

AREA

2021 EDUCATION CATALOG



EVERY DAY
100%SAFE
EVERY LIFE

The Alabama Rural Electric Association of Cooperatives Education Program is provided for the benefit of all directors and employees of the member cooperatives of AREA. The courses and conferences offered through this program are designed specifically for the employees and directors of rural electric cooperatives. AREA has a commitment to provide its member systems with high quality, low cost educational and training opportunities.

There are four categories of education programs available:

- AREA Core Education Program offers AREA conferences and updates for cooperative employees. Enrollment in the AREA Core Program would allow a cooperative to send unlimited attendees to each of the conferences and updates under this program. Cooperatives can elect to pay a one-time package price to allow unlimited participants from their cooperative to attend selected AREA courses and conferences.
- NRECA Package Plan Program offers NRECA courses toward director, manager and supervisor certification as well as all-employee courses. Enrollment in the Package Plan would allow a cooperative to send unlimited attendees to each course under this program. Cooperatives can elect to pay a one-time package price to allow unlimited participants from their cooperative to attend selected NRECA courses sponsored by AREA.
- Certificate Package Plan offers four certificate programs. The programs are Utility Accounting, Strengthening Leadership, Member Service and Human Resource. For one price, participants can send as many employees as needed at no additional cost for courses under this program.
- Pay-As-You-Go Training has a fee based on the cost of the training event, divided by the number of participants. These programs will be offered by AREA, and the cost will be determined by the expenses and level of participation. These courses will be strictly optional. Cooperatives can elect to pay a one-time package price to allow an unlimited number of employees to attend courses offered in the AREA Certificate.

This guide will provide you with a schedule of education programs, registration costs associated with each program, and the target group for each training program.

Enrollment and Cancellation Policy

Cooperatives will be notified of all course offerings well in advance of course dates and cooperatives are requested to register in a timely manner for planning and pricing purposes. Courses will be priced according to projected student enrollment and actual cost to provide the training. AREA reserves the right to modify charges due to resources and enrollment. AREA's goal is to provide quality education at a reasonable price. Optimum enrollment helps everybody.

Each training session will have a minimum enrollment requirement and AREA reserves the right to cancel any course if enrollment does not meet the minimum required to justify holding the course. Each course will have an established deadline for cancellations. Cooperatives will be charged for cancellations made after the

established deadline. Registered attendees who do not attend sessions (no shows) may be charged the full cost of the course.

Need more information? For more information about AREA sponsored events, please look for additional material emailed to each cooperative manager and training coordinator before each event, posted on areapower.coop. You may also call the AREA office (1-800-410-2732) for more specific information regarding the AREA Education Program.

Continuing Education Credits

Accounting Continuing Professional Education (CPE's)

AREA requests CPE's for accounting and auditing from the Alabama State Board of Public Accountancy (ASBPA) on a class by class basis. Credit is awarded based on the actual educational time spent in the program.

Opportunities for CPE's: Business Administration Conference, Utility Accounting courses, Accounting Update, etc.

Human Resource Professional Development Credits (PDC's)

AREA is recognized by the Society for Human Resource Management (SHRM) to offer SHRM-CP or SHRM-SCP professional development credits (PDCs). Credit is awarded based on the actual educational time spent in the program.

Opportunities for PDC's: Business Administration Conference, NRECA Supervisor and Manager Development Program (700 numbered courses), HR Update, etc.

Engineering Professional Development Hours (PDH's)

A number of classes offered through Hi-Line Engineering and TVPPA qualify for PDH's. Credit is awarded based on the actual educational time spent in the program and is provided by the training vendor.

Opportunities for PDH's: Staking School, Engineering Fundamentals, Certified Power Technology, etc.

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AREA Core Training and Development Programs

AREA's Core Education programs consist of specific employee training for several categories of employees. This core training may be purchased as an AREA employee training package or can be purchased on a pay-as-you-go basis. This committee recommends the following schedule of core training for 2021:

- Business Administration Conference
- Communications Conference
- E&O/Procurement Conference/Information Technology Conference
- Executive Assistants Conference
- AREA Director Orientation Series
- AREA Employee Orientation Series
- Updates (Information Technology, Human Resource, Accounting, Safety, Member Services)
- Managers Meetings

This package plan price will allow unlimited attendees from each participating cooperative to attend each training session. Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

NRECA Package Plan

AREA also sponsors a series of seminars and training events through the "NRECA Package Plan" which are not included in the above-listed core employee programs. The NRECA Package Plan seminars are coordinated through NRECA's Management Services which offers a certificate in several areas including Management, Director, and All-Employee. NRECA updated their leadership training in 2018. In the past, NRECA offered a Supervisory Certificate (300 numbered courses) and Management Essentials programs (600 numbered courses). NRECA is now offering a Supervisor and Manager Development Program (SMDP) (700 numbered courses). Courses taken in either of the old programs will count toward the new certification.

The Supervisor and Management Development Program is a flexible, co-op specific education program focused on strengthening the leadership skills, knowledge and abilities needed to hire, develop and lead others, manage performance, communicate effectively and make decisions. The goal of this program is to equip co-op supervisors and managers with tools and resources to successfully lead and engage high-performing teams in support of the four mission-critical areas of safety, member satisfaction, reliability and cost control.

Employees have the freedom to build their own program by selecting the courses that best support their professional goals and development needs. For every five (5) credits they complete, they will earn an electronic certificate of accomplishment acknowledging the total number of credits they have completed. When they achieve the “20 Credit SMDP Certificate,” a hard copy certificate and release (which can be used to publicly recognize your accomplishment in local media) will be mailed to the CEO.

The NRECA Package Plan seminars are sponsored by the cooperatives voluntarily participating in a fee-based program. The NRECA Package Plan fee is established each year by the Education Committee to cover the cost of scheduled programs and any related costs for the coming year, which will allow a participating cooperative to send an unlimited amount of attendees to each NRECA Package Plan course at no additional charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-participating cooperatives and out-of-state cooperatives may send employees or directors to NRECA Package Plan courses for \$625 per attendee per training day.

In 2021, the NRECA Package Plan will sponsor 14 courses: four (4) Board Leadership, five (5) Supervisor and Management Development Program courses and five (5) Credentialed Cooperative Director (CCD).

Certificate Package Plan

The Education Committee recommends the continuation of the package plans for the certificate programs listed below. Each certificate program includes one-day or two-day courses that will be scheduled over the year.

Member Service Certificate Program (9 required courses)
Strengthening Leadership Certificate Program (8 required courses)
Utility Accounting Certificate Program (9 required courses)
Human Resource (HR) Certificate Program (9 required courses)
(Total of 35 training days are required to complete the 4 certificate programs)

Cooperative participants in these plans will be allowed unlimited days of training in any combination within these four (4) certificate programs. Non-participating AREA cooperatives will be charged \$425 per attendee per training day. Non-package plan participants will be charged \$500 per employee per training day. Substantial savings and stability are offered by this plan which allows improved planning and scheduling opportunities for all member systems. If a cooperative sends one person to each of the training days offered in 2021, it would almost cover the initial investment. Package plan costs are paid on an annual basis. The substantial savings occurs when multiple employees are sent to these courses.

Engineering & Operations/Procurement & Warehouse Conference

The Engineering & Operations/Procurement & Warehouse (formerly Materials Management) Conferences are offered by AREA for electric cooperative E&O, Procurement and Warehouse personnel. The E&O and Procurement & Warehouse Conferences are being planned and all information is to be determined.

Dates: TBD

Location: TBD

Suggested Participants: Staff engineers, engineering managers and supervisors, line superintendents, operations superintendents, warehouse personnel and purchasing staff.

Registration Fee: AREA Core Education Package Plan Participating Cooperative (Unlimited attendees)

Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

Information Technology (IT) Conference

AREA is offering the IT Conference designed for cooperative IT personnel. The IT Conference is being planned and all information is to be determined.

Dates: TBD

Location: TBD

Suggested Participants: Information Technology personnel.

Registration Fee: AREA Core Education Package Plan Participating Cooperative (unlimited attendees)

Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

Business Administration Conference

This conference covers current topics of interest regarding administration and management of a rural electric cooperative. The Conference will begin at 1:00 p.m. on Wednesday afternoon and will conclude at noon on Friday.

A planning committee made up of cooperative business administrators, office managers, financial personnel and human resource administrators select the topics to be covered.

Date: August 25-27, 2021

Location: The Grand Hotel Golf Resort & Spa
Point Clear, AL

Suggested Participants: Office managers, district managers, staff, department heads, human resource personnel, financial staff

Hotel Accommodations: The Grand Hotel – Point Clear, AL
800-544-9933 (Cut-off date – 7/20/20)

Registration Fee: AREA Core Education Package Plan Participating
Cooperative (Unlimited attendees)

Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

AREA Executive Assistants Conference

This annual conference covers current topics of interest to administrative personnel of the rural electric cooperatives. This comprehensive conference focuses on all aspects of the responsibilities of administrative personnel as well as lifestyle topics for the working employee. There will be a new format in this Conference in 2021. The Conference will begin at 1:00 p.m. on Wednesday afternoon and will conclude at noon on Friday.

A planning committee made up of cooperative secretaries and administrative personnel select the topics covered.

Date: October 27-29, 2021

Location: Island House Hotel – Orange Beach, AL

Suggested Participants: Administrative staff, such as secretaries, administrative assistants, financial and accounting staff, general administrative staff

Hotel Accommodations: Island House Hotel – Orange Beach
26650 Perdido Beach Blvd.
Orange Beach, AL 36561
251-981-6100

Registration Fee: AREA Core Education Package Plan Participating Cooperative (Unlimited attendees)

Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

Communications Conference

The 2021 AREA Communications Conference – Date and location will be decided at a later date.

Suggested participants: Communications personnel

Date: TBD

Location: TBD

Hotel Accommodations: TBD

Registration Fee: Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

Human Resource Forum/Update

AREA will conduct a Human Resource Forum/Update during 2021. This is an annual forum/update which offers a unique opportunity to hear human resource personnel discuss issues related to employee relations and personnel. Speakers will interpret current laws affecting the electric power industry.

Date: May 19, 2021

Location: Virtual

Registration Fee: AREA Core Training Package Plan Participating Cooperative (unlimited attendees)

Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

Accounting Forum/Update

AREA will conduct an Accounting Forum/Update during 2021. This is an annual forum/update which offers a unique opportunity to hear accounting professionals explain some of today's latest accounting and financial topics. Speakers from financial institutions and legal organizations will interpret current laws affecting the electric power industry.

Dates: March 17, 2021

Location: Virtual

Registration Fee: AREA Core Training Package Plan Participating Cooperative (unlimited attendees)

Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

IT Forum/Update

AREA will conduct an IT Forum/Update during 2021. This is an annual forum/update which offers a unique opportunity to hear technology and computer experts present the latest information affecting the electric power industry.

Dates: November 16, 2021

Location: Virtual

Registration Fee: AREA Core Training Package Plan Participating Cooperative (unlimited attendees)

Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

Member Services Forum/Update

AREA will conduct a Member Services Forum/Update during 2021. This is an annual forum/update which offers a unique opportunity to hear topics of interest to front line cooperative personnel. Speakers from all aspects of the industry present subjects on how to deal with the public and the unique aspects of cooperative members.

Dates: September 8, 2021

Location: Virtual

Registration Fee: AREA Core Training Package Plan Participating Cooperative (unlimited attendees)

Non-participating AREA cooperatives will be charged \$425 per attendee per training day. For non-package plan participants, participants will be charged \$625 per participant per day.

AREA Summer Conference

This annual three-day conference is held for the directors, trustees and managers of Alabama's rural electric cooperatives. The varied program covers areas of interest to cooperative's boards of directors and the conference is open to cooperative directors and managers. There will be an NRECA Board Leadership course offered on Sunday, July 19th (930.1 – Ethics and Governance: Implementing the New Accountability).

