

POWER CONNECTION

Indiana Municipal Electric Association



<h3>IMEA 2023 Year End Review: Focused on Success</h3>
--

IMEA continues to grow in strength, stature and scope through maintaining a united voice on issues that impact public power in Indiana and across the country. On the cusp of our 83rd year, I expect 2024 to be another dynamic year for the IMEA. We remain dedicated to our founding principles of providing programs and services that bring members of Indiana municipals the protection, knowledge, experience, and tools needed for the safe, efficient and effective utility operation in today's complex, diverse and ever-changing industry for the lowest possible cost. **(Pages 1 - 5)**

<h4>Our Mission Statement</h4>	<h4>Disaster Response and Mutual Aid Assistance</h4>	<h4>Creating a Safety Culture</h4>
--------------------------------	--	------------------------------------

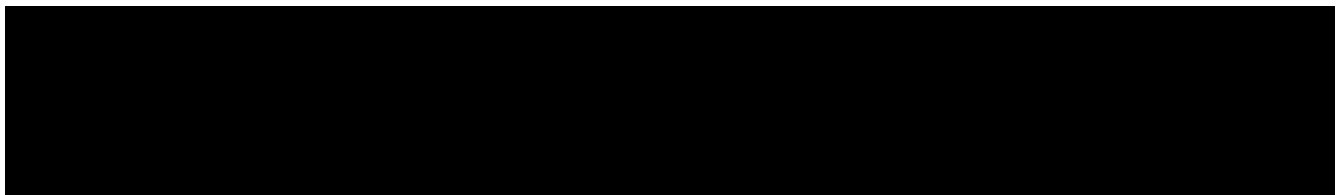
The Indiana Municipal Electric Association (IMEA) is a service organization formed over 81 years ago. IMEA is a forum for municipal utilities all across Indiana to pool resources for effective representation and continuing education, both of which are vital for survival in a dynamic industry. **(Page 7)**

Indiana is no stranger to weather extremes from subzero temperatures, ice and snow in the winter to heavy rains, high winds and tornados in the spring and summer. When severe weather is enroute or a storm strikes, the IMEA has a system in place to communicate, coordinate and get help to where it's needed most.

(Pages 9 - 11)

It has been observed and confirmed by independent research that developing strong safety cultures have the single greatest impact on accident reduction of any process. It is for this single reason that developing these cultures should be top priority for all managers and supervisors.

(Pages 13 - 17)



CONTENTS



- 1** 2023 IMEA Year End Review (Continued, Page 3)

- 3** 2023 IMEA Year End Review

- 5** 2024 IMEA Annual Business Meeting & Vendor Expo

- 7** IMEA : Our Mission Statement

- 9** IMEA 2023 Disaster Response *(Continued, Page 11)*
and Mutual Aid Assistance

- 11** IMEA 2023 Disaster Response
and Mutual Aid Assistance

- 13** IMEA : Creating a Safety Culture *(Continued, Page 15)*

- 15** IMEA : Creating a Safety Culture *(Continued, Page 17)*

- 17** IMEA : Creating a Safety Culture

- 19** 2024 IMEA Workshops

- 21** Holiday Recipe : Festive Eggnog

IMEA 2024 Year End Review

Focused on Success

From My Desk to Yours, IMEA Executive Director – Duane Richardson

On the Eve of the New Year, I would like to take this opportunity to thank you for your contributions toward another successful year for the Indiana Municipal Electric Association. IMEA continues to grow in strength, stature and scope through maintaining a united voice on issues that impact public power in Indiana and across the country.

On the cusp of our 83rd year, I expect 2024 to be another dynamic year for the IMEA. For more than three quarters of a century, IMEA has worked to provide consistent, reliable service to its member utilities through its municipal members supported by a strong associate member group. We remain dedicated to our founding principles of providing programs and services that bring members of Indiana municipals the protection, knowledge, experience, and tools needed for the safe, efficient and effective utility operation in today's complex, diverse and ever-changing industry for the lowest possible cost.

