



MEMBER SERVICES ADVISORY COMMITTEE AGENDA PACKAGE

**WEDNESDAY, JANUARY 15, 2025
2:00 p.m. [NOTE TIME]
Dial-In Info: 1-321-299-0575
Conference ID Number: 258 271 514 432 #**

Committee Members

Chairman - Allen Putnam, Jacksonville Beach
Mike Poucher, Bartow
Eric Meyer, Fort Pierce
Billy Branch, Homestead
Julio Torrado, Keys Energy Services
Aaron Haderle, Kissimmee
Steve Langley, Mount Dora
Chris Miller, New Smyrna Beach
Dallas Lee, Newberry
Chad Lynch, Ocala
James Braddock, Wauchula
Jamie England, Winter Park

In-Person/Teams Meeting

**Wednesday, January 15, 2025
2:00 P.M.**

**Teams Meeting 321-299-0575
Meeting No. 258 271 514 432 #
Florida Municipal Power Agency
8553 Commodity Circle
Orlando, FL 32819**



MEMORANDUM

TO: FMPA Member Services Advisory Committee (MSAC)

FROM: Sharon Adams, Chief People and Member Services Officer

DATE: January 8, 2025

RE: Member Services Advisory Committee (MSAC) In-Person/Teams Meeting
Wednesday, January 15, 2025, 2:00 p.m. [NOTE TIME]

PLACE: Florida Municipal Power Agency
8553 Commodity Circle, Orlando, FL 32819
Frederick M. Bryant Board Room

DIAL-IN INFORMATION: 321-299-0575
Meeting Number 258 271 514 432

TEAMS Meeting Link: [Join the meeting now](#)
(If you have trouble connecting via phone, please call 407-355-7767)

Chairman Allen Putnam, Presiding

AGENDA

1. **Call to Order, Roll Call, Declaration of Quorum**
2. **Set Agenda (by vote)**
3. **Comments from the Chairman (Allen Putnam)**
4. **Consent Agenda**
 - a. Approval of Minutes – Meeting Held October 16, 2024
5. **Action Items**
 - a. Reliability Awards Program (Sharon Adams)
6. **Information Items**
 - a. Member Services Goals Update (Sharon Adams)

- b. Engineering Services RFQ Update (Navid Nowakhtar)
- c. Project Profile – Beaches Energy COM Plan (Navid Nowakhtar/Mike McCleary)
- d. PCA Support Services (Navid Nowakhtar)
- e. Leased Employee Program Update (Mike McCleary, Verbal)
- f. Training and Roundtable Update (Lindsay Jack)

7. Member Comments

8. Adjournment

NOTE: One or more participants in the above referenced public meeting may participate by telephone. At the above location there will be a speaker telephone so that any interested person can attend this public meeting and be fully informed of the discussions taking place either in person or by telephone communication. If anyone chooses to appeal any decision that may be made at this public meeting, such person will need a record of the proceedings and should accordingly ensure that a verbatim record of the proceedings is made, which includes the oral statements and evidence upon which such appeal is based. This public meeting may be continued to a date and time certain, which will be announced at the meeting. Any person requiring a special accommodation to participate in this public meeting because of a disability, should contact FMPA at (407) 355-7767 or 1-(888)-774-7606, at least two (2) business days in advance to make appropriate arrangements.

**AGENDA ITEM 1 – CALL TO ORDER,
ROLL CALL, DECLARATION OF
QUORUM**

**FMPA Member Services Advisory
Committee Meeting**

January 15, 2025

AGENDA ITEM 2 – SET AGENDA

**FMPA Member Services Advisory
Committee Meeting**

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**AGENDA ITEM 3 – COMMENTS
FROM THE CHAIRMAN**

**FMPA Member Services Advisory
Committee Meeting**

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**AGENDA ITEM 4 – CONSENT
AGENDA**

- a. Approval of Minutes – Meeting
Held October 16, 2024**

**FMPA Member Services Advisory
Committee Meeting**

January 15, 2025

MINUTES
TELEPHONIC MEMBER SERVICES ADVISORY COMMITTEE MEETING
WEDNESDAY, OCTOBER 16, 2024
FLORIDA MUNICIPAL POWER AGENCY
8553 COMMODITY CIRCLE
ORLANDO, FL 32819
At 10:00 A.M.

**PARTICIPANTS
PRESENT**

Bartow	Mike Poucher* - Virtual
Eric Meyer	Fort Pierce - Virtual
Billy Branch	Homestead – Virtual
Jacksonville Beach	Allen Putnam
Key West	Julio Torrado - Virtual
Kissimmee	Aaron Haderle - Virtual
Ocala	Chad Lynch - Virtual
Winter Park	Lisa Vedder - Virtual

*Joined after Roll Call

**PARTICIPANTS
ABSENT**

Mount Dora	Steve Langley
New Smyrna Beach	Vernon Steele
Newberry	Dallas Lee
Wauchula	James Braddock

**OTHERS
PRESENT**

STAFF PRESENT

Jacob Williams, General Manager & CEO
Sharon Adams, Chief People and Member Services Officer
Sue Utley, Executive Assistant to the CEO & Assistant
Secretary to the Board of Directors
Mike McCleary, Member Services Manager
Jose Molina-Bravo, Manager of Member Services
Development
Jill Ramsaur, Human Resources Assistant
Lindsay Jack, Senior Administrative and Member Services
Assistant
MacKayla Cross, Administrative Assistant
Mary Kathryn Patterson, Senior Public Relations Specialist

ITEM 1 - CALL TO ORDER, ROLL CALL, AND DECLARATION OF QUORUM

The Member Services Advisory Committee Chair Allen Putnam, Jacksonville Beach, called the meeting to order at 10:01 am on Wednesday, October 16, 2024. The meeting was held in the Frederick M. Bryant Board Room, Florida Municipal Power Agency, 8553

Commodity Circle, Orlando, Florida. A speaker telephone for public attendance and participation was present. The roll was taken, and a quorum was declared with 7 members present out of a possible 12.

