number of NEPPA members. Rick can be reached at 1-800-892-9828, rick@dacri.com or www.dacri.com*

A new year, a new beginning. The New Year is always filled with endless possibilities and renewals. It is a time to reexamine our business practices and a time to reexamine our professional careers. And, it is a time for New Year's resolutions.

Many of us enter January filled with hope - committed to making major changes for the better. Unfortunately, before winter ends, many of us find hopes our dashed, changes unmade, with disappointment reigning. Yet, we cannot simply give up because of past failures. Rather than trying to conquer the world, maybe it is time to take a more realistic approach

to our New Year's resolutions. Let's make this year the time for gradual change and improvement. Let's raise the bar both in our professional development and business performance.

This year, rather than having 10 resolutions, let's realistically focus on two or three (three or four for the truly ambitious). If you can commit to simply taking small, daily steps towards meeting these goals, you'll find that you've made major strides toward achieving success by the time spring arrives.

So what should you commit to? Here are my suggestions:

### **Business Resolutions:**

1. If what you are doing is not adding value to your organization, stop it!
2. Keep an eye of the big picture - don't get caught up in the day-to-day stuff.
3. Develop and reward your strong performers. Your organization is only as good as the people you employ.
4. Stop accepting unacceptable performance and where they exist, get rid of your toxic employees.
5. Spend quality time orientating your new staff properly -set expectations early.
6. Hire for attitude - teach everything else.
7. Find out what your employees are thinking - you'll be glad you did.
8. Create a development plan for each of your employees and then put it in place.
9. Develop a strong employee retention strategy.
10. Focus on raising the bar; establish higher standards.

### **Professional Development Resolutions:**

1. Invest in your professional growth—commit to at least one major professional development initiative.
2. Network - have lunch with one new person each month.
3. Learn something new - make it a stretch.
4. Hire an executive coach to help you get to the next level in your performance.

*Continued on page 10*

## Resolutions

*Continued from page 7*

5. Dress better - the better you look, the better you feel and the better you do.
6. Don't take things so seriously - give yourself a break.
7. Read books - read for growth, read for fun.
8. Get organized - clean out your old files (paper and electronic) and organize the rest.
9. Update your software.
10. Plan a vacation (OK, my wife had me include this one).

Seek to improve gradually, a little each day. In a short period of time, you'll have made significant change. It sounds easy. Commit to it and you'll be amazed at your results.

**Happy New Year!**

## Morley

*Continued from page 7*

has been there ever since.

With the next state elections only 10 months away, John Morley must now add a reelection campaign to his "things to do" list for 2006. Based on his first year in the legislature, he is confident that he can continue to wear his many hats, and

perform at the level that his bosses and his constituents expect. Based on his track record and his obvious enjoyment of the political arena, there is little doubt that public service will continue to be a strong magnet for John Morley III..



### ***2006 Engineering & Operations Technical Conference***

**April 9-12 • Hyatt Regency Sacramento Hotel • Sacramento, California**

Are you in charge of designing, developing and maintaining an electric distribution system in your community?

- Is your system as reliable as it could be?
- Would you like to manage resources more efficiently?
- Is it environmentally compliant?
- Is safety your number one priority?

These are some of the questions that will be addressed at the E&O Conference. For program information visit [www.appanet.org](http://www.appanet.org) or contact Terrance Rucker at 202-467-2942 or [trucker@appanet.org](mailto:trucker@appanet.org)