Attendance at our Annual Meeting's continues to increase, the reinvented Indiana Lineworkers' Rodeo was a premier hands-on education, safety skills, and training event and a huge success this year and plans are already underway for 2024, IMEA's long-standing Safety and Training Program and Lineman Apprentice Progression Program (LAPP) are bursting at the seams with 55 registered apprentices. A great website experience matters to our members, and we've worked diligently to deliver a fantastic, user-friendly site packed with informative information. Our monthly newsletters and Quarterly magazine consistently contain high quality engaging editorial content, many thanks to all who contributed the editorial content over the past year.

(Continued, Page 3)





You can rely on our specialized utility and broadband teams to deliver technology-enabled solutions that drive transformation.

Solutions & Services

- Distribution, Transmission & Generation
- Fiber / FTTx / Rural Broadband
- Electric Vehicle Infrastructure
- Indoor / Outdoor Lighting
- Storm & Emergency Response
- Advanced Metering Infrastructure
- Smart Grid Infrastructure
- Renewables
- Smart Poles
- Wire & Cable
- Communication & Security
- Safety and PPE
- Industrial MRO

Ingenuity delivered.

[Wescodi.st/utilitytechnology](https://wescodi.st/utilitytechnology)



(Continued)

IMEA 2023 Year End Review

Focused on Success

From My Desk to Yours, IMEA Executive Director – Duane Richardson

IMEA's Educational Scholarship program enters its tenth year in providing scholarships for college-bound seniors of member communities and our Alliance with the Indiana Department of Labor brings to our members access to even more resources.

We plan to continue to build on the successes of the past year, increase our presence throughout our member communities and at the statehouse, bring new personnel, new training and education opportunities for utility professionals of all levels, build stronger alliances and bring a collaboration clearinghouse. With a rapidly changing industry, IMEA's role and function is more important than ever and being a strong, united voice is critical in the months and years ahead. I invite you to continue your involvement as a member of Indiana's oldest trade association created by and for public power utility professionals.

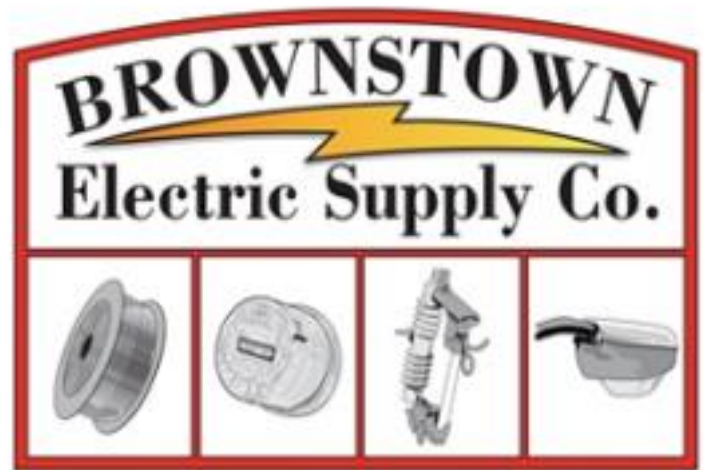
It has been a pleasure serving your organization. I've been blessed to be surrounded by a diverse and dedicated team who bring to the organization a wide range of experience and knowledge that continues to make a positive impact. On behalf of the IMEA Board of Directions and staff, we thank you for being loyal champion of the organization. We look forward to continuing to serve you, your employees and your customers to help keep the value of public power, local ownership, great service, low rates and efficient operation the hallmarks of your utility.

With much appreciation and all the best this holiday season,

Duane Richardson, IMEA Executive Director



Logansport Municipal Utilities : Newest IMEA Director, Darr Shively (Right).



WHATEVER IT TAKES.

**Brownstown, IN
Wabash, IN**

**www.brownstown.com
(800) 742-8492**



Skilled.

DECADES OF EXPERIENCE
DEVOTED TO YOUR SAFETY.

ABOUT THE IMEA

IMEA has operated as the statewide service association representing the issues and concerns of municipally owned and operated electric utilities while promoting the benefits and public power business model since 1941.

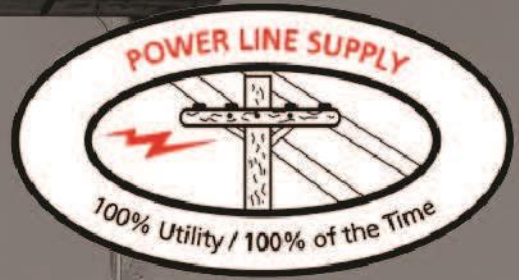


We Look Forward to Your Participation!