Date: July 11-14, 2021

Location: Perdido Beach Resort – Orange Beach, AL

Suggested Participants: Cooperative directors, trustees and managers

Hotel Accommodations: Perdido Beach Resort
27200 Perdido Beach Blvd.
Orange Beach, AL 36561
251-981-9811

Registration Fee: TBA

Manager's Meeting – Spring

Bi-annual conference for all cooperative managers. Various topics of current interest to the leaders of Alabama's rural electric cooperatives are covered in two days of meetings.

Date:	TBD
Location:	Renaissance Ross Bridge Birmingham, AL
Suggested Participants:	Cooperative managers
Hotel Accommodations:	Renaissance Ross Bridge Birmingham, AL

Manager's Meeting – Fall

Bi-annual conference for all cooperative managers. Various topics of current interest to the leaders of Alabama's rural electric cooperatives are covered.

Date:	TBD
Location:	Marriott Legends Prattville, AL
Suggested Participants:	Cooperative managers
Hotel Accommodations:	Marriott Legends Prattville, AL

NRECA CEO Close-Up: January 13-15, 2021

Virtual

NRECA DIRECTOR'S CONFERENCE: March 21-24, 2021

Austin, TX

NRECA ANNUAL MEETING: February 18-24, 2021

Online

AREA ANNUAL MEETING: April 7-8, 2021

Montgomery Convention Center

Montgomery, Alabama

Annual Meeting and Trade Show activities will begin on Wednesday morning, April 7th, and will conclude with the Appreciation Luncheon on Thursday, April 8th.

NRECA LEGISLATIVE CONFERENCE: April 18-21, 2021

Washington, DC

NRECA REGION II-III MEETING: October 5-7, 2021

Birmingham, AL

DIRECTOR EDUCATION: December 10-15, 2021

Nashville, TN

NRECA PACKAGE PLAN COURSES FOR 2021

Credentialed Cooperative Director (CCD) (Course descriptions will follow.)

- | | |
|---------------|---|
| 2610.1 | Understanding the Electric Business
January 19-20, 2021 (Online) – 9:00 a.m.-12:00 noon |
| 2600.1 | Director Duties and Liabilities
January 21-22, 2021 (Online) – 9:00 a.m.-12:00 noon |
| 2620.1 | Board Roles and Relationships
May 17-18, 2021 (Online) – 9:00 a.m.-12:00 noon |
| 2630.1 | Strategic Planning
May 19-20, 2021 (Online) – 9:00 a.m.-12:00 noon |
| 2640.1 | Financial Decision Making
September 14-15, 2021 (Online) – 9:00 a.m.-12:00 noon |

NRECA PACKAGE PLAN COURSES FOR 2021

Board Leadership Courses (Course descriptions will follow.)

- | | |
|--------------|---|
| 913.1 | Cooperative Fundamentals, Legacy and Economic Impact
February 16, 2021 (AREA) |
| 914.1 | Cooperative Communications and Public Opinion
February 17, 2021 (AREA) |
| 919.1 | Cooperative Structure: A Strategic Advantage
July 11, 2021 (Point Clear, AL) |
| 957.1 | How to Evaluate and Improve Board Performance
October 19, 2021 (AREA) |
| 921.1 | Risk Oversight: The Board's Role in Risk Management
October 20, 2021 (AREA) |

NRECA PACKAGE PLAN COURSES FOR 2021

Supervisor and Manager Development Program (Course descriptions will follow.)

- | | |
|--------------|--|
| 713.1 | Engaging and Developing High-Performing Employees:
Bringing Out Their Best
March 17, 2021 |
| 710.1 | Stepping Into Your Supervisory Role: Learning to Lead
June 15, 2021 (tentative) |
| 722.1 | Deliberate Decision Making
August 17, 2021 |
| 724.1 | Restoring Emotional Safety and Trust in the Workplace
August 18, 2021 |
| 712.1 | You Can't Do It Alone: Building a Strong Team
September 16, 2021 (tentative) |
| 717.1 | Know the Rules: Legal Responsibilities and Liabilities for Supervisors
November 15, 2021 (tentative) |

2610.1

Understanding the Electric Business (Instructor: John Penry)

The electric utility industry is an evolving high-tech system that must be designed and engineered to meet regulatory and consumer standards for reliability, quality, and safety. This requires an appropriate investment on a planned and ongoing basis. This course provides directors with an understanding of the key components of the electric utility industry.

Date: January 19-20, 2021

Location: Online

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

2600.1

Director Duties and Liabilities (Instructor: Kevin Sump)

Boards are responsible for directing the affairs of the corporation. This course discusses and explains the duties of loyalty, obedience, and due care, and the need for directors to acquire the minimum knowledge and skills necessary to fulfill their responsibilities within the cooperative context.

KEY TOPICS:

- An overview of today's multi-billion dollar electric utility business
- The concepts and values that govern cooperatively owned businesses and related types of organizations
- Legal and regulatory concepts affecting public utilities
- Key legal documents such as articles of incorporation and bylaws
- The role of management and guidelines for maintaining an effective relationship with the CEO

Date: January 21-22, 2021

Location: Online

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

2620.1

Board Roles and Relationships (Instructor: Kevin Sump)

The board of directors is responsible for managing the affairs of the corporation. In fulfilling its duties, the board typically can only take official action via majority vote in a duly convened meeting. This course focuses on the legal requirements for holding board meetings and also on the human factors and group processes that make such meetings productive and effective.

KEY TOPICS:

- Identifying the individuals and groups with whom the board must maintain effective working relationships
- Understanding, working with, and responding to members
- How public officials and opinion leaders impact the cooperative and the board's role in building and maintaining effective relationships
- Lessons and guidelines regarding key internal relationships: With the board chair, with the attorney, and within the cooperative.

Date: May 17-18, 2021

Location: Online

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

2630.1

Strategic Planning (Instructor: Scott Luecal)

Boards have ultimate responsibility for ensuring and evaluating the long-term health of the organization. They help fulfill this duty through strategic thinking, identifying goals through strategic planning and authorizing the appropriate allocation of resources through the adoption of financial policies, budget review and approval and monitoring management's progress toward strategic goals. This course teaches directors how to participate effectively in strategic thinking and planning processes.

KEY TOPICS:

- Understanding the difference between strategic thinking and strategic planning
- Analyzing your cooperative's strengths, weaknesses, opportunities and threats
- Recognizing the board's oversight responsibility
- Using the strategic plan in the annual evaluation of the cooperative's accomplishment and as the foundation of the CEO's performance appraisal

Date: May 19-20, 2021

Location: Online

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

2640.1

Financial Decision Making (Instructor: Scott Luecal)

This course is designed to help directors understand the role of the board in financial planning, including identifying the basic documents used in financial planning and reporting, assessing the issues that drive financial decisions, balancing competing goals, and taking responsibility to monitor and evaluate results.

KEY TOPICS:

- Identifying the key financial decisions boards must make
- Recognizing three key financial documents and three key financial ratios
- Understanding the basics of allocating and retiring capital credits policy
- Understanding key elements of an Equity Management Policy
- Identifying ratemaking basics

Date: September 14-15, 2021

Location: Online

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

913.1

Cooperative Fundamentals, Legacy and Economic Impact (Mary McLaury)

Understanding the unique aspects of the cooperative business model better prepares directors to lead organizations with purpose, not profit, at their core. In this online course, participants will explore the cooperative principles and define how they provide a competitive advantage for today's co-op organizations.

KEY TOPICS

- Describe the role cooperative business enterprises play in the world's economy.
- Distinguish the cooperative business model from other business models.
- Articulate the seven cooperative principles and how those are applied in today's electric cooperatives.
- Understand the history of electric cooperatives—how and why they were created; the challenges they have overcome through the years.
- Be able to identify future challenges facing electric co-ops and the cooperative business model.

Date: February 16, 2021

Location: AREA Headquarters
Montgomery, Alabama

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

914.1

Cooperative Communications and Public Opinion (Molly McPherson)

Given the challenges of the evolving energy landscape, effective communications from the cooperative is an area of increasing importance. Whether it is communicating future rate increases or advertising our cooperative's participation in renewable energy programs, strong communications programs can strengthen your identity with member-consumers and build loyalty.

KEY TOPICS

- The difference between the communication roles and responsibilities of directors and those of cooperative staff
- The purpose of a communications policy
- The value of a message
- How a cooperative can manage messages and public perception

Date: February 17, 2021

Location: AREA Headquarters
Montgomery, Alabama

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

919.1

Cooperative Structure: A Strategic Advantage (Adam Schwartz)

The cooperative business model provides unique advantages to electric co-ops in today's challenging and shifting energy environment. Electric cooperatives that live their purpose and operate in accordance with the cooperative business model empower their members to improve their quality of life. This course is designed to help directors to tap into the strategic advantage of the cooperative structure through greater understanding and use of the cooperative principles and values.

It is suggested but not required that participants first take Cooperative Foundations: Co-op Legacy, Principles and Impact on Communities (913.1)

KEY TOPICS

- The meaning of a "cooperative culture" and the board's role in shaping it
- Using a cooperative culture as a key component in your co-op's member engagement strategy
- Moving from a monopoly mindset to a competitive one through the advantages of the cooperative structure
- How the cooperative structure can attract and retain the next generation of co-op employees and leaders
- Using the cooperative structure as a key driver of economic development in their service territory

Date: July 11, 2021

Location: Perdido Beach Resort
Point Clear, AL

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

957.1

How to Evaluate and Improve Board Performance (Scott Luecal)

All effective organizations, corporations and institutions have at least one thing in common: They implement a formal process to evaluate their performance to find areas where they can improve. Increasingly, corporate boards are following suit. The board of directors is the globally recognized system for directing the affairs of a company or corporation and for ensuring its long-term health.

Designed for cooperatives and public power district boards, this course will show them how to evaluate their own processes, including how they communicate with and appraise the chief executive; how they educate new directors; how they conduct strategic planning; how they govern themselves through the policy making process; and how they ensure they meet the long-term needs of the membership.

KEY TOPICS

- Defining board assessment
- Designing the process
- Identifying what to assess
- Outlining the role of the chair, CEO, attorney and other participants

Date: October 19, 2021

Location: AREA Headquarters
Montgomery, Alabama

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

921.1

Risk Oversight – The Board’s Role in Risk Management (Scott Luecal)

Electric co-op boards are operating in what may be one of the most challenging business environments any generation of directors has ever known. The array of risks ranges from financial, regulatory, cyber and economic to technology and changing member demographics. This course is designed to provide directors with the principles and tools to improve their processes for overseeing the cooperative's risk management activities. Using co-op examples and real world case studies, this interactive course discusses the unique role of board and management to identify, manage and mitigate risk with processes that are appropriate to the characteristics of individual cooperatives.

KEY TOPICS

- Defining the cooperative's risk drivers and risk appetite
- Distinguishing the board's role from management's role in risk management
- Aligning strategy, risks and controls
- Working with management to identify the risk information the board needs
- Assessing the cooperative's risk management process

Date: October 20, 2021

Location: AREA Headquarters
Montgomery, Alabama

Suggested Participants: Directors/trustees

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

Supervisor and Manager Development Program

NRECA updated their leadership training. In the past, they offered a Supervisory Certificate (300 numbered courses) and Management Essentials programs (600 numbered courses). They now are offering Supervisor and Manager Development Program (SMDP) (700 numbered courses). Courses taken in either of the old programs will count toward the new certification.

WHAT IS THE SUPERVISOR AND MANAGER DEVELOPMENT PROGRAM?

The Supervisor and Manager Development Program is a flexible, co-op specific education program focused on strengthening the leadership skills, knowledge and abilities needed to hire, develop and lead others, manage performance, communicate effectively and make decisions. The goal of this program is to equip co-op supervisors and managers with tools and resources to successfully lead and engage high-performing teams in support of the four mission-critical areas of safety, member satisfaction, reliability and cost control.

WHO SHOULD ATTEND?

This program is intended for co-op staff with leadership responsibilities ranging from individual contributors considering a supervisory role, to new and experienced supervisors and middle managers. Regardless of where you are in your co-op's supervisor and manager hierarchy, this program offers a learning plan just for you.