ITEM 2 – SET AGENDA (BY VOTE)

MOTION: Julio Torrado, Key West, moved to set the agenda as presented. Chad Lynch, Ocala, seconded the motion. Motion carried 7-0.

ITEM 3- COMMENTS FROM THE CHAIRMAN

Allen Putnam, Jacksonville Beach, mentioned he counted 183 bucket or digger derricks heading north out of Florida indicating the linemen are going home. Commended the work that was done by everyone to restore power to those impacted by the storm, especially the mutual aid.

ITEM 4 –CONSENT AGENDA

Item 4a – Approval of Minutes – Meeting Held July 18, 2024

MOTION: Julio Torrado, Key West, moved approval of the Minutes of July 18, 2024. Eric Meyer, Fort Pierce, seconded the motion. Motion carried 7-0.

ITEM 5 – ACTION ITEM

Item 5a – Approval of CY 2025 Meeting Schedule

Sharon Adams presented the Calendar Year 2025 MSAC Meeting Schedule.

MOTION: Mike Poucher, Bartow, moved approval of the Calendar year 2025 Meeting Schedule. Julio Torrado, Key West, seconded the motion. Motion carried 7-0.

ITEM 6 – INFORMATION ITEMS

Item 6a – Reliability Awards (Verbal)

Sharon Adams presented information on Reliability Awards.

Julio Torrado, Key West, asked if there would be an application or nomination process for the awards or if they would be based solely on numbers reported.

Sharon Adams confirmed it would be based on numbers reported.

Allen Putnam, Jacksonville Beach, suggested having the results calculated per calendar year vs fiscal year.

Jacob Williams recommended having the award presented at the facility of the winners by someone from the outside.

Jose Bravo suggested providing a deadline to report the numbers to be eligible for the award.

Item 6b – Results of Member Satisfaction Survey and Next Steps

Sharon Adams shared the results of the Member Satisfaction Survey and discussed the next steps.

Jacob Williams explained there were 72 responses to the survey.

Mike Poucher, Bartow, asked if there were plans to ask each member what their specific training needs may be.

Lindsay Jack explained there would be a survey sent out to all Member Service Advisory Committee Members every fall to gather input on future training needs.

Aaron Haderle, Kissimmee, asked if the Member Satisfaction Survey provided specifics on who responded.

Jacob Williams explained the survey was mostly anonymous, we could only determine which utility responded. The survey did not provide an option for comments for members to be specific regarding their responses.

Item 6c – GIS & Mapping

Mike McCleary presented information on GIS & Mapping.

Allen Putnam, Jacksonville Beach, commented on the importance of GIS and explained each member may be at different levels.

Mike Poucher, Bartow, stated this is helpful to those utilities that may be considered a tier one with explaining how to set up the GIS and how to maintain it.

Aaron Haderle, Kissimmee, suggested meeting with members to find out what their specific GIS needs might be to determine how much support is needed.

Item 6d – Lineworker Safety Program Update

Mike McCleary provided an update on the Lineworker Safety Program.

Item 6e – Leased Employee Program Update (Verbal)

Mike McCleary provided an update on the Leased Employee Program. He provided the first 2 examples of recent leased employees helping members for temporary needs.

Sharon Adams advised it is important to complete all paperwork in advance of a storm if there is a chance help will be needed.

Aaron Haderle, Kissimmee, asked if there have been any requests to lease an employee that FMPA could not fulfill and has this program been officially announced as being active.

Mike McCleary explained that there may have been because the storm prevented the processing of paperwork in time for help to be obtained.

Jacob Williams stated he will mention the Leased Employee Program to the Board of Directors at the meeting October 17th and will also provide examples of the first two leased employees.

Item 6f – Training and Roundtable Update (Verbal)

Lindsay Jack provided an update on the Trainings and Roundtables.

Allen Putnam, Jacksonville Beach, suggested it should be the responsibility of the members of MSAC to help promote the training opportunities offered by FMPA.

Lindsay Jack explained it would be beneficial to receive a list of division leaders' contact information to send the training opportunities to those who may have a need for it.

ITEM 6 – MEMBER COMMENTS

None.

ITEM 7 – ADJOURNMENT

There being no further business, the meeting was adjourned at 10:57 a.m.