**Monroe Convention Center
Bloomington, IN.
October 8 – 10, 2024**



Leadership. Innovation. Collaboration



WHY USC?

- 24/7 Emergency Response
- Inventory Management and Barcoding
- Project Material Management and Logistics
- Substation, Transmission and Distribution Packages
- Complete Tool Repair and Maintenance Service
- Rubber Goods Testing Certification
- Technical Sales and Service

CONTACT US

Shawn Matthews
Vice President
(231) 679-2102
Shawn_Matthews
@uscco.com

Mark Nuce
Account Manager
(317) 417-7325
Mark_Nuce
@uscco.com

Jerrold Devers
Account Manager
(317) 281-5904
Jerrold_Devers
@uscco.com

Ed Bowman
Tech Solutions
Consultant
(317) 671-6552
Ed_Bowman
@uscco.com

Jim Garbison
Tech Solutions
Consultant
(317)-476-1657
jim_garbison
@uscco.com



Our Mission

The Indiana Municipal Electric Association (IMEA) is a service organization formed over 81 years ago. IMEA is a forum for municipal utilities all across Indiana to pool resources for effective representation and continuing education, both of which are vital for survival in a dynamic industry. “We (IMEA) are a non-for-profit organization functioning as the statewide service association representing the issues and concerns of municipally owned and operated electric utilities. We provide value to your ability to meet your municipal utility needs toward your associates and/or customers. We are committed to providing the latest training in all facets of safety as well as keeping you abreast of cutting edge technology and resources including leadership development, certified Journeyman / Apprentice training directed toward continuous improvement and exceeding way beyond our Members’ expectations.

We have a Board of Directors comprised of the municipalities’ own members that are committed to growing the membership and service to our association. “We invite you to be a part of this governance and we are committed to the advancement and protection of municipally-owned electric utilities believing the local municipalities and their citizens have the right to keep control and provide services that meet their own needs.”

Public Power at a Glance

There are over 2,000 public power communities across the nation. One out of seven Americans are served by a public power community. Public power utilities are public service institutions whose primary focus is to serve their customers. Their common purpose is to provide reliable and safe not-for-profit electricity at a reasonable price while protecting the environment. The hallmark of public power is local control where citizens have a direct and powerful voice in utility decisions and policies.

Public Power in Indiana

Indiana is one of 49 states with public power systems. Public Power has close to a 125-year tradition of service in Indiana. Of the state’s 568 municipalities, 72 own and/or operate their electric utility. The majority of Indiana’s public power systems have celebrated their centennial. More than 500,000 Hoosiers own, control and are serviced by their municipal electric utility.

IMEA Member Services & Resources

- Education & Networking
- Safety & Training
- Legislative, Regulatory, and Limited Legal Assistance
- Mutual Aid
- DOL Journeyman Lineworker Apprentice Program
- Annual Business Meeting & Vendor Expo
- Educational Scholarships
- Joint Programs & Committees
- Public Relations
- Public Power Promotions
- Rate Services and Intervention
- News Publications
- Operation & Management
- Member Directory
- Website

2024 IMEA Board Officers

President – Doug Middleton
Argos Utilities

Vice President – Brian Chapman
Gas City Municipal Utilities

Secretary Treasurer – Jeff Greeno
Lebanon Utilities

Past President – Randy Ennis
Washington Municipal Light and Power

2024 IMEA Board Directors

Matthew Lentsch
The City of Mishawaka

Shawn Lickey
Columbia City Municipal Utility

Jason Quirk
Town of New Carlisle

Darr Shively
Logansport Utilities

Todd Corrie
Frankfort Utilities

Willie Daniels
Scottsburg Utilities



Midwest Electrical Solutions provides solutions to both the utility and industrial markets.