HOW THE PROGRAM WORKS

The Supervisor and Manager Development Program offers courses that address the knowledge and skills needed by co-op staff who supervise others, including:

- Hiring and developing others
- Managing individual and team performance
- Coaching and giving feedback
- Individual and team communication
- Workplace and employment law
- Leading and managing change

You have the freedom to build your own program by selecting the courses that best support your professional goals and development needs. For every 5 credits you complete, you will earn an electronic certificate of accomplishment acknowledging the total number of credits you have completed. When you achieve the "20 Credit SMDP Certificate," a hard copy certificate and press release (which can be used to publicly recognize your accomplishment in local media) will be mailed to your CEO.

If You Take	You Will Earn
5 Credits	5 Credit SMDP Certificate (Electronic)
10 Credits	10 Credit SMDP Certificate (Electronic)
15 Credits	15 Credit SMDP Certificate (Electronic)
20 Credits	20 Credit SMDP Certificate (Hard Copy) and press release for local media mailed to your CEO

TRANSITIONING TO THE SUPERVISOR AND MANAGER DEVELOPMENT PROGRAM

If you are working towards the Supervisory Certificate and/or the Management Essentials Certificate, the courses you have already taken in either the Supervisory Certificate or Management Essentials Certificate count towards the Supervisor and Manager Development Program. For example, those who have completed the nine half-day courses in the Supervisory Certificate will have 4.5 credits that count towards the Supervisor and Manager Development Program. When they take one of the Supervisor and Manager Development Program courses, they will receive an electronic certificate acknowledging their achievement of 5 credits.

Below is the current list of courses offered by AREA in 2021. We will continue to add to these offerings. NRECA will develop new courses every year and AREA will rotate available classes in the future.

- 713.1 Engaging and Developing High-Performing Employees – March 17, 2021
- 710.1 Stepping Into Your Supervisory Role: Learning to Lead – June 15, 2021 (tentative)
- 722.1 Deliberate Decision Making – August 17, 2021
- 724.1 Restoring Emotional Safety and Trust in the Workplace – August 18, 2021
- 712.1 You Can't Do It Alone: Building a Strong Team – September 16, 2021 (tentative)
- 717.1 Know the Rules: Legal Responsibilities and Liabilities – November 15, 2021 (tentative)

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

713.1

Engaging and Developing High-Performing Employees: Bringing Out Their Best

According to Gallup, two-thirds of employees are either "phoning it in" or actively undermining the work of the organization because they aren't engaged. From the time a co-op hires an employee until the employee leaves, supervisors are responsible for maximizing employee performance. Learn how supervisors can motivate employees to feel empowered and contribute an honest day's work.

LEARNING OBJECTIVES

- Recognize your responsibilities in recruiting, selecting, and retaining team members.
- Communicate goals and expectations to each team member.
- Coach and mentor your team members towards meeting their goals.
- Motivate your team members to continuously improve their performance.
- Develop your team members' knowledge and skills.
- Learn how to use delegation as a development tool.
- Hold your team members accountable for meeting goals and expectations.
- Determine when it's appropriate to use a formal discipline process up to, and including, termination.

Date: March 17, 2021

Location: AREA Headquarters
Montgomery, Alabama

Suggested Participants: Supervisors and middle managers

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

710.1

Stepping Into Your Supervisory Role: Learning to Lead (online)-tentative

As a team member, you mastered the technical skills of your job. If you're considering taking on a supervisory position or have become a supervisor, there are different skills, abilities and knowledge you need to be successful. The supervisor's influence on productivity, morale, and work quality should not be understated. Learn to navigate the transition into a supervisory role, clarify roles and responsibilities, align your team's work with your co-op's mission-critical areas, discuss the challenges of new supervisors and determine the best approaches to addressing them and create a personal long-term development plan.

LEARNING OBJECTIVES

- Understand your role and responsibilities as a supervisor
- Set expectations and goals for your team and its work to align with your co-op's mission
- Learn the different types of leadership styles, which style you tend to use and when you should use each one
- Recognize the personal behavioral patterns that impact your team (both positively and negatively) and steps you can take to minimize the negative behaviors
- Learn the three types of power and how to use them appropriately
- Model the behavior you expect from your team
- Create your personal development plan for making a successful transition from a staff member to supervisor

Date: June 15, 2021 (tentative)

Location: Online

Suggested Participants: Supervisors and middle managers

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

722.1

Deliberate Decision Making

Too often, we make decisions based on "gut instinct" alone. However, effective decisions are deliberate, not the result of unconscious thoughts, beliefs or assumptions. In this course, participants determine the difference between decision making and problem solving, explore bias and take a deep dive into critical thinking. Participants learn effective creative thinking and discussion techniques and leave with a full toolkit to use in any situation that will help improve decision making, for themselves and with their team.

LEARNING OBJECTIVES

- Be aware of your daily decisions.
- Understand the impacts of your natural decision-making style.
- Recognize bias in decision making, even unconscious bias.
- Strengthen your critical and creative thinking skills.
- Identify good decision-making practices.
- Discover decision making processes and tools.
- Practice proactivity and prioritization.

Date:	August 17, 2021
Location:	AREA Headquarters Montgomery, Alabama
Suggested Participants:	Supervisors and middle managers
Registration Fee:	NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

724.1

Restoring Emotional Safety and Trust in the Workplace

All employers are required to maintain a workplace free from recognized hazards that are causing, or are likely to cause, death or serious physical harm to employees. What would your co-op be like if you mandated a workplace free of emotional harm that might cause serious mental anguish? Can your co-op commit to honoring this type of workplace? In this course, supervisors and managers learn how to restore and elevate emotional safety and trust in their co-op by starting with themselves.

The foundational concept in this course is Emotional Intelligence, the ability to recognize your behaviors, moods, impulses, and to manage them best according to the situation. Emotional intelligence also involves your perception of others, what motivates them and how they work. To lead and maintain an emotionally safe environment, learn how to work with high emotional intelligence and to manage your own impulses. This will impact how you communicate with others effectively, demonstrate empathy and inspire others even in the face of adversity.

LEARNING OBJECTIVES

- Explain what makes a workplace "emotionally unsafe" and use tips and tools to turn this situation around.
- Recognize the "explanations" we provide to excuse harmful, coercive or dismissive behavior the agreements that must be made to avoid this.
- Define and practice self-management, self-awareness, self-regulation, self-motivation, and empathy.
- Understand, use and manage your emotions and encourage this in others.
- Verbally and nonverbally communicate with others as a role model for leading an emotionally safe workplace.

Date:	August 18, 2021
Location:	AREA Headquarters Montgomery, Alabama
Suggested Participants:	Supervisors and middle managers
Registration Fee:	NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

712.1

You Can't Do It Alone: Building a Strong Team (online) - tentative

Teams are the backbone of electric cooperatives. High-performing teams ensure employee safety, provide superior member service, keep costs down and ultimately provide reliable electricity to your members. Being an effective leader of a team requires the ability to leverage a wide range of personalities, skills and abilities. As a supervisor, you must be able to analyze and capitalize on team strengths, work with diverse styles and create an environment that builds collaboration. This course will teach you how to create and lead your team, identify and address team strengths and dysfunction

LEARNING OBJECTIVES

- Set expectations and goals for your team and its work to align with your co-op's mission.
- Explain the developmental stages that all teams go through and discuss techniques for maximizing team performance in each stage.
- Recognize your team member type, its strengths and pitfalls, and the impact each team member type has on the team
- Assess your team's culture and the impact it has on the team's effectiveness.
- Recognize the role that trust has in team effectiveness and practice techniques for building trust among your team members.
- Establish a process of continuous improvement and evaluation for your team's activities.

Date: September 16, 2021 (online)

Location: Online

Suggested Participants: Supervisors and middle managers

Registration Fee: NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

717.1

Know the Rules: Legal Responsibilities and Liabilities for Supervisors (online) - tentative

Supervisors and managers have the obligation to treat all employees and job applicants consistently and equally as outlined under the law. Handling team member issues in the most convenient or the nicest way may not be the legal or right thing to do. Whether your co-op has a full-time human resources staff to help you or not, to successfully supervise co-op employees you need to understand the human resource function and your liability with regard to employment laws. Learn how you can avoid common employment law pitfalls at your cooperative while improving your management skills, enhancing your leadership abilities and encouraging a productive work environment at your cooperative.

LEARNING OBJECTIVES

- Recognize your Human Resources (HR) responsibilities and liabilities as a supervisor.
- Explain legal pitfalls for supervisors.
- Distinguish between HR and supervisors' responsibilities throughout the typical tenure of a co-op employee from when they're hired to when they leave the co-op.
- Explain the elements of loss control as it applies to employee safety and health, including the impact on the cooperative's bottom line.

Date:	November 15, 2021
Location:	Online (Tentative)
Suggested Participants:	Supervisors and middle managers
Registration Fee:	NRECA Package Plan participants can send as many participants as they want at no charge. Non-participating AREA cooperatives will be charged \$500 per attendee per training day. Non-AREA members will be charged \$625 per attendee per training day.

AREA Member Service Representative Certificate (NOTE: Formerly Customer Service Representative)

In order to enhance the stature of your company and the competence of its workforce, AREA will be offering this professional certificate based program. The program consists of a carefully selected core of courses, which address the foundation skills and knowledge needed by Member Service Representatives in accordance with the needs of their specific work environments and responsibilities. A total of nine courses are needed to receive the Member Service Representative Certificate. Course descriptions will follow.

The following courses are being offered this year in the MSR curriculum. A total of nine courses in the Member Service Curriculum must be completed in order to receive the MSR Certificate.

Dates:

February 17, 2021 – Decision Making (Member105) – 1 day/1 credit

April 21, 2021 – Designing & Implementing Organizational Change (Member106) – 1 day/1 credit

August 10, 2021 – Dynamics of Change (Member107) – 1 day/1 credit

November 3, 2021 – Goal Setting and Planning (Member108) – 1 day/1 credit

Locations: Online

Registration Fee: Certificate package program participants may use unlimited training days in the Member Service, Accounting, Senior Leadership and Human Resource certificate programs. All others can attend courses in a pay-as-you-go status through AREA at a cost of \$425 for members and \$500 for non-members per employee per training day. *Please note that the 2-day class will be \$850 for members and \$1,000 for non-members for the two-day class.* Please contact AREA for registration information.

AREA Member Service Representative Certificate

February 17, 2021 – Decision Making (Member105) – 1 day/1 credit

Problem solving and decision-making skills are important for business and life. Problem-solving often involves decision-making, and decision-making is especially important for management and leadership. This workshop explores the processes and techniques to improve problem-solving related decision-making and the quality of decisions. Problem-solving and decision-making are closely linked, and each requires specific skills in assessment and evaluation in order to identify and evaluate options. Good decision-making requires a mixture of skills: creative development and identification of options, clarity of judgment, firmness of decision, and effective implementation. Additionally, this workshop will discuss “decision-making styles” utilizing the DISC profile. Decision-making is more natural to certain people, so these people should focus more on improving the quality of their decisions. Others may excel in the quality of their decisions but fail to effectively “sell” and/or implement good decisions.

April 21, 2021 – Designing & Implementing Organizational Change (Member106) – 1 day/1 credit

Change is unavoidable. During this class you can plan it and facilitate it, or potentially become the victim of those that do. One of the key roles of executives is to plan organizational change; one of the key challenges of management is to design and implement those changes in a way to achieve the desired outcomes. The most common barrier that must be overcome is the emotional reactions to those affected by change. Participants will identify a real, pending organizational change, define their role(s), identify specific activities and design a comprehensive implementation plan.

August 10, 2021 – Dynamics of Change (Member107) – 1 day/1 credit

The environment of the utility industry is one of constant change further challenged by significant pending regulatory change. Utility managers are challenged by responding to those changes and implementing strategies for the future. This highly interactive workshop describes the various types of change, roles in the change process, and methods for planning/implementing strategic changes. Participants will create an on-the-job change strategy application. If participants have not already taken the DISC profile, you will need to do so. This is a NASBA approved class. You will receive 14 CPE credits in the Business Management and Organization field of study.