Approved: _____

AP/jr

AGENDA ITEM 5 – ACTION ITEMS

a. Reliability Awards Program

**FMPA Member Services Advisory
Committee Meeting**

January 15, 2025



5a – Reliability Awards Program

Member Service Advisory Committee

January 15, 2025

Reliability Recognition and Awards Program

Variety of Areas Across Utility Sizes (by meter count)

- Plaques

- SAIDI Leadership Award – Best performer in Group
- SAIDI Momentum Award – Highest overall SAIDI Improvement by %
- SAIDI Endurance Award – 60 minutes or less for multiple years

- Certificates

- SAIDI Improvements
 - 10% – 24% Gold
 - 25% – 40% Platinum
 - 40% or more Diamond

Set Guidelines for Consistency

Awards for Small, Medium, Large, Extra Large

- Will announce at the annual conference
- Will participate in local meetings for award presentations
- Members are responsible for entering their own information
- Deadline to participate May 30 of each year using calendar year data
- Communicate through email, newsletter and in person for participation

2023 SAIDI Update

Similar for Program

2023 Top SAIDI Performers

Wauchula	Beaches	Winter Park	Kissimmee Utility Authority
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Members With SAIDI Improvement

Newberry	Lakeland	Alachua	Havana	>50%
Winter Park	Bartow	Leesburg		>25%
	New Smyrna	Ocala		>25%
	Fort Pierce	KUA		>10%

Motion

Approval of the MSAC Reliability Awards Program to be presented to Board of Directors for final approval

**AGENDA ITEM 6 – INFORMATION
ITEMS**

a. Member Services Goals Update

**FMPA Member Services Advisory
Committee Meeting**

January 15, 2025



6a – Member Services Goals Update

Member Service Advisory Committee

January 15, 2025

Goals Provide Focus Points for Member Interactions

A Breakdown of Goals And How They Are Defined

Reliability Major	Efforts that will require more than eight hours of Team time to provide support.
Reliability Minor	Efforts that will require less than eight hours of Team time to provide support.
RP3	A new effort to assist members to participate in APPA's RP3 program.
Leadership member visits	Visits by FMPA executive team to member communities.
Member training attendance	A measurement of member engagement in FMPA sponsored trainings and roundtables.
Stakeholder Presentations & Major Policy Advocacy (Bal. Energy/Nuke) Posts	FMPA's presence at Member events and in online forums educating and supporting Member interests.

Member Services Goals Scorecard

Goal Progress Reported to Board of Directors Monthly

Goal	Status	Actual	YTD Actual	YTD Target	FY 2025 Target	Comment
7. Member Reliability	Reliability Major	2	5	3	12	Clewiston Single Phase Reclosers Bartow Substation Reliability Bartow Recloser Settings RP3 starts in Spring
	Reliability Minor	2	4	4.5	18	
	RP3			1.5	6	
8. Member Services	Leadership member visits	6	11	12.5	75	Two Trainings Postponed to 2025 Fort Meade Townhall; APPA CEO; Senate Energy Letter; 4 High Impression LinkedIn Energy Posts
	Member training attendance	26	26	46	275	
	Stakeholder Presentations & Major Policy Advocacy (Bal. Energy/Nuke)Posts	4	7	7	40	

**AGENDA ITEM 6 – INFORMATION
ITEMS**

**b. Engineering Services RFQ
Update**

**FMPA Member Services Advisory
Committee Meeting**

January 15, 2025



6b - Engineering Services RFQ Update

Member Service Advisory Committee

January 15, 2025

Engineering Services RFQ Highly Rated Member Effort

Refreshes Stable of Qualified Consultants Using CCNA Process

- Broad-ranging public RFQ process per Consultants Competitive Negotiation Act (both when required and for other services)
- 35 bids received (high volume)
- Previous effort in 2017 – prudent to refresh agreements as firms change market focus, etc. - expand services for Member needs
- Prequalification empowers members to leverage firms via FMPA pass-through
 - Highly convenient vehicle to support Member needs
 - FMPA level of engagement can vary from pass-through up to co-participation/billable
 - Members able directly contract with firms
- Cross-functional review team from power resources, member services
- Top 5 selected either in an overall service area or sub-areas as stipulated in RFQ

Efforts Broken Into Six Broad Areas

T&D and Cost of Service Subdivided Even Further

Resource availability and specific needs varies greatly from member to member

Areas of need broken out to offer vendors that could fit each member's unique circumstances

Some firms cover multiple Areas that can accommodate larger scale program efforts

Area I

Engineer of Record

Area II

T&D Services
13 Sub Sections

Area III

Power Generation Engineering

Area IV

Resource Plan Engineering

Area V AMI

Owner's Engineer Grid
Modernization

Area VI

Cost of Service – Integrated
Resource Planning

2024 Engineering Services RFQ Results by Service Area

Area I (EOR)	Area III (Power Generation Engineering)	Area IV (Resource Plan Engineering)	Area V (AMI/OE Grid Mod)	Area VI (COS/IRP)
<ol style="list-style-type: none"> GDS Associates Leidos 1898 & Co. Sargent & Lundy nFront Consulting LLC 	<ol style="list-style-type: none"> Enercon* Sargent & Lundy 1898 & Co. GDS Associates Leidos 	<ol style="list-style-type: none"> nFront Consulting LLC Leidos GDS Associates Sargent & Lundy 1898 & Co. 	<ol style="list-style-type: none"> Quanta Hatch* EN Engineering* Leidos 1898 & Co. 	<p><u>Trans COS/Rates (Service 1)</u></p> <ol style="list-style-type: none"> GDS Associates nFront Consulting LLC Daymark Energy Advisors* <p><u>Retail COS (Service 2)</u></p> <ol style="list-style-type: none"> GDS Associates 1898 & Co. Leidos Sargent & Lundy Daymark Energy Advisors* <p><u>IRP Modeling (Service 3)</u></p> <ol style="list-style-type: none"> Sargent & Lundy nFront Consulting LLC GDS Associates 1898 & Co. Quanta