Viper-ST® Solid Dielectric Recloser

- Rated up to 38kV
- Flexible and site-ready designs
- Reduced maintenance costs
- Field-tested reliability
- Distribution automation and automatic transfer control solutions

Contact us for additional products:

Midwest Electrical Solutions
708-821-7490
www.solutionsmes.com

www.gwelectric.com



Disaster Response & Mutual Aid Assistance

IMEA Mutual Aid Program Shined in 2023

More than a dozen reported tornados touched down across the state causing deaths and property damage on Friday, March 31.

The eve of April Fool's Day was no joke. A line of severe storms came from the west, hitting multiple IMEA Member communities and causing extensive damage. At least 7 tornados hit Indiana during the severe weather Friday afternoon into Saturday morning, according to National Weather Service.

Indiana's municipals have always had a strong concept of neighbors helping neighbors when it comes to power restoration. In 2023 we had seven requests (in state) for assistance and crews from a dozen IMEA members assisted with the restoration efforts across the state.

The IMEA knows well the value of having an efficient, coordinated response effort for outages large and small. In fact, it's more-than 50 year program has long been considered one of the country's best. It has proven to be an effective protocol to provide trained responders for the quick and safe response to the call for help.

I would like to take this time to remind all IMEA member communities that in the event of an emergency, whether you are the recipient or aiding utility, to please keep the IMEA informed of any Mutual Aid activity. An email will tell us who is already involved and help us in coordinating efforts should the event escalate. Coordinate your calls through the IMEA. If you call your neighboring community without calling us first it may hinder our coordinating efforts to benefit all IMEA communities in the event of a widespread emergency. If someone calls you for assistance, please ask them if they have contacted the IMEA. If you have sent crews to a neighboring community, please keep IMEA informed.

IMEA formalized the concept into a well-coordinated and collaborative program to ensure a rapid response with trained responders for the safe and efficient service restoration – large or small.



Our decades-old program also helps the industry mitigate the risks and costs associated with major incidents by sharing personnel and resources. As a member of IMEA, you are part of a team. Along with your neighboring municipal utilities, you may either request or provide assistance when service to the customers is threatened or disrupted for any reason. It is this spirit of cooperation that has given strength and reliability to our Hoosier municipal utilities systems for many years. The state of Indiana has experienced its share of disasters and emergency situations that result in outages and damage to utility infrastructure across the state.

(Continued, Page 11)

TECH
PRODUCTS, INC.

SIGNS, TAGS & MARKERS

Everlast Pole Tags | Tech-3D Distribution Signs | Phase Markers

1-800-221-1311
www.TechProducts.com

MADE IN USA SINCE 1948
A VETERAN-OWNED BUSINESS

OKONITE

EXPANSIONS CONTINUE TO KEEP UP WITH DEMAND



Santa Maria, CA



Orangeburg, SC



Richmond, KY

Our previous 5 year plan to expand each of our three EPR manufacturing plants was completed last year resulting in over 50% increase in capacity of Okoguard EPR insulated cables. Okonite continues to produce more EPR insulated cable than all of our competitors combined.

Most recently, we just commissioned our new Compound Plant expansion in Orangeburg SC. Okonite produces 100% of our own Okoguard EPR compound at this facility. The expansion involved a brand new and completely redundant compound production line using state of the art equipment along with an addition of 85,000 SF resulting in a 100% increase in Okoguard EPR compound production capacity.

Okonite's continuous expansion and modernization programs are an everyday part of our long term vision. Come see our facilities first hand and share our contagious excitement about the future of Okoguard EPR insulated cable. Okonite has been setting the standard since 1878. We are 100% Made in America and an employee-owned company!



**THE
OKONITE
COMPANY**

Okonite Cables...A higher Standard!

102 Hilltop Road, Ramsey, NJ 07446 201.825.0300 www.okonite.com



(Continued)

IMEA 2023 Disaster Response and Mutual Aid Assistance

From tornadoes and straight-line winds and flooding to snow, ice, utilities are challenged to keep the power flowing and lights on throughout the year. Primary concerns when disaster strikes your utility are:

- Protect the public health, safety and welfare.
- Secure the area and utility assets.
- Assess the damage.
- Determine priorities for recovery; and
- Restoration and clean up.

Should your utility require restoration and/or emergency assistance for any reason, your first step is to contact IMEA. The IMEA provides an organized process for requesting aid, coordinating resources and responding with manpower and equipment for utilities. Our staff works in established industry networks at the **local, state and national** level to help you restore power to your customers quickly and safely.