November 3, 2021 – Goal Setting and Planning (Member108) – 1 day/1 credit

Why set goals? We all know what we want and need to get done, right? To answer these questions, we must answer another: Are we in our respective roles to maintain or to continuously improve, grow and meet the challenges ahead? If we aren't here to improve, grow and meet the oncoming challenges, even maintaining will eventually fail. Eighty-eight percent of people who set goals never reach them or abandon them altogether. Goals must lead to plans that drive execution.

Strengthening Leadership Certificate (formerly Senior Cooperative Leadership)

In order to enhance the stature of your company and the competence of its workforce, AREA will be offering these professional certificate based programs. Strengthening Leadership programs consist of a carefully selected core of courses, which address the foundation skills and knowledge needed by Cooperative Leaders in accordance with the needs of their specific work environments and responsibilities. A total of eight courses are needed in order to receive the Strengthening Leadership Certificate. Course descriptions will follow.

Dates:

May 25, 2021 – Creating the Right Environment (Leader105) – 1 day/1 credit

May 26, 2021 – Change is the New Constant (Leader106) – 1 day/1 credit

October 19, 2021 – Leadership as a Member Service (Leader107) – 1 day/1 credit

October 20, 2021 – The Impact of Technology Evolution on Cooperatives for Employees (Leader108) – 1 day/1 credit

Locations: AREA Headquarters
 Montgomery, Alabama

Registration Fee: Certificate package program participants may use unlimited training days in the Member Service, Accounting, Senior Leadership and Human Resource certificate programs. All others can attend courses in a pay-as-you-go status through AREA at a cost of \$425 for members and \$500 for non-members per employee per training day. Please contact AREA for registration information.

Strengthening Leadership Certificate

May 25, 2021–Creating the Right Environment (Leader105)–1 day/1 credit

Over the last year I think we have heard it all – “these are trying times – we are all in this together – this is a new normal.” What we may not have heard is how much our employees enjoy their job. It may be driven by a pandemic, a hot August day in FR clothing, or an unreasonable member that will not accept the facts, but it can be easy to lose your motivation and focus. Motivated employees work more efficiently and safely for the cooperative. In this session we will show the participants practical methods to create an environment that leads to engaged employees of various generations and employee types. We will explore the external factors of motivation and engagement and how the front-line supervisor can control this environment. (Leadership Fundamentals – Bryan Singletary)

May 26, 2021 – Change is the New Constant (Leader106) – 1 day/1 credit

As a whole, cooperatives are organizations that don’t always do well with change. Today, more than ever before, cooperatives are facing external and internal issues that require them to adapt and respond quickly. Externally we are experiencing new pandemic protocols, greater member access to governance and energy issue information and new technologies. Couple that with internal changes associated with workforce and policy updates and you have an environment that challenges our employees. This session will provide the employee with the tools to:

- Identify and communicate the causes of change
- Develop a process to address employee resistance to change
- How to prevent change overload
- How to reward the change makers

(Leadership Fundamentals – Bryan Singletary)

October 19, 2021 – Leadership as a Member Service (Leader 107) – 1 day/1 credit

One of Bryan Singletary’s favorite sayings about cooperative members is “Our members are ignorant – not stupid.” What Mr. Singletary is really saying here is that cooperative members are experts in knowing how to run their homes and businesses, but know very little about the electric utility business. This presents a tremendous opportunity for cooperatives. By taking a

(Supervisory and Management Preparation – Bryan Singletary)

October 20, 2021 – The Impact of Technology Evolution on Cooperatives for Employees (Leader108) – 1 day/1 credit

Technology is changing the way cooperatives meet their mission. The use of automated metering infrastructure, drones, artificial intelligence and battery and energy storage devices have changed internal process and policy. Externally, members are increasingly utilizing distributed energy resources, internet connected devices and electric vehicles to meet their needs. This session will provide an overview of current technologies and case studies on how they can assist cooperatives in providing safe, reliable and cost-effective energy solutions. We will explore how these issues fit into the consumer centric business model of the future. (Supervisory and Management Preparation – Bryan Singletary)

Utility Accounting Certificate

In order to enhance the stature of your company and the competence of its workforce, AREA will be offering these professional certificate based programs. Utility Accounting programs consist of a carefully selected core of courses, which address the foundation skills and knowledge needed by accounting professionals in accordance with the needs of their specific work environments and responsibilities. A total of nine courses are required to receive the Utility Accounting Certificate. Course descriptions will follow.

Dates:

February 22, 2021 – Utility Accounting – Form 7 (Beginner) (Util105) – 1 day/1 credit (online)

February 23, 2021 – Utility Accounting – Form 7 (Advanced (Util106) – ½ day/½ credit (online)

February 24, 2021 – Budgeting and Financial Planning for Your Cooperative (Util107) – 1 day/1 credit (online)

September 21, 2021 – Financial Audits: What They Are and What They Aren't (Util108) – 1 day/1 credit

September 22, 2021 – Understanding and Using Account Receivables (Util109) – 1 day/1 credit

Locations: Online (Util105, Util106, Util107)
 AREA Headquarters (Util108, Util109)
 Montgomery, Alabama

Registration Fee: Certificate package program participants may use unlimited training days in the Member Service, Accounting, Senior Leadership and Human Resource certificate programs. All others can attend courses in a pay-as-you-go status through AREA at a cost of \$425 for members and \$500 for non-members per employee per training day. Please contact AREA for registration information.

Utility Accounting Certificate

February 22, 2021 – Utility Accounting – Form 7 (Beginner) (Util105) – 1 day/1 credit (online)

In this one-day workshop we will focus on a range of fundamental concepts that are faced when working with the Rural Utility Service (RUS) System of Accounts, Form 7 Report, financial analysis, and financial reporting. The workshop will engage participants through content, activity, and discussions that will address the typical accounting functions of distribution electric cooperatives. This workshop will utilize the basics of the RUS System of Accounts to discuss current topics occurring in the electric industry. Basic FERC utility accounting concepts are the focus of this workshop.

February 23, 2021 – Utility Accounting – Form 7 (Advanced) (Util106) – ½ day/½ credit (online)

In this ½ day workshop, we will focus on advanced concepts in an electric cooperative. The Form 7 Operating Statement and Balance Sheet will be discussed in a deeper context. The cash flow statement and analysis thereof is a learning objective. The workshop will engage participants through content, activity, and discussions that will address the not so typical accounting functions of distribution electric cooperatives, including: depreciation, deferred revenue, margin determination, and basic rate and revenue concepts.

February 24, 2021 – Budgeting and Financial Planning for Your Cooperative (Util107) – 1 day/1 credit (online)

There are many competing demands challenging how your cooperative could and should spend money each year on general plant investments and long-term asset investments. This one-day workshop is designed to address overall Financial Planning and the annual Budget process. The day is designed to help you best prepare your cooperative on the reasons and core concepts that should be spent on capital infrastructure as well as other asset investments. Participants will step through a list of considerations in evaluating a lease versus buy decision.

Participants will learn best practices in the annual budget process, tips and trick to make the cumbersome process worthwhile, and practice and discuss options that could be implemented at your cooperative. Discussion and skill development regarding the budget process will be integrated throughout the workshop.

Participants will explore various approaches and considerations in the important processes of planning and preparing for a strong future.

September 21, 2021 – Financial Audits: What They Are and What They Aren't (Util108) – 1 day/1 credit

This one-day course is designed to provide managers, directors, and employees with an overview of the audit process. The course will seek to help answer: what role do auditors play, what is a financial audit, why do businesses need an audit, who can perform audits, what are the guidelines that must be followed, and who gets the audit report and what are they supposed to do with it? This course is a must for anyone in a management capacity or interested in learning more about the auditing process.

September 22, 2021 – Understanding and Using Account Receivables (Util109) – 1 day/1 credit

This course includes an introduction to account receivables and will cover billing, account receivables and related accounts. Also covered in the course are internal controls and fraud issues. There will be an analytical review of account receivables. We will study all aspects of internal controls as related to account receivables.

Human Resource Certificate

In order to enhance the stature of your company and the competence of its workforce, AREA will be offering these professional based programs for Human Resource personnel. These individual courses consist of a carefully selected core of courses, which address the foundation skills and knowledge needed by HR professionals in accordance with the needs of their specific work environments and responsibilities. A total of nine courses are required to receive the Human Resource Certificate. Course descriptions will follow.

Dates:

February 15, 2021 – Consistency and Succession Planning for Your Organization (Resource105) – 1 day/1 credit

February 16, 2021 – Creating a Better Work Environment (Resource106) – 1 day/1 credit

July 6, 2021 – Effective Team Development (Resource107) – 1 day/1 credit

July 7, 2021 – Organizational Ethics and Behavior (Resource108) – 1 day/1 credit

Locations: AREA Headquarters
 Montgomery, Alabama

Registration Fee: Certificate package program participants may use unlimited training days in the Member Service, Accounting, Senior Leadership and Human Resource certificate programs. All others can attend courses in a pay-as-you-go status through AREA at a cost of \$425 for members and \$500 for non-members per employee per training day. Please contact AREA for registration information.

Human Resource Training

February 15, 2021 – Consistency and Succession Planning (Resource105) – 1 day/1 credit

To ensure the long-term success of an organization the first step is to develop a Continuity Management Program which can then be utilized to create a succession plan. Succession planning is the process whereby an organization ensures that employees are recruited and developed to fill each key role within the organization.

In this one day session each participant will:

- Identify Continuity Management (CM)
- Why is CM important
- Important aspects to CM
- Steps to take in effective CM
- Pitfalls if CM not done correctly
- CM as an organizational norm
- Proactive approach to CM
- What is Succession Planning?
- Why is it important?
- How do we do it?

February 16, 2021 – Creating a Better Work Environment (Resource 106) – 1 day/1 credit

We spend so much of our life at work and with today's tough business climate there are more challenges and stresses than ever before. Some companies have happy employees, but what about the rest of us? How can we create a more positive work environment? In reality it is the attitude we bring to the workplace that plays a big part. We influence our fellow workers we have huge impact on their experiences and it reflects on the workplace. To improve our work environment takes an active role by all members. In this session participants will understand how to:

- Learn to give positive reinforcement
- Show gratitude
- Spread happiness
- Motivate others
- Celebrate wins

- Celebrate always
- Encourage positive thinking
- Change the way they respond to co-workers
- Get moving on building a better work environment
- Encourage Fun
- Show gratitude
- Engage in random acts of kindness
- Create other ways to support a positive work place

July 6, 2021–Effective Team Development (Resource107)–1 day/1 credit

Teams and teamwork-thinking have been around in organizations for many years. There is a large body of research that shows that teams can be more effective than traditional corporate hierarchical structures. Teams are small groups of people who have a distinct identity and work together in a coordinated and mutually supportive way. The team members are accountable to one another and use their complementary goals to fulfill a common purpose or goal. The participants in this session will:

- Define a team and elements of effective teams.
- Define a performance coach's roles/responsibilities.
- Understand how to define a team's purpose.
- How to build a team with a mix of assigned and assumed roles.
- Understand impact of team processes/procedures, including communication and decision making.
- Define leader role in the stages of team development.
- Recognize and resolve the types of team conflict.
- Learn why some teams fail and some don't.
- Team pitfalls.
- How YOU can help your team to succeed.
- Reducing Conflict.
- Dignity and respect for fellow team members. HOW?
- Identifying disputes
- RRR for the team (rules, roles and responsibilities).
- Maintaining control and remaining impartial

July 7, 2021 – Organizational Ethics and Behavior (Resource108) – 1 day/1 credit

Building an organization that has a foundation based on ethics and behavior is a pillar for success. Certain ethical challenges or dilemmas are inherent to not only leaders but to all employees. It is important for all members of the organization to accept ethical burden along with new tasks, expectations and rewards. All members

must make a strong, conscious and competency to develop a first class organization. Members in this session will learn to:

- Identify organizational behavior
- Understand the long term commitment of continuous improvement in the area of behaviors
- Identify improper behaviors
- Comprehend how to address behaviors and attitudes that are harmful
- Identify the desire to do the right thing
- Learn skill to act ethically
- Understand key components to human behaviors and actions
- Develop a plan to improve ethics and behaviors in our workplace

Utility Warehousing Series

AREA will be offering all four of the Utility Warehousing Series in 2021. This is not part of the certificate package plan. The schedule for this training is:

Dates:

Introduction to Utility Warehousing-Course 1 (WH500) – February 22, 2021

Receiving, Shipping and Safety-Course 2 (WH501) – February 23, 2021

Inventory Operations & Materials Management-Course 3 (WH502) – February 24, 2021

Inventory Control, Automation, Returns-Course 4 (WH503) – February 25, 2021

Locations: Baldwin EMC
 Summerdale, Alabama

Registration Fee: \$475 (member) per course
 \$550 (non-member) per course

These pay-as-you-go courses are offered through AREA. Please contact AREA for registration information.