2024 Engineering Services RFQ Results by Service Area

Area II (Power System Studies) (2,3,4,5,6,8,9,10,11,13)	Area II (Transmission Expansion Planning) (12)	Area II (Transmission Design) (1,5,7)	Area II (Substation Design) (1,9,10)	Area II (Substation Settings & Field Services) (5,7,8)
<ol style="list-style-type: none"> 1. Quanta 2. 1898 & Co. 3. Commonwealth 4. Siemens 5. Leidos 	<ol style="list-style-type: none"> 1. Quanta 2. 1898 & Co. 3. Sargent & Lundy 4. GERS* 5. Hatch* 	<ol style="list-style-type: none"> 1. 1898 & Co. 2. Power Engineers 3. Sargent & Lundy 4. Commonwealth 5. Booth* 	<ol style="list-style-type: none"> 1. 1898 & Co. 2. Leidos 3. Power Engineers 4. Patterson & Dewar 5. Commonwealth 	<ol style="list-style-type: none"> 1. Enercon* 2. Quanta 3. Sargent & Lundy 4. Utility Engineering* 5. EPS Engineering & Design*

2024 Engineering Services RFQ Results by Service Area

Area II (Distribution Design) (1,5,7,8,10)	Area II (Distribution Studies) (1,5,7,8,10)
<ol style="list-style-type: none">1. Enercon*2. Patterson & Dewar3. GDS Associates4. Utility Engineering*5. LineWorks Engineering*	<ol style="list-style-type: none">1. Leidos2. Quanta3. Commonwealth4. 1898 & Co.5. EN Engineering*

2017 Stable Still Available, Q2 2025 Target for New

Section I - EOR	Section II - Substation/T&D	Section III - Power Plant Engineering	Section IV - Resource Planning
All Service Area I	A. Substation, T&D Design and Related Services (1,2,5,7,8)	A. All Service Area III	All Service Area IV
<ol style="list-style-type: none"> 1. GDS and Asscts 2. Burns & McD 3. nFront 4. Harris Group 5. Leidos 	<ol style="list-style-type: none"> 1. Burns & McDonnell 2. Power Engineers 3. TRC Engineers 4. Leidos 5. Patterson and Dewar <p>B. Power System Studies (2,3,4,5,6,8,10)</p> <ol style="list-style-type: none"> 1. Quanta 2. Leidos 3. Commonwealth 4. Burns & McDonnell 5. Siemens Energy Consulting 	<ol style="list-style-type: none"> 1. AECOM 2. Burns & McDonnell 3. Sargent & Lundy 4. Power Engineers 5. Worley Parsons <p>B. Services III.2 and III.3 Only</p> <ol style="list-style-type: none"> 1. AECOM 2. RPA Asscts 3. Burns & McDonnell 4. Worley Parsons 5. Sargent & Lundy 	<ol style="list-style-type: none"> 1. nFront 2. GDS and Associates 3. Burns & McDonnell 4. Siemens Industry, Inc. 5. Navigant Consulting

Team Focused on Finalizing MSAs With Legal Support

Key Contract Terms Being Reviewed for Alignment

- Firms from prior process starting with existing MSA for efficiency
- Firms performing higher risk work related to generating assets, AMI deployments, and other engineering design require general alignment on liability limits and insurance requirements
- Targeting Q2 2025 for finalized stable of new MSAs
- RFQ/RFS process will continue using 2017 platform in the meantime
- We are here to support you – please reach out as needs arise