National

Public Power's Mutual Aid Network Regions



The ten regions are based on the Federal Emergency Management Agency (FEMA) regions, which helps ensure a coordinated response with state and federal government officials. Region V (IL, IN, MI, MN, OH, WI)



Indiana

Duane Richardson, Indiana Municipal Electric Association
765-366-5506 (cell)
duane@imea.com

Willie Daniels
Scottsburg Electric
812-599-5917
wdaniels@cityofscottsburg.com

In the event of a disaster, the IMEA Mutual Aid program is designed to provide trained personnel and assistance to any municipality within or outside of the state of Indiana.

Our first priority is to dispatch crews to IMEA member communities.

In the event of an emergency, whether you are the recipient or aiding utility, please keep the IMEA informed of any request or needs for assistance.

A phone call / text or email will tell us who is already involved and help us in coordinating efforts should the event escalate.

If you are contacted to provide assistance **OR** call to request assistance and do not inform IMEA it may actually hinder our coordinating efforts to benefit all IMEA communities in the event of a widespread emergency.





Automated
Energy

Boosting the brain power of the smart grid™

Here for Indiana

Let Automated Energy help you further leverage your AMI investment with our industry-leading Customer Engagement Applications.

Whether you need Residential and Small Commercial customer engagement tools or powerful load profile analytic tools for your Large C&I customers, Automated Energy has what you need!



Better power through better data

Call Cody Graves at **866-421-1234** or
email at **cgraves@automatedenergy.com**

IMEA : Creating a Safety Culture

Why do you want a strong safety culture?

It has been observed and confirmed by independent research that developing strong safety cultures have the single greatest impact on accident reduction of any process. It is for this single reason that developing these cultures should be top priority for all managers and supervisors.

What is a safety culture - how will it impact my company?

Safety cultures consist of shared beliefs, practices, and attitudes that exist at an establishment. Culture is the atmosphere created by those beliefs, attitudes, etc., which shape our behavior. An organization's safety culture is the result of a number of factors such as:

- Management and employee norms, assumptions and beliefs.
- Management and employee attitudes.
- Values, myths, stories.
- Policies and procedures.
- Supervisor priorities, responsibilities and accountability.
- Production and bottom-line pressures vs. quality issues.
- Actions or lack of action to correct unsafe behaviors.
- Employee training and motivation.
- Employee involvement or "buy-in."

In a strong safety culture, everyone feels responsible for safety and pursues it on a daily basis; employees go beyond "the call of duty" to identify unsafe conditions and behaviors and intervene to correct them. For instance, in a strong safety culture any worker would feel comfortable walking up to the plant manager or CEO and reminding him or her to wear safety glasses. This type of behavior would not be viewed as forward or over-zealous but would be valued by the organization and rewarded. Likewise, coworkers routinely look out for one another and point out unsafe behaviors to each other.

A company with a strong safety culture typically experiences few at-risk behaviors, consequently they also experience low accident rates, low turn-over, low absenteeism, and high productivity. They are usually companies who are extremely successful by excelling in all aspects of business and excellence.

Creating a safety culture takes time. It is frequently a multi-year process. A series of continuous process improvement steps can be followed to create a safety culture. Employer and employee commitment are hallmarks of a true safety culture where safety is an integral part of daily operations.

A company at the beginning of the road toward developing a safety culture may exhibit a level of safety awareness, consisting of safety posters and warning signs. As more time and commitment are devoted, a company will begin to address physical hazards and may develop safety recognition programs, create safety committees, and start incentive programs.

Top management support of a safety culture often results in acquiring a safety director, providing resources for accident investigations, and safety training. Further progress toward a true safety culture uses accountability systems. These systems establish safety goals, measure safety activities, and charge costs back to the units that incur them. Ultimately, safety becomes everyone's responsibility, not just the safety directors. Safety becomes a value of the organization and is an integral part of operations.

Management and employees are committed and involved in preventing losses. Over time the norms and beliefs of the organization shift focus from eliminating hazards to eliminating unsafe behaviors and building systems that proactively improve safety and health conditions. Employee safety and doing something the right way takes precedence over short term production pressures. Simultaneously, production does not suffer but is enhanced due to the level of excellence developed within the organization.