Utility Warehousing Series

February 22, 2021 – Introduction to Utility Warehousing – Course #1 (WH500) @ Baldwin EMC

This first one-day course is designed to provide individuals with a thorough overview of the logistics and warehousing functions. The course will also address the physical and documentation aspects of the processes. Included is a more specific review of the storage, materials handling and automation. Also incorporated are overviews of effective personally dealing with every day operations and other stakeholders.

February 23, 2021 – Receiving, Shipping and Safety – Course #2 (WH501) @ Baldwin EMC

This second one-day course is designed to provide participants with a working knowledge of the warehouse receiving, shipping, and warehouse safety. The course will address the physical and documentation aspects of the processes. In addition, a case study exercise is included to stress warehouse improvement

KEY TOPICS:

- Receiving Operations
- Shipping Operations
- Safety and Risk Management
- A Warehousing Case Study
- Recommendations Presentations

February 24, 2021 – Inventory Operations and Materials Management – Course #3 (WH502) @ Baldwin EMC

This third one-day course is designed to provide participants with a working knowledge of the warehouse Inventory Operations and Materials Management. The course will address the physical and documentation aspects of the processes. In addition, a tour of a warehousing facility is included to see hands-on application of industry benchmark operations.

KEY TOPICS:

- Inventory Operations, including types of stock and inventory codes and locations
- Inventory Management, including inventory control, replenishment, inventory demand, forecasting
- Tour of a benchmark warehouse

February 25, 2021 – Inventory Control, Automation, Returns, and Supervision – Course #4 (WH503) @ Baldwin EMC

This fourth one-day course is designed to provide participants with a working knowledge of the warehouse Inventory Control, Returns and Automation. The course will address the physical and documentation aspects of the processes. In addition, the course also includes a session on understanding and relating to warehouse management and supervision requirements.

KEY TOPICS:

- Inventory (the verb) including audits and cycle counts and remediation
- Warehouse Automation, including management systems, industrial vending, bar coding and RFID
- Return Materials, including the process, returns triage, material disposition and business implications
- Personal Leadership, Supervision and Customers

New Dimensions in Leadership Development

Having the technical skills and knowledge to successfully execute your job duties is only one part of being the best you can be in the workplace. In addition to these “hard” skills, we also need “soft” skills. Soft skills are those skills which allow us to effectively work with others. No matter what your position, organization, or industry, you must work with people! Taking the time to build effective soft skills can contribute to a more harmonious, and more productive workplace, as well as to your own overall job happiness and satisfaction.

Attention Management – March 11, 2021

A distracted workforce is less than effective. Employees who do not pay attention to their work can waste valuable time and make careless mistakes. Attention Management is a useful skill that allows managers to connect with their employees on an emotional level and motivate them to focus on their work and how to reach their personal and company goals.

Leadership and Influence – June 10, 2021

As long as there have been leaders, there have been those who tried to determine how and why they were successful. Leadership itself has not evolved, but our understanding of it has. It is important to understand why very different leadership styles can be effective, why the same leadership techniques will not work in every situation, and which leadership style fits your personality best. Everyone has leadership potential within them, but understanding these concepts will help you maximize your leadership ability.

Assertiveness and Self-Confidence – September 9, 2021

Assertiveness and self-confidence are comprised of important interpersonal communications skills and traits that can be learned and practiced. This course will provide opportunities for personal interactions that will enable you to develop best practices.

Business Acumen – December 16, 2021

Business Acumen requires an understanding of finance, strategy, and decision making. Most managers and employees, however, are responsible for specific areas, and they have little understanding of the impact their decisions have on other areas. When too much focus is placed on one aspect of the business, it is difficult to make decisions for the good of the company. In order to make effective decisions, it is necessary for you to examine the “Big Picture.”

New Dimensions in Leadership Development

AREA is offering an eight-part program, New Dimensions in Leadership Development, which started in 2020. This is not part of the certificate package plan. This eight-part program is spanning the period of two years, with four classes offered in 2020 and four in 2021. The schedule for this training is:

Make-up of canceled class from 2020 -- High-Performance Teams Inside the Company – March 10, 2021

Dates:

Attention Management – March 11, 2021

Leadership and Influence – June 10, 2021

Assertiveness and Self-Confidence – September 9, 2021

Business Acumen – December 16, 2021

Location: AREA Headquarters
Montgomery, Alabama

Registration Fee: \$275 (member) per course
\$400 (non-member) per course

These pay-as-you-go courses are offered through AREA. Please contact AREA for registration information.

Advanced Lineworker Training (TVPPA)

ADVANCED LINEWORKER COURSE DESCRIPTIONS:

AREA, in conjunction with TVPPA, offers Advanced Lineworker Training to experienced electric cooperative lineworkers. This program is taught through presentations, demonstrations, group problem-solving exercises and hands-on activities, to include understanding electrical fundamentals, transformer connections and learning electrical distribution symbols, abbreviations and technical terms. This Certificate course is divided into 5 phases and all phases will be offered in 2017. TVPPA's Advanced Lineworker Certificate training program provides advanced skill training for journey-level lineworkers. Upon completion of the program, a lineworker should be prepared to handle troubleshooting competently throughout a utility's distribution system.

Phase 1

Through presentations, group problem-solving exercise and hands-on activities, lineworkers gain increased knowledge and understanding in electricity fundamentals and transformer connections. Participants learn electrical distribution technical terms, symbols, abbreviations and device identification, and how to troubleshoot problems with transformers and transformer connections – using miniature transformers with actual voltages.

Phase 2

This course helps lineworkers troubleshoot problems throughout a utility's distribution system. Practical exercises using actual diagrams and drawings are conducted throughout the three days. Participants learn to identify problems that could occur in a substation on a trouble call and the characteristics of electrical substation equipment that interrupt or establish electrical circuits and change the voltage, frequency and other characteristics of the substation.

Phase 3

A session on advanced transformers covers three-phase connections, including trouble-shooting within transformer banks. Participants receive hands-on training in switching an electronic recloser; learn how a recloser operates in emergency situations; and learn the characteristics/operation of fuses and sectionalizers. Participants gain an understanding of transformer bank construction, troubleshooting and emergency transformer bank problem solving and how voltage phasers can analyze transformer bank problems more effectively.

Phase 4

In Phase 4, a section on industrial transformer connections explains Delta and Wye connections. In the metering problem-solving section, attendees receive a working knowledge of meters, including installation, testing and problem troubleshooting. The remaining module deals with substation switching and the various types of bus configurations. Participants will learn to identify and understand the advantages and disadvantages of each.

Phase 5

This module discusses the features of 'live front' and 'dead front' pad-mounted underground transformers. Correct switching unit operation is stressed to ensure safety and service continuity, and a comprehensive review of underground system components emphasizes proper installation and operating methods. Lineworkers learn the proper manufacturer-recommended techniques to prepare high voltage insulated cable for splicing and terminating.

Dates: Advanced Lineworker Training (Phase 1) – May 4-6, 2021
 Advanced Lineworker Training (Phase 2) – June 15-17, 2021
 Advanced Lineworker Training (Phase 3) – July 13-15, 2021
 Advanced Lineworker Training (Phase 4) – August 3-5, 2021
 Advanced Lineworker Training (Phase 5) – October 5-7, 2021

Location: AREA Training Site

Registration Fee: \$925 (member) per phase
 \$1,150 (non-member) per phase

These pay-as-you-go courses are offered through AREA. Please contact AREA for registration information.

Foreman's Academy (TVPPA)

FOREMAN'S ACADEMY (TVPPA) COURSE DESCRIPTION:

AREA, in conjunction with TVPPA, offers the Foreman Academy curriculum. Designed with input from a committee made up of member representatives, this course of study is intended to provide line crew foremen with knowledge and skills outside the scope of fundamental linework. This will allow them to be more effective leaders and supervisors as well as help them understand their role and responsibilities of their job within the utility. The Foreman Academy will consist of one week of classes covering three categories: leadership skills, safety and technical skills and management skills. Participants will receive a certificate showing completion of each week-long series. For overall completion of the Foreman Academy program, participants must complete three tracks or three years' worth of study. An over-all completion certificate will be issued after completion of all three tracks. This multi-level program will allow for progression and continuing education.

Prior to receiving the Foreman Academy completion certificate, the participant must complete Work Zone Traffic Control (WZTC) online. Work Zone Traffic Control, part of the curriculum for completion of the Foreman Academy, is a highly interactive, online course. It walks the student through fundamental WZTC practices, signs, channelizing devices and flagger operations. Students have an opportunity to apply knowledge learned through practice activities such as demonstrating proper spacing of channelizing devices. To receive credit for the course, students must score 70 or higher on the comprehensive final quiz, which requires demonstration of competence in all critical learning objectives.

TRACK 1

Leadership Skills

- *Attitude and Responsibility – Setting an Example for Your Crew*
 - Attaining a safe work environment
 - Teaching measures
 - Team efforts
 - Increasing job knowledge
 - Total cooperation
 - Understanding each job
 - Development of safe work habits
 - Enjoying the job

Safety & Technical Skills (Leadership in Safety)

- *Conducting Job Briefings – liability issues*
- *OSHA 1910.269 – why safety is important*
- *Safety Audits*
- *Job Hazard Analysis*

- *Accident Investigations*
 - Management Skills***
 - *Employment Law*
 - *Conquering Paperwork*
-

TRACK 2

Leadership and Management Skills

- *Team Building*
- *Understanding and Conducting Performance Appraisals*
- *Generations at Work*

Safety and Technical Skills (2 days)

- *OSHA 10-Hour (General Industry)*
 - *Dollars and Sense of Safety Management*
-

TRACK 3

Safety and Technical Skills

- *Engineering Staking*
- *Accident Investigation and Emergency Response*

Leadership and Management Skills

- *Career Transitions and Challenges*
 - *Communication*
 - *Conflict Mediation*
 - *Time Management*
 - *Planning for the Future*
-

Dates: Foreman's Academy (Track 1) – June 7-10, 2021
 Foreman's Academy (Track 2) – August 23-26, 2021
 Foreman's Academy (Track 3) – November 15-18, 2021

Location: AREA Training Site

Registration Fee: \$1,125 (member) per track
 \$1,250 (non-member) per track

These pay-as-you-go courses are offered through AREA. Please contact AREA for registration information.