# Safety & Training Update

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## Winter Driving

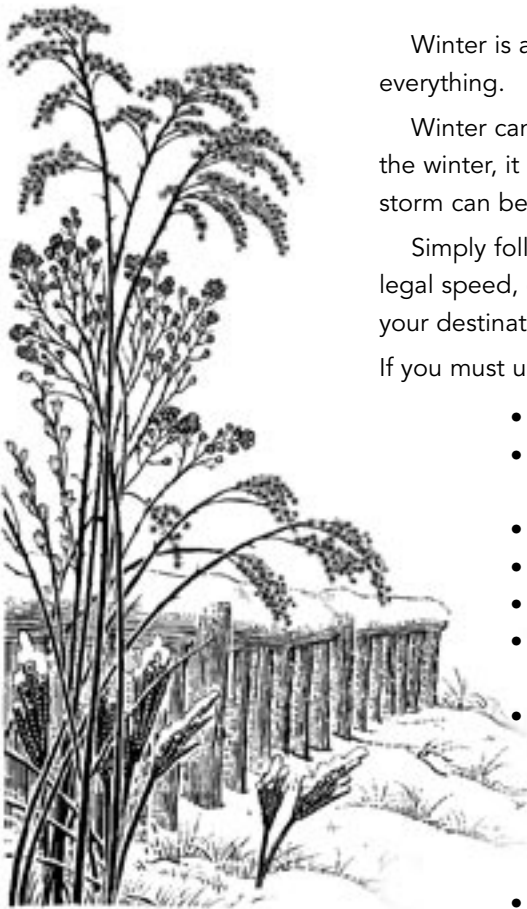
Winter is a beautiful time of year, especially when a fresh layer of new snow covers everything.

Winter can also be a very dangerous time of the year. If you plan on traveling during the winter, it pays to be prepared for the unexpected. Getting stranded during a winter storm can be a matter of life and death.

Simply follow a few simple driving habits like planning ahead, driving at a safe and legal speed, driving alert and sober and buckling up could insure that you make it to your destination safely.

If you must use your car during a storm:

- Plan your travel, selecting both primary and alternate routes.
- Let someone know your travel routes and itinerary so that, if you don't arrive on time, officials will know where to search for you.
- Check latest weather information on your radio.
- Try not to travel alone – two or three people are preferable.
- Travel in convoy (with another vehicle) if possible.
- Drive carefully and defensively. Watch for ice patches on bridges and overpasses.
- Take note of your odometer and coordinate it with exit numbers, mileposts, or crossroads so if you are in a crash or slide off the road you'll better be able to identify where you are and summon law enforcement officers, rescue workers, or tow truck operations more quickly to your location.
- If a storm begins to be too much for you to handle, seek refuge immediately.
- If your car should become disabled, stay with the vehicle, running your engine and heater for short intervals. Be sure to "crack" a window in the vehicle to avoid carbon monoxide build-up.
- Be courteous to those awaiting your arrival.
- Call ahead to your destination just as you are leaving.
- Let someone at your destination know the license number of your vehicle, what route you'll be traveling, and give a realistic estimate of your travel time.
- If you have a cell phone, give that number to the party at your destination.
- If you have friends or family at your place of origin, you should call when you arrive to let them know you have arrived safely.



from the

Wisconsin Department of  
Transportation

Safety & Consumer Protection  
[www.dot.wisconsin.gov](http://www.dot.wisconsin.gov)

# Committee Meetings

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February 24

Executive  
10:00 am  
NEPPA office  
Milford, Mass.

March 10

Board of Directors  
Mt. Washington Hotel  
New Hampshire

# Upcoming Events

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February 10

Customer Service Roundtable  
North Attleborough Electric  
North Attleborough, Mass.

March 1 – 3

APPA Legislative Rally  
Washington, DC

March 24

Customer Service Conference  
Basketball Hall of Fame  
Springfield, Mass.

April 3 – 5

Public Utility Management Program  
Spring Session, Durham, N.H.

June 6 – 7

Expo & Operations Conference  
Holiday Inn, Boxborough, Mass.

July 11

Benevolent Fund Golf Tournament  
Heritage Country Club  
Charlton, Mass.

August 8 – 11

Congressional Staff Tour  
New Hampshire

August 20 – 23

Annual Conference  
Radisson Hotel, Plymouth, Mass.

September 9

Lineworker's Rodeo  
Burlington, Vt.

October 2 – 4

Public Utility Management Program  
Fall Session, Durham, N.H.

December 8

Annual Membership Meeting  
site TBD