Building a safety culture

Any process that brings all levels within the organization together to work on a common goal that everyone holds in high value will strengthen the organizational culture.

(Continued, Page 15)

Discover the Hometown Connections Smart Cities Advantage

Hometown Connections, Inc., is a non-profit utility services organization specializing in the unique challenges facing community-owned utilities. For more than 20 years, our expert team has helped over 900 utilities to modernize their processes and systems.

Hometown Connections offers solutions for all areas of your utility business:

- Operations
- Cybersecurity
- Business Strategy
- Customer Care
- Finance
- Workforce

Work with a team that puts your best interests first.

—
Leading community-owned utilities to a powerful future



12081 W. Alameda Parkway, # 464
Lakewood, CO 80228
P — 970 682 4217
www.hometownconnections.com

(Continued)

IMEA : Creating a Safety Culture

Worker safety and health is a unique area that can do this. It is one of the few initiatives that offer significant benefits for the front-line work force. As a result, buy-in can be achieved enabling the organization to effectively implement change. Obtaining front line buy-in for improving worker safety and health is much easier than it is to get buy-in for improving quality or increasing profitability. When the needed process improvements, are implemented all three areas typically improve and a culture is developed that supports continuous improvement in all areas.

The following represents the major processes and milestones that are needed to successfully implement a change process for safety and health. It is intended to focus you on the process rather than individual tasks. It is common to have a tendency to focus on the accomplishment of tasks, i.e., to train everyone on a particular concern or topic or implement a new procedure for incident investigations, etc. Sites that maintain their focus on the larger process to be followed are far more successful. They can see the "forest" from the "trees" and thus can make mid-course adjustments as needed. They never lose sight of their intended goals, therefore, they tend not to get distracted or allow obstacles to interfere with their mission. The process itself will take care of the task implementation and ensure that the appropriate resources are provided and priorities are set.

Management Processes Typically Ripe for Improvement:

- Define safety responsibilities for all levels of the organization, e.g., safety is a line management function.
- Develop upstream measures, e.g., number of reports of hazards/suggestions, number of committee projects/successes, etc.
- Align management and supervisors through establishing a shared vision of safety and health goals and objectives vs. production.
- Implement a process that holds managers and supervisors accountable for visibly being involved, setting the proper example, and leading a positive change for safety and health.
- Evaluate and rebuild any incentives & disciplinary systems for safety and health as necessary.

- Ensure the safety committee is functioning appropriately, e.g., membership, responsibilities/functions, authority, meeting management skills, etc.
- Provide multiple paths for employees to bring suggestions, concerns, or problems forward. One mechanism should use the chain of command and ensure no repercussions. Hold supervisors and middle managers accountable for being responsive.
- Develop a system that tracks and ensures the timeliness in hazard correction. Many sites have been successful in building this in with an already existing work order system.
- Ensure reporting of injuries, first aids, and near misses. Educate employees on the accident pyramid and importance of reporting minor incidents. Prepare management for initial increase in incidents and rise in rates. This will occur if under-reporting exists in the organization. It will level off, then decline as the system changes take hold.

Evaluate and rebuild the incident investigation system as necessary to ensure that it is timely, complete, and effective. It should get to the root causes and avoid blaming workers.

Obtain Top Management "Buy-in" - This is the very first step that needs to be accomplished. Top managers must be on board. If they are not, safety and health will compete against core business issues such as production and profitability, a battle that will almost always be lost. They need to understand the need for change and be willing to support it. Showing the costs to the organization in terms of dollars (direct and indirect costs of accidents) that are being lost, and the organizational costs (fear, lack of trust, feeling of being used, etc.) can be compelling reasons for looking at needing to do something different. Because losses due to accidents are bottom line costs to the organization, controlling these will more than pay for the needed changes. In addition, when successful, you will also go a long way in eliminating organizational barriers.

(Continued, Page 17)



A SHARED VISION... A TRADITION OF TRUST

Alpha Engineering, Inc. (AEI) provides innovative and professional engineering and design solutions for the power industry. With substation, distribution, industrial, renewable energy, and Smart Grid capabilities, we have gained a reputation for cutting-edge, technical excellence and high customer satisfaction.