Apprentice Lineworker Training

APPRENTICE LINEWORKER TRAINING COURSE DESCRIPTION:

TVPPA LINEMAN APPRENTICESHIP STUDY

BOOK ONE – BASIC LINEMAN SKILLS

Lesson

1. Electricity: A Necessity for Modern Life
2. Basic Tools and Equipment for Line Work
3. Line Work Communications
4. Working Safely
5. Ropes, Knots, Splices and Gear
6. Basic Electricity
7. Simple Ways of Making Electricity
8. Mathematics Review
9. More Mathematics
10. Introduction to DC Fundamentals

BOOK TWO – MATHEMATICS & AC REVIEW

Lesson

1. Electricity: Generation and Transmission
2. Mathematics Formula Review
3. Trigonometry and Vectors
4. Alternating Current and Circuits With Resistance
5. Electric Current
6. Inductance in AC Circuits
7. Capacitors in AC Circuits
8. Series Circuits Resistance Inductive Reactance
9. Protective Grounding
10. The Use of Hot Line Tools

BOOK THREE – INTERMEDIATE LINEMAN SKILLS & AC FUNDAMENTALS

Lesson

1. Mathematics Formula Review
2. Safety Review
3. Electricity Distribution
4. AC Parallel Circuits
5. Three Phase Systems
6. AC Instruments and Meters
7. Measuring Electricity
8. Distribution and Transmission Poles
9. Stringing and Sagging Operations
10. Transformers

BOOK FOUR – ADVANCED LINEMAN SKILLS

Lesson

1. Safety Review
2. Line Conductors and Connections
3. Underground Distribution Systems
4. Maintenance of Transmission Lines
5. Transformer Connections and Special Applications
6. System Operations
7. System Protection
8. Work Procedures
9. Insulators
10. Substations and Operations

Study Modules

- Book 1 – Basic Lineman Skills
- Book 2 – Mathematics & AC Review
- Book 3 – Intermediate Lineman Skills & AC Fundamentals
- Book 4 – Advanced Lineman Skills

Skills Labs

- Pre-Apprentice Assessment
- Fundamentals Lab 1
- Construction Lab 2
- Operations Lab 3
- Underground Lab 4
- Troubleshooting Lab 5

Workzone Traffic Control – (online program)

Final Exam

PRE-APPRENTICE ASSESSMENT

The TVPPA Pre-Apprentice Assessment workshop is a 5.5 day class designed to help determine whether an employee or potential employee is suited for the demanding role of lineworker apprentice. Candidates are assessed on their ability to learn the various aspects of linework, especially climbing. Individual sessions focus on the hazards of electricity, grounding and rigging.

Participants stay physically and mentally challenged for the duration of the course and are placed “on call” at night. In addition to classroom discussion and hands-on exercises, students are assigned homework and tested extensively.

- Safety
- PPE and tool inspection
- Climbing – including fall restraint instruction, hitch hiking, changing positions, circling the pole
 - °Students climb 40 and up to 90 foot poles
- Positioning (while climbing)
- Pole top rescue
- Rigging
- Hand-lines
- Knot tying
- Work site safety inspection
- Fitting and care of climbing tools and inspection
- Pole inspection and worksite hazards
- Pole top rescue at 10’ level
- Climbing techniques
- Hand line use and makeup for storage
- Rigging to include hang single cross arm at the 10’ level
- Installing Line Conductors

Managers receive documentation of performance for each day of the workshop with instructor comments and evaluation of the student’s potential to perform linework under stress, their capacity to learn and how well they follow orders.

FUNDAMENTALS LAB 1

- Safety
- PPE inspection
- Testing the line to be energized
- Equal-Potential Grounding, single and three phase
- Rigging
- Pole top rescue
- Aluminum and copper ties
- Minimum approach distances
- OSHA 1910.269
- Work Area Protection

CONSTRUCTION LAB 2

- Safety
- Job briefings
- Pole top rescue on a 40' pole
- Overhead construction
- Rigging and hang double cross arm on a 40' pole
- Install aluminum and copper hand ties
- Install eye-splice in 3-strand rope
- Bucket Truck Rescue
- Guys and anchors
- Minimum approach distances
- Grounding
- Sagging
- Testing the line to be energized
- Insulating cover up

OPERATIONS LAB 3

- Safety
- Job Briefings
- Single phase theory
- Single Phase Transformer Connections
- Banking Single Phase Transformers Theory
- Three Phase Transformer Connections
- Aerial lift pre-flight inspection/bucket safety
- Bucket truck rescue

UNDERGROUND LAB 4

- Safety
- Underground System Design. Radial, Loop and Dual Feeds
- Underground cable design, preparation/installation
- Locating/cable fault finding for underground cable
- Makeup and installation of: terminations/connectors such as elbows, elbow lightning arrestors and terminators. Pot-heads and splices and bushing well insert
- Makeup and installation of URD equipment to include: Transformers, Live and Dead Front, Switching cabinets, junction boxes
- Grounding of underground cable and pad mounted transformers
- URD operations and construction
- Identification of Live and dead-front URD pad-mounted transformers
- URD troubleshooting
- URD tagging/switching
- Testing
- Installation
- Fusing

TROUBLESHOOTING LAB 5

- Safety
- PPE
- Hot line tools
- Protective devices
- OSHA-NFPA standards
- Testing line voltage
- Substation
- Breakers
- Regulators
- Capacitors
- Troubleshooting techniques

FINAL EXAM

The 2.5 day exam consists of a 110 question written test and a series of physical skills lab demonstrations. The written test includes questions covering objectives in Units 1-4 of the Lineman Apprenticeship Program. The skills lab demonstrations include objectives from Labs 1-5 and will vary for each final exam. Demonstration requirements will not be revealed for each exam until students are on the field. Scoring of the overall exam is weighted 40% for the written test and 60% for the skills lab demonstrations.

WORKZONE TRAFFIC (online)

This is a highly interactive, online course that walks the student through fundamental WZTC (Work-Zone Traffic Control) practices, signs, channelizing devices and flagger operations. Students have an opportunity to apply knowledge learned through practice activities such as demonstrating proper spacing of channelizing devices. In order to receive credit for the course, students must score 70 or higher on the comprehensive final quiz.

DIGGER DERRICK TRAINING (new requirement in 2019)

To train apprentices in the basic, safe, and proper operation of aerial devices, digger-derricks and rigging devices. The training consists of three segments:

- Aerial Devices
 - Digger Derricks
 - Rigging Devices
-

1ST YEAR

Classroom Dates (1st Year – students beginning 2021):

- Apprentice Lineman (Book 1) – April 12-16, 2021
- Apprentice Lineman (Book 1) – April 19-23, 2021
- Apprentice Lineman (Book 2) – August 23-27, 2021
- Apprentice Lineman (Book 2) – August 30-September 3, 2021

Lab Dates (1st Year – students beginning 2021):

- Pre-Assessment Lab – March 14-19, 2021
- Pre-Assessment Lab – April 25-30, 2021
- Fundamentals Lab 1 – May 10-14, 2021
- Fundamentals Lab 1 – May 17-21, 2021

Digger Derrick Training (1st Year – students beginning 2021):

- Digger Derrick Training – November 2-4, 2021
- Digger Derrick Training – November 16-18, 2021

2ND YEAR

Classroom Dates (2nd year – students who began in 2020):

- Apprentice Lineman (Book 3) – February 8-12, 2021
- Apprentice Lineman (Book 3) – March 8-12, 2021

Lab Dates (2nd year – students who began in 2020):

- Construction Lab 2 – March 29-April 2, 2021
- Construction Lab 2 – May 3-7, 2021
- Operations Lab 3 – October 4-8, 2021
- Operations Lab 3 – October 11-15, 2021

3RD YEAR

Classroom Dates (3rd year – students who began in 2020):

Apprentice Lineman (Book 4) – May 10-14, 2021

Apprentice Lineman (Book 4) – May 17-21, 2021

Lab Dates: (3rd year – students who began in 2018):

Underground Lab 4 – September 13-17, 2021

Underground Lab 4 – September 27-October 1, 2021

Troubleshooting Lab 5 – October 18-22, 2021

Troubleshooting Lab 5 – November 1-5, 2021

Top-Out Exam – December 6-8, 2021

Top-Out Exam – December 8-10, 2021

Location: AREA Training Site

CLASSES:			
Book 1	\$800 (member)	← 1 st Year →	\$950 (non-member)
Book 2	\$800 (member)	← 1 st Year →	\$950 (non-member)
Book 3	\$800 (member)	← 2 nd Year →	\$950 (non-member)
Book 4	\$800 (member)	← 3 rd Year →	\$950 (non-member)
LABS:			
Pre-Assessment -- \$1,850 (member); \$2,000 (non-member) – 1 st Year			
Digger Derrick -- \$850 (member); \$995 (non-member) – 1 st Year			
Fundamentals Lab 1 -- \$880 (member); \$1,025 (non-member) – 1 st Year			
Construction Lab 2 -- \$880 (member); \$1,025 (non-member) – 2 nd Year			
Operations Lab 3 -- \$880 (member); \$1,025 (non-member) – 2 nd Year			
Underground Lab 4 -- \$880 (member); \$1,025 (non-member) – 3 rd Year			
Troubleshooting Lab 5 -- \$880 (member); \$1,025 (non-member) – 3 rd Year			
Top-Out Exam -- \$825 (member); \$950 (non-member) – 3 rd Year			

NOTE: Prices may change due to classroom size.

These pay-as-you-go courses are offered through AREA. Please contact AREA for registration information.

Apprentice Lineworker Training

Make-up Classes

Book 4 Make-up – February 22-26, 2021

Underground Lab 4 – March 1-5, 2021 @ AREA

Construction Lab 2 – April 12-16, 2021 @ AREA

Troubleshooting Lab 5 – June 7-11, 2021 @ AREA

Top-Out Exam – July 7-9, 2021 @ AREA

Operations Lab 3 – September 20-24, 2021 @ AREA

Substation Maintenance for Linemen (Lab 1)

Day One

Substation Safety

Introduction to Substations

- The Grid
- Electrical Drawings
- Three Line Diagrams

Presentation by Transmission Companies (*PowerSouth, Alabama Power, TVA Representative*)

These Presentations will include:

- Area Served
- Grid Coverage
- System Map
- Where do responsibilities start and stop
- What parts of the substation do they maintain
- Tasks with which they might ask the distributor to assist.

Day Two

- Substation Safety
- High Voltage Circuit Breakers
- Transformers
- Substation Voltage Regulators
- Substation Controls
- Substation Visit

Day Three

- Substation Safety
- Substation Relays
- High Density Substations
- Substation Switching and Safety Procedures
- Standard Substation Device Numbers and Symbols
- Substation Visit

Substation Maintenance for Linemen (Lab 2)

Day One

- Substation Safety
- Reliability
- Fuses
- Sectionalizers
- Substation Visit

Day Two

- Substation Safety
- Reclosers
- Reclosers vs Breakers
- Regulators
- Substation Visit

Day Three

- Substation Safety
- Recloser – Fuse Link Coordination
- Relay – Recloser Coordination
- Recloser – Recloser Coordination
- Substation Visit

Substation Maintenance for Linemen (Lab 3)

Day One

- Substation Safety
- Introduction to Troubleshooting Substations
- Operational Levels of an Electrical Utility System
- Transmission Lines
- Equipment Numbering
- Substation Visit

Day Two

- Substation Safety
- Distribution
- Introduction to Electrical Drawings
- Single Line Diagrams
- Three Line Diagrams
- Substation Visit

Day Three

- Substation Safety
- Checklist for Troubleshooting Substations
- Substation Equipment Switching and Isolation
- Troubleshooting
- Substation Visit

Date: Substation Maintenance (Lab 1) – February 9-11, 2021
 Substation Maintenance (Lab 2) – May 11-13, 2021
 Substation Maintenance (Lab 3) – August 31-September 2, 2021

Substation Maintenance for Linemen (Books)

In order to complete the Substation certificate program, participants will need to complete all three labs as well as both of the books. The substation books have been re-evaluated and re-worked and the program can be completed in 2021, so that participants can complete their Substation certificate.

 Substation (Book 1) – June 22-23, 2021
 Substation (Book 2) – November 9-10, 2021

Location: AREA

Registration Fee: \$880 (members) per lab
 \$1,025 (non-members) per lab

 This is a pay-as-you-go training offered through AREA. Please
 contact AREA for registration information.

Buddy-to-Boss (TVPPA) – one-day

This class emphasizes the skills needed for the supervisor when taking over an established team or department. Included in the one-day program is information on the following: Increase credibility as leaders, create an environment where people/ideas thrive, motivate employees, create a powerful environment of trust, enforce rules fairly for everyone, leading by example, master the challenges placed by the employees/friends you lead.

Date: February 18, 2021

Location: AREA

Registration Fee: \$350 (members)
\$475 (non-members)

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Fundamental Supervisory Skills (TVPPA) – 2-day

This workshop consists of two modules. Managing People stresses and the importance of individual self-esteem in the workplace and shows how to give clear instructions, achieve consensus, and encourage others to commit to common goals. Communicating with people demonstrates active listening techniques, effective communication, and ways to recognize another person's understanding of the issues. Instructional methods include presentation, videos, group discussion, and skill building exercises.