**AGENDA ITEM 6 – INFORMATION
ITEMS**

**c. Project Profile – Beaches Energy
COM Plan**

**FMPA Member Services Advisory
Committee Meeting**

January 15, 2025



6c – Project Profile – Beaches COM Plan

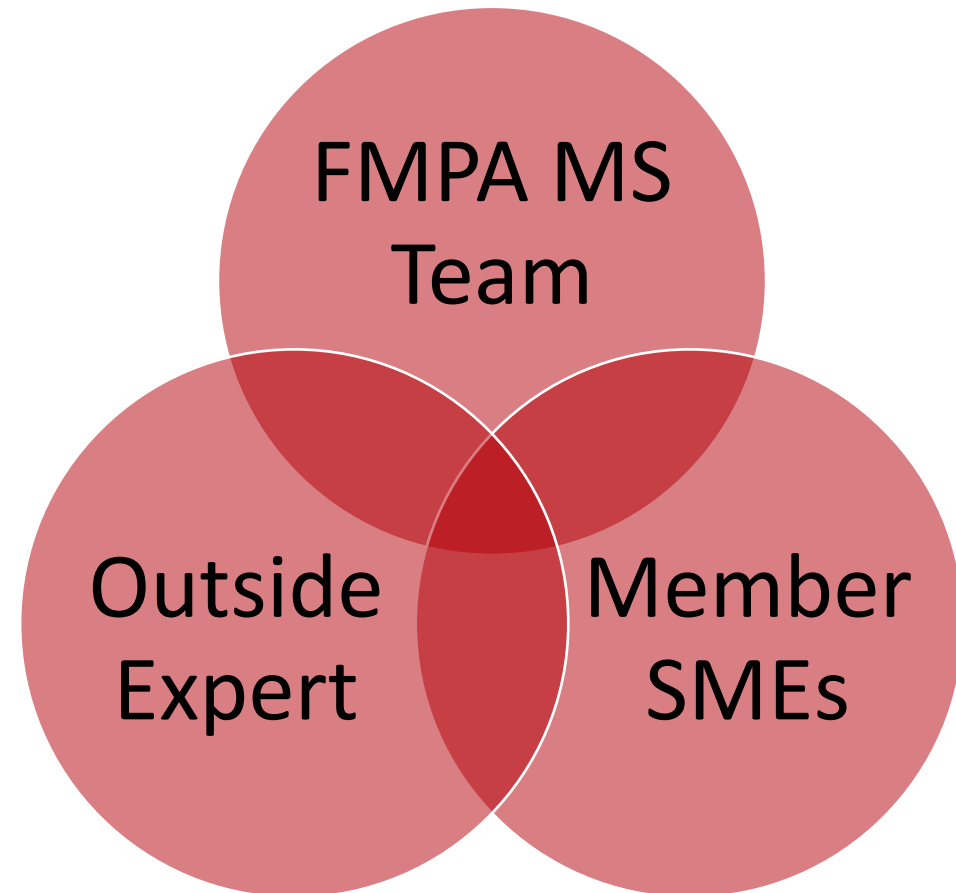
Member Services Advisory Committee

January 15, 2025

Member Services Works With Staff For Lower Cost

Support Managing Consultants To Optimize Skill Sets

- Some projects are multi-dimensional and complex
- FMPA can support members with key managerial or base skill areas
- Works with outside experts to lower consulting cost and function as staff extension throughout projects
- Member SMEs freed up to focus on delivery of data and insights



Beaches Planning Effort Works To Address Key Issues

Capital/O&M Plan With No “Plan of Finance” Rarely Gets Accomplished



Must work across entire organization to answer key questions to support prioritized plan with sufficient detail.



What are the crucial capital expenditure needs of the enterprise?



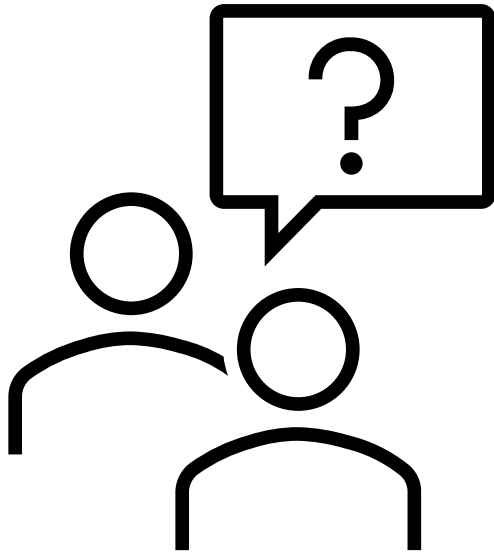
What new technologies do we want to deploy? Are they high priority?



How can A&G costs best be handled given inflation and staffing needs?

Impact on Rates Must Be Part of Conversation

Priorities, Timing, Customer Rate Impacts All Part of Equation



As wholesale power costs evolve, need to adjust rates to support adequate revenue and timeline?



How do rates compare with neighbors? What can we afford, or can expenditures be smoothed?



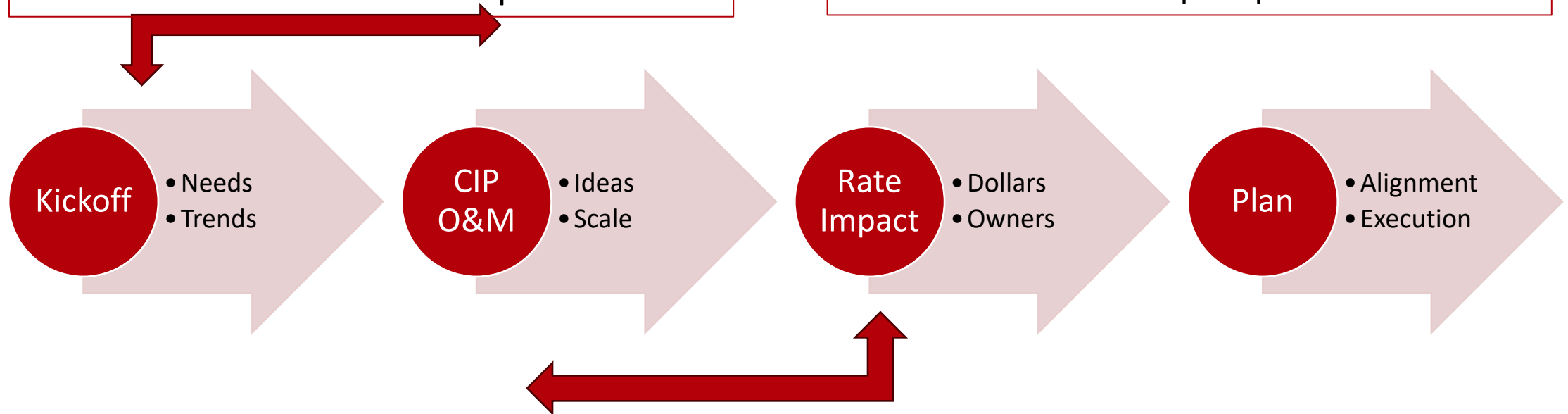
Are strategic priorities part of adjusted rate structure?

Beaches Energy Two-Phase Planning Project w/GDS

Capital, O&M, A&G Planning Fused With Rate Impact/Strategy

Phase I – develop comprehensive pro forma for business – data intensive and focused discussion on relative business priorities.