Our approach encompasses even higher expectations when it comes to our service. Our team of experts not only understand our products and services, they take the time to listen and understand each and every client's needs. We make it our top priority that clients benefit from our personalized service and customized solutions.

Power and Energy Solutions for a Better tomorrow.

Call 317.273.9841 or email us at info@alphaeng.us to get started today.

ALPHA ENGINEERING | 317-273-9841 | Info@alphaeng.us | alphaeng.us

Our Services Include:

- Arc Flash Evaluation
- Construction Management
- Distributed Generation & Renewable Energy
- GIS/Field Inventory
- Line Design
- Mapping and CAD Services
- Power Quality
- SCADA & Communications
- Smart Grid
- Substation Design
- System Planning and Studies
- DATA & System Integration
- Transformer Life-cycle Management



©2023 ALPHA ENGINEERING, INC

(Continued)

IMEA : Creating a Safety Culture

Continue Building "Buy-in" for the needed changes by building an alliance or partnership between management, the union (if one exists), and employees. A compelling reason for the change must be spelled out to everyone. People have to understand WHY they are being asked to change what they normally do and what it will look like if they are successful. This needs to be done up front. If people get wind that something "is going down" and haven't been formally told anything, they naturally tend to resist and opt out.

Build Trust - Trusting is a critical part of accepting change and management needs to know that this is the bigger picture, outside of all the details. Trust will occur as different levels within the organization work together and begin to see success.

Conduct Self Assessments/Bench Marking - To get where you want to go, you must know where you are starting from. A variety of self-audit mechanisms can be employed to compare your site processes with other recognized models of excellence such as Star VPP sites. Visiting other sites to gain first hand information is also invaluable.

Initial Training of Management-Supervisory staff, Union Leadership (if present), and safety and health committee members, and a representative number of hourly employees. This may include both safety and health training and any needed management, team building, hazard recognition, or communication training, etc. This gives you a core group of people to draw upon as resources and also gets key personnel onboard with needed changes.

Establish a Steering Committee comprised of management, employees, union (if one exists), and safety staff. The purpose of this group is to facilitate, support, and direct the change processes. This will provide overall guidance and direction and avoid duplication of efforts. To be effective, the group must have the authority to get things done.

Develop Site Safety Vision, key policies, goals, measures, and strategic and operational plans. These policies provide guidance and serve as a check-in that can be used to ask yourself if the decision you're about to make supports or detracts from your intended safety and health improvement process.

Align the Organization by establishing a shared vision of safety and health goals and objectives vs. production. Upper management must be willing to support by providing resources (time) and holding managers and supervisors accountable for doing the same. The entire management and supervisory staff need to set the example and lead the change. It's more about leadership than management.

Define Specific Roles and responsibilities for safety and health at all levels of the organization. Safety and health must be viewed as everyone's responsibility. How the organization is to deal with competing pressures and priorities, i.e., production, versus safety and health, needs to be clearly spelled out.

Develop a System of Accountability for all levels of the organization. Everyone must play by the same rules and be held accountable for their areas of responsibility. Signs of a strong culture is when the individuals hold themselves accountable.

Develop Measures and an ongoing measurement and feedback system. Drive the system with upstream activity measures that encourages positive change. Examples include the number of hazards reported or corrected, numbers of inspections, number of equipment checks, JSA's, pre-start-up reviews conducted, etc.

While it is always nice to know what the bottom-line performance is, i.e., accident rates, overemphasis on these and using them to drive the system typically only drives accident reporting under the table. It is all too easy to manipulate accident rates which will only result in risk issues remaining unresolved and a probability for more serious events to occur in the future.

Continually Measure performance, **Communicate Results**, and **Celebrate Successes**. Publicizing results is very important to sustaining efforts and keeping everyone motivated. Everyone needs to be updated throughout the process. Progress reports during normal shift meetings allowing time for comments back to the steering committee opens communications, but also allows for input. Everyone needs to have a voice, otherwise, they will be reluctant to buy-in. A system can be as simple as using current meetings, a bulletin board, and a comment box.