Date: March 23-24, 2021

Location: AREA

Registration Fee: \$525 (members)
\$650 (non-members)

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Negotiation, Contracts, Relationships (TVPPA) – 2 day

This class will focus on supplier selection, negotiation, contracts and the law, interpersonal relationships and, business strategy. At the end of the class, participants will be given an assignment to complete before the final class and will be asked to give a presentation of their work to the other students at that time.

Date: April 12-13, 2021

Location: AREA

Registration Fee: \$525 (members)
\$650 (non-members)

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Cyber Security Defense (TVPPA) – 1-day

The goal of Cyber Security Defense is to provide technical and non-technical personnel with the hands-on expertise necessary to defend communication and SCADA networks from cyber-terrorism events. CSD is a one-day course that will expose participants to potential attack methods from cyber-terrorists. After an introduction to cyber-terrorism, participants will learn how to protect network systems by survey of the following: planning and preparation of defenses; installation and administration of defenses; hardening network defenses; administration of defenses; monitoring defenses; and testing and modifying defenses – followed by a review of cyber-terrorism defenses and emerging trends. This is a jam packed day of current threat information.

Date: April 20, 2021

Location: AREA

Registration Fee: \$350 (members)
\$475 (non-members)

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Hotline School (TVPPA) – 5-day

This 5-day course uses hands-on training as well as classroom education, incorporating AREA safety manual procedures. Training is provided on cover-up, gloving, moving energized conductors using bucket trucks. Comprehensive training is provided using a crew setting with actual hands-on workers and observers.

Date: April 19-23, 2021

Location: AREA

Registration Fee: \$900 (members)
\$1,025 (non-members)

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Staking Technician Training & Certification

Hi-Line Engineering's certified staking technician training program is designed to educate and equip the staking technician to design safe, reliable and efficient electrical distribution facilities. The comprehensive training program endeavors to explain the science and art of distribution line design. The apprentice can learn the basics and the experienced professional can add to his or her scope of knowledge. Many ideas will be presented that can be built upon by both engineers and designers to provide a customized set of staking parameters for a utility. The course of study leads to certification as a qualified staking technician. The certification will be awarded after the student successfully completes the outlined curriculum and written tests. This is a three-phase program, with the National Electrical Safety Code (NESC) Update included in Phase 2. NOTE: The NESC portion is covered on Day 1 and Day 2 of Staking School (Phase 2).

Staking School Course Description:

1. BASIC SURVEYING (Covered in Phase 1)

This course will teach the student the basic and advanced methods of line route surveying. He or she will learn how to make accurate distance measurements, turn and bisect line angles and measure changes in elevation. The student will be taught how to conduct a complete point survey using a total station. A basic overview of GPS and its application to line design and staking is included in the domain. To complete the study, the student will learn how to transfer both paper and electronic field data to hand drawings or computer aided drafting programs. The outline for this course of study is as follows:

- a. Fundamental principles*
- b. Measurements*
- c. Elevation profile and object height*
- d. Plan and profile drawings*
- e. Special techniques*
- f. Total station*
- g. Geographical positioning systems (GPS)*

2. POLE-LINE STRUCTURE DESIGN AND LAYOUT (Covered in Phase 1)

Here the student learns how to design overhead electrical distribution structures. The course is organized into a set of building blocks, each one building upon the other. The building blocks are conductors, poles, pole-top assemblies and guys/anchors. Tables and graphs are provided for the student to look up design values for immediate application in the field. He or she will also learn to make basic calculations to determine strength and maximum allowable spans for wind and ice loading, plus total guy load due to tension and wind. This course of study is outlined below.

- a. Conductors*
- b. Poles*
- c. Pole-top assemblies*
- d. Guys and anchors*

UNDERGROUND DESIGN AND SUBDIVISION LAYOUT (Covered in Phase 3)

In addition to designing overhead lines, the staking technician must also design underground facilities. This course will explain the components of underground distribution systems along with their application and limitations. The student will learn how to lay out subdivisions, specify pad-mounted equipment and design sectionalizing systems. This course will also cover conduit systems and the correct methods for calculating pulling tensions relative to conduit bends and cable runs.

- a. *Underground cable*
- b. *Components*
- c. *Pad-mounted switchgear*
- d. *Over-voltage protection*
- e. *Cable pulling in conduit systems*
- f. *Designing underground systems*

3. STAKING SHEETS (Covered in Phase 1)

Clear and detailed staking sheets are the product of design and structure layout. The student will learn how to provide the necessary information to ensure that the material requisition, construction and accounting flows smoothly and accurately. He or she will also learn how to estimate construction costs based on book pricing. The course work is outlined below:

- a. *Types of staking sheets*
- b. *Preparation of a clear and detailed staking sheet*
- c. *Basic work order procedure*
- d. *Computerized staking sheets*
- e. *Final staking sheets*

4. OBTAINING PERMITS (Covered in Phase 2)

Today, property owners are more reluctant to give right-of-way easements for overhead or underground power lines. Consequently, more use is being made of existing public rights-of-ways. To do this, permits must be obtained from the governing agency. They are usually detailed and onerous. This domain teaches the student what information is required in a permit, how to set up an efficient permitting process, how to establish good personnel contacts to ease the process and how to prepare permit documents and drawings. The governmental agencies discussed in the course are listed in the course outline.

- a. *General*
- b. *Departments of Transportation (state, county and municipal)*
- c. *US Corps of Engineers*
- d. *Transmission lines*
- e. *Miscellaneous permits*

5. CONSTRUCTION CONTRACT ADMINISTRATION (Covered in Phase 3)

A well-written construction contract and properly drawn set of plans and specifications will go a long way toward getting the lowest bid prices and ease of administration. Accurate accounting of the materials and close monitoring of the contractor's progress are essential to completing a project on time and on budget. The student will learn how the construction contract affects every aspect of the project and how to administer the contract terms and conditions for a successful outcome.

- a. *RUS construction contracts*
- b. *Plans and Specifications*
- c. *Staking for a construction contract*

- d. *Materials control*
- e. *Contractor observation*
- f. *Contract closeout*

6. ***JOINT USE STAKING AND MAKE-READY SURVEYS (Covered in Phase 1)***

The communications industry is forever scrambling for pole rental space on distribution structures to attach telephone, CATV and fiber optic cables. With right-of-way becoming harder to obtain, electrical utilities, both distribution and transmission, are combining circuits on one pole line to maximize efficiency and reduce costs. This course will teach the student how to handle joint use attachments. He or she will learn how to perform make-ready surveys, measure clearances, determine strength requirements, prepare construction estimates, make final inspections and understand the requirements of joint use contracts.

- a. *Types of joint use*
- b. *Determining strength requirements for joint use*
- c. *Aerial attachments*
- d. *NESC joint use requirements for separation of joint use utilities*
- e. *Joint use contracts*
- f. *Inspection of joint use attachments*
- g. *Performing make-ready surveys*

7. ***SIZING TRANSFORMERS AND CONDUCTORS (Covered in Phase 3)***

This course will focus on basic electric theory and the methodology to correctly size transformers and service conductors for standard residential and small commercial loads. The student will learn how to perform basic calculations for current, voltage, power and voltage drop. He or she will also study basic circuit theory and its application in an electric distribution system. The course will discuss transformer connections and their application to specific electrical loads.

- a. *Basic electric theory*
- b. *Transformers*
- c. *Transformer sizing*
- d. *Service voltage drop*
- e. *Computer programs*

Staking Technician Training & Certification

Dates: Phase 1 – April 27-30, 2021
 Phase 2 – September 28-October 1, 2021

Location: AREA Training Site

Registration Fee: \$990 (members)
 \$1,295 (non-members)

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Basic Electric Distribution Systems Explained

This course is perfect for anyone new to the utility industry or office employees who desire a broader knowledge of field operations of utility. Students will learn the basics of working with and around power lines including general safety rules and guidelines. The class introduces students to basic power line equipment with hands-on demonstrations of how the equipment functions. The course will also provide an overview of patrolling the power lines during outages and how to identify various types of outages such as equipment failure, animal interference, and tree/vegetation interference.

Who Should Attend:

- Anyone New to the Utility Industry
- Accounting Personnel
- Member Services Personnel
- Engineering Personnel
- Dispatch

Date: August 4-5, 2021

Location: AREA

Registration Fee: \$525 for members
\$625 for non-members

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Practical Application of Design Principles – 4-day

The seminar combines hands-on exercises and classroom lecture to present the practical application of the overhead design and staking principles. Students will use surveying equipment such as a compass, 100' tape, Abney level and transit to measure distances, line angles and elevations. Using the power line principles presented in the Overhead Distribution Design class, the seminar will direct students through the process of staking a single-phase line extension and a single-phase to three-phase conversion project. During each of these projects, students will perform hands-on exercises in the field as well as in the classroom.

Date: October 12-15, 2021

Location: AREA

Registration Fee: \$1,800 (members) per class
\$1,925 (non-members) per class

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Forest Applications Training – Three Day – Felling, Limbing, Bucking, Storm Clean-up (Participants in this program should have a complete knowledge of the chainsaw operator's manual).

Participants – 10-12 maximum

Class Time – 18 hours

DAY 1

- *Personal Protective Equipment*
- *Chainsaw safety features*
- *Reactive Forces and the Bore Cut*
- *The Hinge*
- *The Face Notch*
- *The Cutter Tooth*
- *Information before felling*
- *Scoring to steer retention of topics*

DAY 2

- *RDT Maintenance*
- *The Cutter Tooth*
- *Run Check/Carburetor adjustment*
- *Hands-on practice of round chain filing and or chisel bit*
- *Introduction to Spring Poles*
- *Height Measuring*
- *Wedging and Binds*
- *Introduction to Wedging*
- *Side lean and target accuracy*

DAY 3

- *Discussion of Pressures and Binds*
- *Springpoles*
- *Windthrown Trees/Hangers*
- *Site Information/Assessment*
- *Hazard Removals and Recognition*
- *Wedging use for Pressures and Binds*
- *Delimbing, Topping and Bucking techniques*
- *Review of Notching and Hinge*
- *Debris removal and Ergonomics*
- *Throw line and Rope Discussions*

Date:	July 19-21, 2021 November 8-10, 2021
Location:	Various Locations (TBA) Traditionally all operations training is done at the statewide office, however, this training will not take place at AREA, but at various right-of-way locations.
Suggested Participants:	Participants in this program should have a complete knowledge of the chainsaw operator's manual.
Registration Fee:	\$500 per person, per class \$650 for non-members This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

On The Line Training – Advanced Chain Saw Training

Participants – 12 per instructor

Class Time – 10-12 hours

This class is designed to help linemen and ROW employees understand how to recognize hazards, plan and apply techniques to remove trees from power lines following storms. They will also learn techniques to utilize ground tools and chain saw operations to mitigate line hang-ups.

Each class will be a day and a half. A prerequisite for the class is to have completed the 3-day Forest Application training offered at AREA.

Date: July 22-23, 2021
November 11-12, 2021

Location: TBA

Suggested Participants: Participants who have completed Forest Applications Training

Registration Fee: \$300 (members) per person
\$450 (non-members) per person

This is a pay-as-you-go training offered through AREA.
Please contact AREA for registration information.

AREA, in partnership with Alabama Rural Electric Credit Union, a division of Alabama ONE, will be presenting an online lunch-and-learn program, Financial Wellness. This program is designed for all members of Alabama Rural Electric Association. Membership in the Credit Union is not a requirement.

This lunch-and-learn program will be the first Wednesday of each month, online from 11:30 a.m. until 12:30 p.m. A link will be sent to access these sessions. Participants who attend will be entered into a drawing for prizes provided by Alabama ONE.

Wednesday, January 6, 2021 – Learn How to Budget in 7 Easy Steps

Speaker: Cecilia Waits

You will leave this session with a better understanding of how a few choices now can make budgeting each day easier. In this webinar, you will learn how to:

- Prioritize your most important expenses
- Build a short-term plan for your cash flow
- Gain confidence over your money choices

Wednesday, February 3, 2021 – Insurance 101: The Do's and Don'ts

Speaker: Martin Houston

Insurance is usually a bad word, until you find yourself in a position to really need it! This seminar will be a behind-the-scenes look at a few common mistakes people make when purchasing insurance! The instructor will identify and discuss the issues that they answer most about insurance policies. If you've ever asked, "Do I need" or said, "I don't want...", then you would benefit greatly by attending this class! This class will prepare you to have a conversation with your agent to make sure that you are properly covered!