Phase II – compare rates to revenue requirements – highly iterative with multiple scenarios to fine tune plan priorities.



Project Aligns Team Strengths As Cohesive Unit

Multi-Party Collaboration Across Many Areas

- FMPA leading wholesale power forecasting, load forecasting, project action/data tracking and facilitation, and support of all GDS deliverables
- GDS leading Phase I onsite work to understand T&D, substation, technological needs – all parties to discuss priorities and develop refined costs to drive detailed pro forma
- Phase II GDS cost of service model drives revenue requirements – likely to require iterations/scenarios to find balance between prioritized capital and O&M expenditures
 - Includes full transparency to allow Beaches to self-direct rate design strategy
- Final plan deliverables aligned with Beaches' format requirements and timeline, coordinating with Beaches finance to populate plan elements

**AGENDA ITEM 6 – INFORMATION
ITEMS**

d. PCA Support Services

**FMPA Member Services Advisory
Committee Meeting**

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6d - Power Cost Adjustment Support Services

Member Service Advisory Committee

January 15, 2025

FMPA Supports Members With Retail Rate Issues*

Have Worked For Majority of Members in One or More Areas

Strategy
& Design

Cost of
Service

PSC
Filings

Education

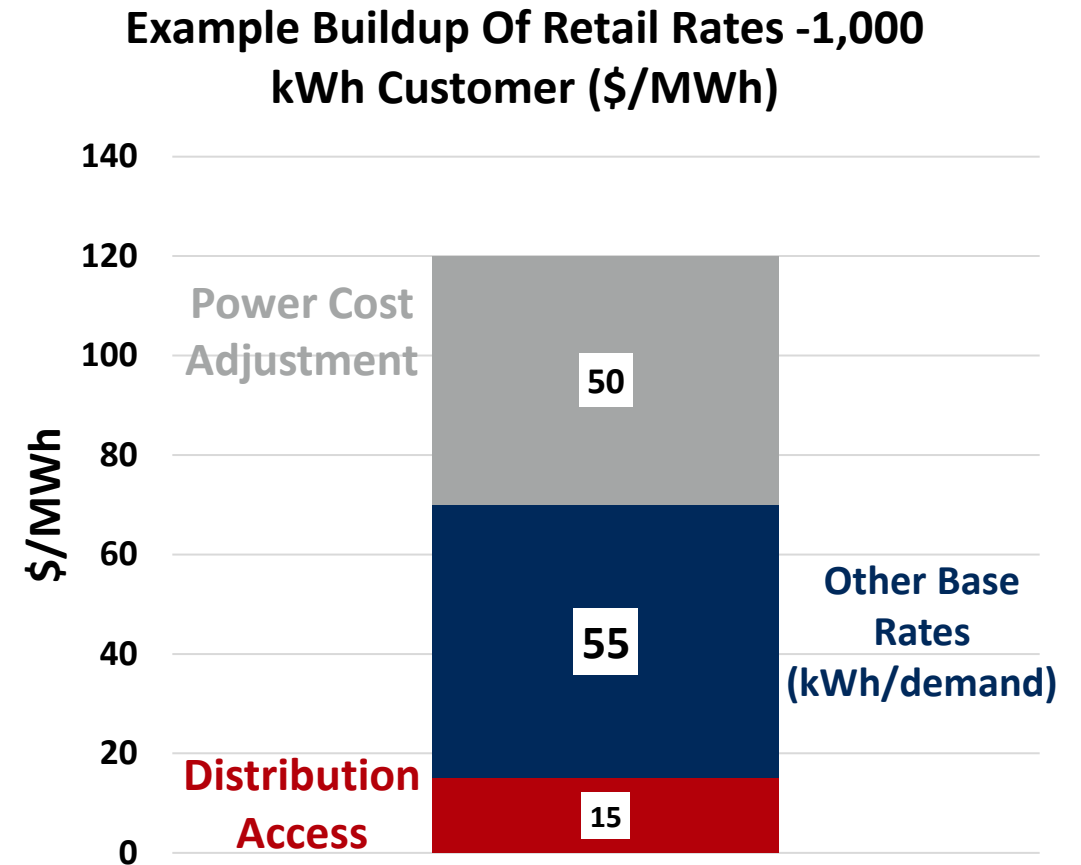