**SUNBELT
SOLOMON**

**Proudly providing sustainability
solutions to utilities across the
state of Indiana.**

CONTACT US TODAY

Mike Steward

ACCOUNT MANAGER

c: 260.341.4729

e: mike.steward@sunbeltsolomon.com

Paige Aylward

SALES SUPPORT

c: 785.655.2676

e: paige.aylward@sunbeltsolomon.com

2024 IMEA Workshops

January - February

February 21 – 23 Introduction to Supervision Scottsburg

March

March 6 – 7 Supervisor Safety Auburn

13 – 15 Apprentice Top-Out Exam Scottsburg (032320)

April - May

April 1 – 5 IMEA 611 Basic Workshop Scottsburg 032023

April 15 – 19 IMEA 613 Advanced Workshop Scottsburg 041921

April 29 – May 1 APPA Legislative Rally Washington

May 6 -17 IMEA 610 Wood Pole Climbing Workshop Scottsburg 050624

May 20 – 24 IMEA 612 Intermediate Workshop Scottsburg 050222

June

June 5 – 6 Line Clearance Arborist Certificate Frankfort

June 19 – 21 IMEA 212 Transformer Theory & Connections Scottsburg

July-August

July 23 – 24 Insulate & Isolate Scottsburg

August 5 – 9 IMEA 612 Intermediate Workshop Scottsburg 082222

September

September 9 – 13 IMEA 613 Advanced Workshop Scottsburg 092721

September 20 -21 Lineworkers' Rodeo Lawrenceburg

September 23 – 27 IMEA 611 Basic Workshop Scottsburg 102323

October - November

October 8 – 10 Annual Business Meeting & Tech Expo Bloomington

October 21 – November 1 IMEA 610 Wood Pole Climbing Workshop Scottsburg 102124

November 28 – Thanksgiving Holiday

December

December 24 – Christmas Holiday

MINTCITY

UTILITY SERVICES



Tree Trimming & Removal

- Routine Maintenance
- Hazard Tree Removal
- 24/7 Emergency Services



ROW Mowing & Spray

Utilizing our fleet of forestry mowers, combined with a Herbicide program, we maintain effective control of the vegetation in the RoW while lowering long-term costs.




System Management

Mint City can handle all aspects of your Vegetation Management needs.


- Planning & Consulting
- Predictable Budgets
- Reduced Outages
- Herbicide Programs
 - Bareground control for substations & poleyards.
- Turn Key Vegetation Management.



 (574) 312-2734

 info@mcutilities.net

 www.mintcityutilityservices.com

 • 1808 Dogwood Rd. Bremen, IN
• 2790 S. 1050 E. Lafayette, IN

**Wishing You & Yours a Very Merry
Christmas & a Happy New Year!**

FESTIVE EGGNOG

INGREDIENTS

- 2 c. milk
- 1/2 tsp. ground cinnamon,
plus more for garnish
- 1/2 tsp. ground nutmeg
- 1/2 tsp. pure vanilla extract
- 6 large egg yolks
- 1/2 c. granulated sugar
- 1 c. heavy cream
- Whipped cream, for serving



- **STEP 1** - In a small saucepan over low heat, combine milk, cinnamon, nutmeg, and vanilla and slowly bring mixture to a low boil.
- **STEP 2** - Meanwhile, in a large bowl, whisk egg yolks with sugar until yolks are pale in color. Slowly add hot milk mixture to egg yolks in batches to temper the eggs and whisk until combined.
- **STEP 3** - Return mixture to saucepan and cook over medium heat until slightly thick (and coats the back of a spoon) but does not boil. (If using a candy thermometer, mixture should reach 160°.)
- **STEP 4** - Remove from heat and stir in heavy cream and, if using, bourbon. Refrigerate until chilled.
- **STEP 5** - When ready to serve, garnish with whipped cream and cinnamon.

TRANSFORMERS

DISTRIBUTION AND SUBSTATION



Modern Rewind Facilities
More than 61 Acres Inventory
Prompt Delivery—Coast to Coast

CALL TOLL-FREE
800-843-7994
FAX 605-534-3861
E-Mail: t-r@t-r.com
Internet: www.t-r.com



BUY - SELL - RENT

Complete Outdoor
Substations,
Circuit Breakers,
Regulators,
and Switchgear