Wednesday, March 3, 2021 – The American Dream Homebuyer Education

Speaker: Kelly Denard

We cover steps of owning your own home, which for most is a major part of The American Dream. Buying a home is one of the largest purchases you will make. You will learn steps of setting goals and budgeting to achieve your American Dream. You will learn about pre-qualifications and pre-approvals, factors to consider when selecting a Real Estate Agent, tips on house hunting for your budget, explanation of mortgage interest rates, to caring and enjoying your new home.

Wednesday, April 14, 2021 – Understanding Credit Reports & Scores (NOTE: Rescheduled because of Annual Meeting on first Wednesday)

Speaker: Cecilia Waits

Learn about how credit reports and scores work. We discuss what information is included on your credit report, how a score is calculated, and tips for managing and improving your score.

Wednesday, May 5, 2021 – Guarding Against Identity Theft

Speaker: Cecilia Waits

We cover what identity theft is, how it occurs, how thieves use your information, how to protect yourself, and what to do if you become a victim.

Wednesday, June 2, 2021 – Answering Your Most Frequently Asked Questions About Credit Reports & Scores

Speaker: Cecilia Waits

Listen in to hear one of our Financial Wellness Experts break down the answers to our most frequently asked questions about credit reports and credit scores.

Wednesday, July 7, 2021 – Saving to Achieve Your Goals

Speaker: Jacquie Johnson

Whatever your goals for 2021, you'll likely need to save to achieve them. Listen in to the webinar Saving to Achieve Your Goals – give yourself the gift of savings in 2021!

Wednesday, August 4, 2021 – Options for Dealing With Debt

Speaker: Jacquie Johnson

You will leave this session understanding the warning signs of being too far in debt, establishing strategies on your own to get out of debt, having a creditor help you, or when all else fails, having a third party to help you.

Wednesday, September 1, 2021 – Insurance 102: How Insurance Makes You Money

Speaker: Martin Houston

Martin Houston is an insurance professional and doesn't like paying for insurance. He understands how you feel! However, he would never attempt to save money, by skimping on insurance solutions. The mission of this class will be to assist you in the process to make sure that you are securing the lowest premiums possible, while making sure you are properly covered. Mr. Houston says, "money saved is money earned." He will highlight a few of the things you can do that will save you money in the short and long term. This class will not make you fall in love with insurance, but it might put a few dollars back into your pocket.

Wednesday, October 6, 2021 – Automating Your Finances

Speaker: Jacquie Johnson

NOW is a great time to start a healthy savings habit! Learn how to automate your savings and master this key step to financial wellness. We share what accounts you

need to set yourself up for success, how to save time and money by automating your saving and spending, and how to make sure your bills are paid while your debt balances go down.

Wednesday, November 3, 2021 – The Psychology of Spending

Speaker: Jacquie Johnson

We cover understanding the psychology behind your financial choices. We will discuss how to take control of your spending and savings habits. We will cover how our values and attitudes are important and how they affect our spending habits.

Wednesday, December 1, 2021 – Steps to Financial Freedom

Speaker: Cecilia Waits

Learn how to set financial goals, create a budget, and use credit wisely.

Education Resource

AREA staff will be a resource for training at individual cooperatives. In many cases co-ops have very specific training needs that require customization. AREA employees will make every effort to supply the on-site education themselves or find an appropriate trainer to meet the specific requirements.

Date: Upon request

Location: Individual cooperative office sites

Registration Fee: Cost will depend on actual expenses.

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Transformer Banking Training

AREA will offer transformer-banking training to any system upon request. We will utilize our transformer trailer training aid for realistic hands-on training.

Date: Upon request

Location: Individual cooperative office sites

Registration Fee: Cost will depend on actual expenses.

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Right-of-Way Forum

AREA will conduct a Right-of Way (ROW) Forum during 2021. This discussion forum offers a unique opportunity to hear right-of-way personnel explain some of today's most complex issues involving clearing and maintaining transmission lines. Right-of-way experts will interpret current laws affecting the electric power industry.

Dates: March 4, 2021

Location: AREA

Registration Fee: Cost will depend on actual expenses.

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Education Forum

AREA will conduct an Education Forum during 2021. This is an annual discussion forum which provides an opportunity for cooperative personnel to discuss upcoming educational opportunities through AREA in the coming year.

Dates: March 9, 2021

Location: AREA

Registration Fee: Cost will depend on actual expenses.

This is a pay-as-you-go training offered through AREA. Please contact AREA for registration information.

Regulatory Compliance & Safety Update/Forum

AREA will conduct a Regulatory Compliance Update/Forum during 2021. This is an annual update and discussion forum which offers a unique opportunity to hear regulatory and safety agency personnel explain some of today's most complex electric power utility industry safety regulations. Speakers from state/federal regulatory and industry experts will interpret current laws affecting the electric power industry.

Dates: TBD

Location: AREA

Hotel Information: TBA

AREA Statewide Orientation

AREA Director Orientation is offered by AREA for electric cooperative Directors on an annual basis. This series provides an opportunity to educate and update Directors on programs and services offered by their statewide association. Additionally, updates will be provided by key business partners and support organizations to ensure Directors are informed of changes to services offered to their cooperatives. Finally, this series provides Directors and AREA Staff the opportunity to share and discuss ways their statewide association may be able to support the challenges and opportunities faced by Alabama Cooperatives.

Dates: November 17, 2021

Location: AREA

SAFETY AND COMPLIANCE

AREA provides quality training and safety programs for the employees of member cooperatives as well as technical assistance. The Safety program is a primary benefit of Alabama Cooperatives which can be obtained by being a member of AREA. Although the budgeting and participation in the AREA Safety program is separate from other AREA services, an Alabama cooperative must be a member or Affiliate Member of AREA to participate in this program.

EMPHASIS ON SAFETY AWARENESS

AREA staff works to place emphasis on all safety programs, thereby focusing cooperative efforts on reducing all accidents as well as facilitating a discussion and analysis of near misses. As part of this emphasis, AREA staff encourages participation in the Rural Electric Safety Achievement Program (RESAP), improves compliance with each cooperative's safety manual and other initiatives are used to increase safety awareness for Alabama's electric cooperatives. The "100% Safe" logo and slogan is utilized and incorporated into programs statewide as well as being used by Alabama cooperatives.

AREA continues to coordinate and staff regularly scheduled meetings at each participating cooperative targeted at ten (10) meetings annually. Length of meetings varies according to each individual meeting topic. AREA assists cooperatives with resources to supply additional training above the base program, if requested. Services provided by AREA above the agreed upon base program, are billed to the cooperative at the cost of the service. If cooperatives would like to schedule additional meetings, or need specialized training, AREA staff will assist in the coordination. Special needs training needs to be scheduled at least two months (60 days) in advance in order to allow time to prepare meeting materials. AREA encourages the cooperatives to utilize the instructors for additional training while they are on-site. AREA staff also develops and implements on-site audits to help determine improvements and progress made by member systems.

These loss control meetings are also available at separate locations for a participating cooperative if the cooperative determines the need for an additional loss control meeting at a district or branch office. Loss control meetings must be arranged through AREA prior to the beginning of the year to be included in the loss control meeting schedule.

AREA staff coordinates a statewide Safety & Compliance Update/Forum each year to keep abreast of the issues and to assist in planning topics of interest to the cooperatives. In addition to these, bi-annual discussions, a roundtable for safety coordinators is scheduled at the E&O Conference for the purpose of planning programs and/or discussing matters of statewide interest.

An OSHA, DOT, FMCSR and EPA training list is provided to all cooperatives in the fall. This will allow each system to schedule their training for the next year. The list includes, but is not limited to, topic name, regulatory standard and training source. Whether conducted by AREA, the individual cooperative or an outside consultant, the training source will be dictated through AREA by each individual cooperative in an effort to maximize training results.

The committee recommends that the Safety programs be made available for out-of-state cooperative participation, but the primary focus is on providing services to our current members.

SPEAK UP LISTEN UP

Speak Up Listen Up is a program that was developed by Caterpillar and adopted by NRECA to help cooperatives work together to create a true culture of safety. It will assist cooperatives to continually evaluate and improve safety performance to create a safer workplace.

AREA staff will offer this training to every cooperative at their location who request it. The training is designed to be a one-day event. AREA staff has been trained to administer this training at little or no cost to the cooperatives.

RURAL ELECTRIC SAFETY ACHIEVEMENT PROGRAM (RESAP)

AREA staff continues to participate in the NRECA Rural Electric Safety Achievement Program. They assist participating cooperatives in the process, organize and conduct the inspections, and assist with the Safety Improvement Plans. AREA staff is also actively participating in the meetings with NRECA to continue to improve the program and make sure our cooperatives have a chance to voice their opinions of the process. We will continue to update you and our role as we learn more about the updated program.

Commit to Zero Contacts!

HOTEL SUGGESTIONS

(Montgomery, Alabama and Surrounding Areas)

HOTELS LOCATED OFF EXIT 11 – EASTCHASE (near AREA offices)	
To receive special rates, please let them know you are with “areapower.”	
Candlewood Suites 9151 Boyd Cooper Parkway Montgomery, AL 36117 Phone – 334-277-0677	Homewood Suites at EastChase 7800 EastChase Parkway Montgomery, AL 36117 Phone – 334-277-9383
Holiday Inn Express 9250 Boyd-Cooper Parkway 334-271-5516	Hampton Inn 7651 EastChase Parkway 334-277-1818
TownPlace Suites by Marriott 2845 EastChase Lane 334-239-7110	Fairfield Inn & Suites 8970 EastChase Parkway 334-260-8650
HOTELS LOCATED OFF EXIT 6	
INTERSTATE 85 NORTH AND THE EASTERN BOULEVARD	
(approx. 5-10 minutes from AREA & approx. 15 minutes from downtown Montgomery)	
Drury Inn 1124 Eastern Boulevard 334-277-2400	Sonesta Suites 1200 Hilmar Court 334-270-3300
Hampton Inn 1401 Eastern Boulevard 334-277-2400	Comfort Suites 5924 Monticello Drive 334-272-1013
Courtyard 5555 Carmichael Road 800-321-2211 or 334-272-5533	Baymont Inn & Suites 5225 Carmichael Road 800-301-0200 or 334-277-6000
Fairfield Inn 5601 Carmichael Road 334-270-0007	Best Inns of America 5135 Carmichael Road 334-270-9199
Holiday Inn East 1185 Eastern Boulevard 800-465-4329 or 334-272-0370	LaQuinta Inn 1280 Eastern Boulevard 800-531-5900 or 334-271-1620
Holiday Inn East 1185 Eastern Boulevard 800-465-4329 or 334-272-0370	LaQuinta Inn 1280 Eastern Boulevard 800-531-5900 or 334-271-1620

Ramada Inn East 1355 Eastern Boulevard 800-228-2828 or 334-277-2200	Residence Inn by Marriott 1200 Hillmar Court 800-331-3131 or 334-270-3300
Studio Plus 5115 Carmichael Road 888-788-3346 or 334-273-0075	Springhill Suites 5041 Carmichael Road 334-409-9999
Towne Place Suites by Marriott 5047 Carmichael Road 334-396-5505	Wingate Inn 2060 Eastern Boulevard (behind Up the Creek) 334-277-7880
MID-MONTGOMERY	
Hilton Garden Inn 424 Interstate Park Drive 334-272-2225	Located at I-85 and Perry Hill Road (Exit 4)
PRATTVILLE, ALABAMA Off I-65 (North of Montgomery)	
Country Inns & Suites/Prattville 334-495-3000	Approx. 10 minutes to Civic Center
Hampton Inn/Prattville 2585 Cobbs Hill Place 334-285-6767	Approx. 10 minutes to Civic Center