Financial
Modeling

PCA
Support

Utility Rates Reflect Ability to Manage to Goals

Base Rates, Power Cost Adjustment, Rate Stabilization Differ

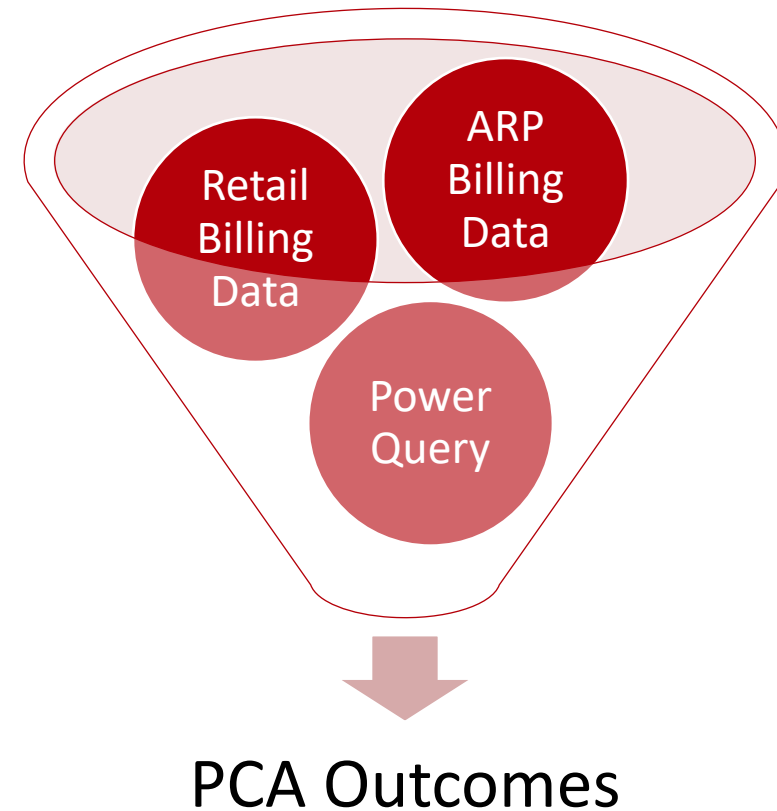
- **Base Rates** (distribution access, energy, & demand charges) support (i) money needed to run distribution system and (ii) portion of bulk power cost
- **Power Cost Adjustment (PCA)** (also known as “fuel adder”*) - difference (+/-) between power costs supported by base rates and actual costs
- Setting an appropriate PCA typically requires monthly effort & monitoring



Resources Limited to Manage PCA Month-To-Month

FMPA Can Leverage Data To Streamline Member Operations

- Bulk power supply data can be warehoused into billing database
- Applicable for ARP or non-ARP
- Model developed using monthly queries tying directly into platform for easy updates
- ARP and/or St. Lucie budgets populate for 1-year ahead
- Can work with Member on forecast
- Monthly cadence* to update and discuss outcomes as desired



Typical Timeline and Process For Implementation

Service Requires ~3 Month Design and Deployment Window



Tariff review and communication expectations meeting – (1-2 weeks)



Model building and testing (2-3 weeks)



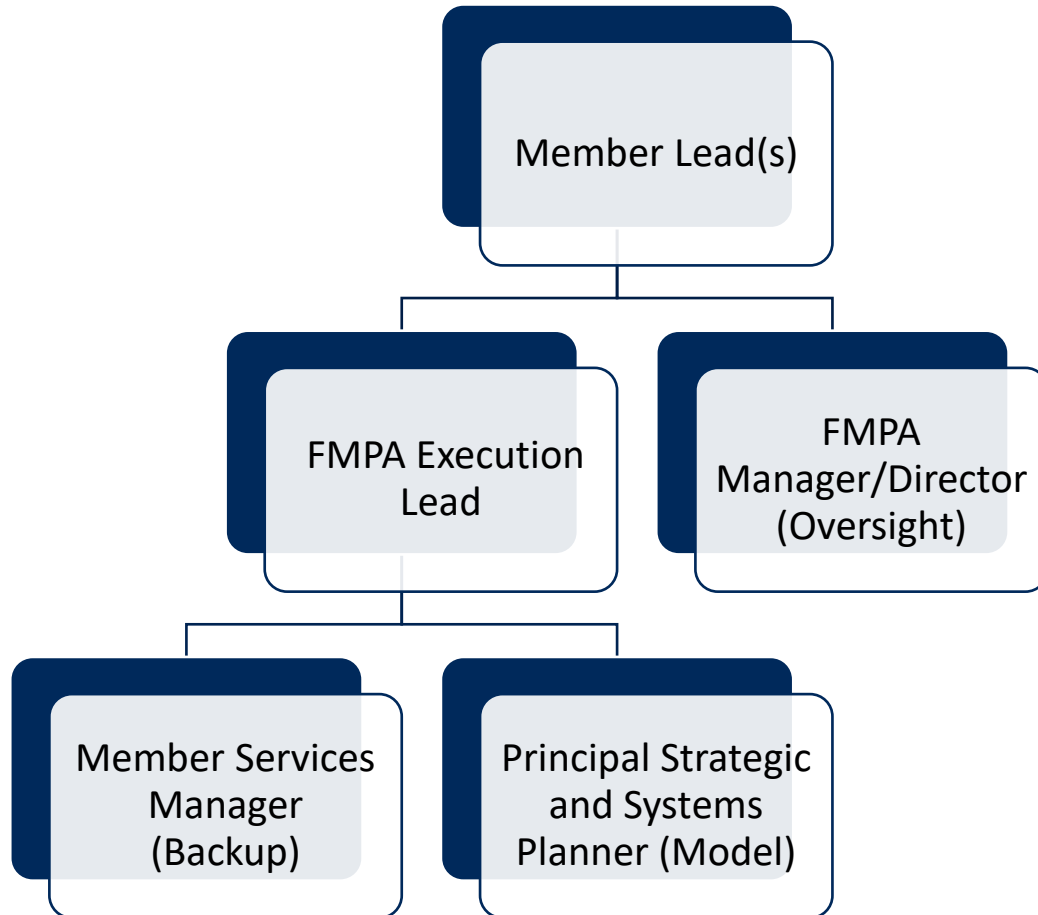
2-month parallel process to compare with existing effort(s) (2 months)



FMPA deliverable and monthly updating (month 3 and beyond)

FMPA Resource Approach Supports Redundancy

Ensures Backup To Mitigate Billing Turnaround Risk



- Member gatekeeper(s) for month-to-month interaction designated
 - Other team members included as needed
 - Member must provide timely retail sales data
- FMPA staff lead assigned for monthly delivery of typical outcomes*
- Backup support of monthly model and update cadence for redundancy
- FMPA manager/director assigned for oversight and to address atypical questions about tariff, rate stabilization, or other strategic items
- Case tracked in FMPA customer relationship tool to ensure proper key contacts are maintained

VERBAL REPORT

AGENDA ITEM 6 – INFORMATION ITEMS

e. Leased Employee Program Update

FMPA Member Services Advisory Committee Meeting

January 15, 2025

**AGENDA ITEM 6 – INFORMATION
ITEMS**

f. Training and Roundtable Update

**FMPA Member Services Advisory
Committee Meeting**

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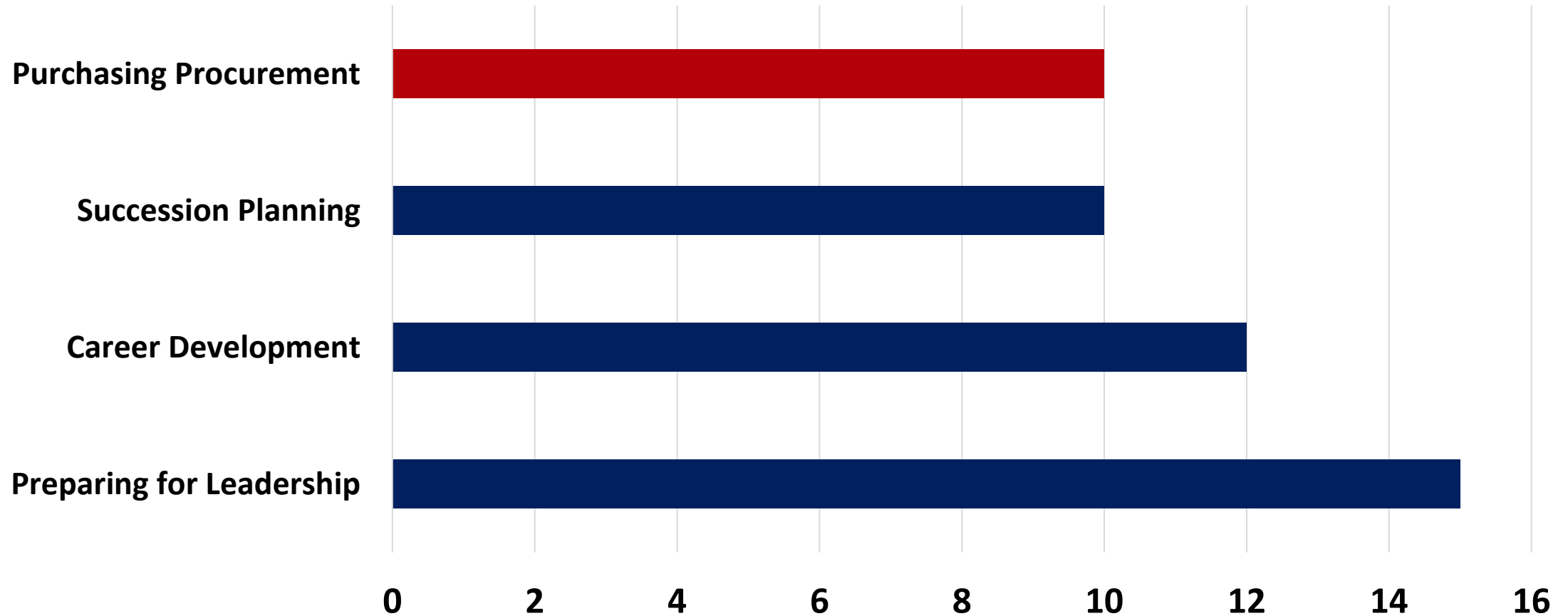
6f – Training and Roundtable Update

Member Services Advisory Committee

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Survey For Prioritizing Trainings

Top Priorities Highlighted by Member Feedback



Programs Scheduled for 2025

Classes to Meet Member Feedback

UPMM Purchasing Program

- Negotiations and Contracts
- Work Order, Inventory and Plant
- Case Studies in Utility Purchasing
- Quantities, Quality, Pricing & Supplier Selection

Certified Power Supervisor Program

- Buddy to Boss with Succession Planning
- Fundamental Supervisory Skills
- Goal Setting & Planning
- Interpersonal Supervisory Skills I, II & III
- Communicating Effectively
- Bridging the Generation Gap
- Making Performance Appraisals Matter

Leidos Provides New Opportunity For FMPA Members

Regional Classes To Be Available In 5 Locations

66% of respondents showed interest in safety training

EFFECTIVE SAFETY CULTURE THROUGH LEADERSHIP DIRECTION AND SUPPORT

- Communicating Safety Across the Utility
- The Barometer – Guage for Safety Programs and Tools
- Elements of an Effective Safety Program
- Leadership Commitment

Built into the class time will be a Q & A session without time limits for participants to chat with facilitators

Upcoming Training and Roundtables

Register Here



QR for FMPA.COM

**AGENDA ITEM 7 – MEMBER
COMMENTS**

**FMPA Member Services Advisory
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AGENDA ITEM 8 – ADJOURNMENT

**FMPA Member Services Advisory
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