



ENERGIZING & EMPOWERING CHANGE

Transforming Investment into Results

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City of Kingfisher, OK



Improving Service by Creating Resources

The purpose of this segment is to share our success in improving service and reliability by investing in our personnel and equipping them to manage our distribution system.

- Who we are
- Where we were
- Where we are now
- Change
- How we got there

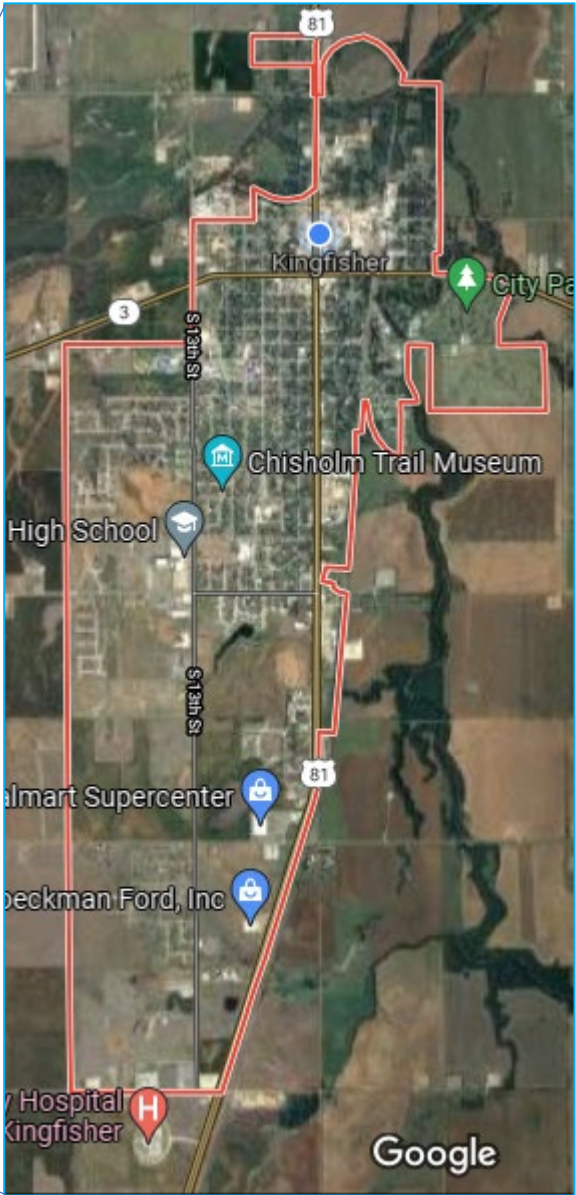
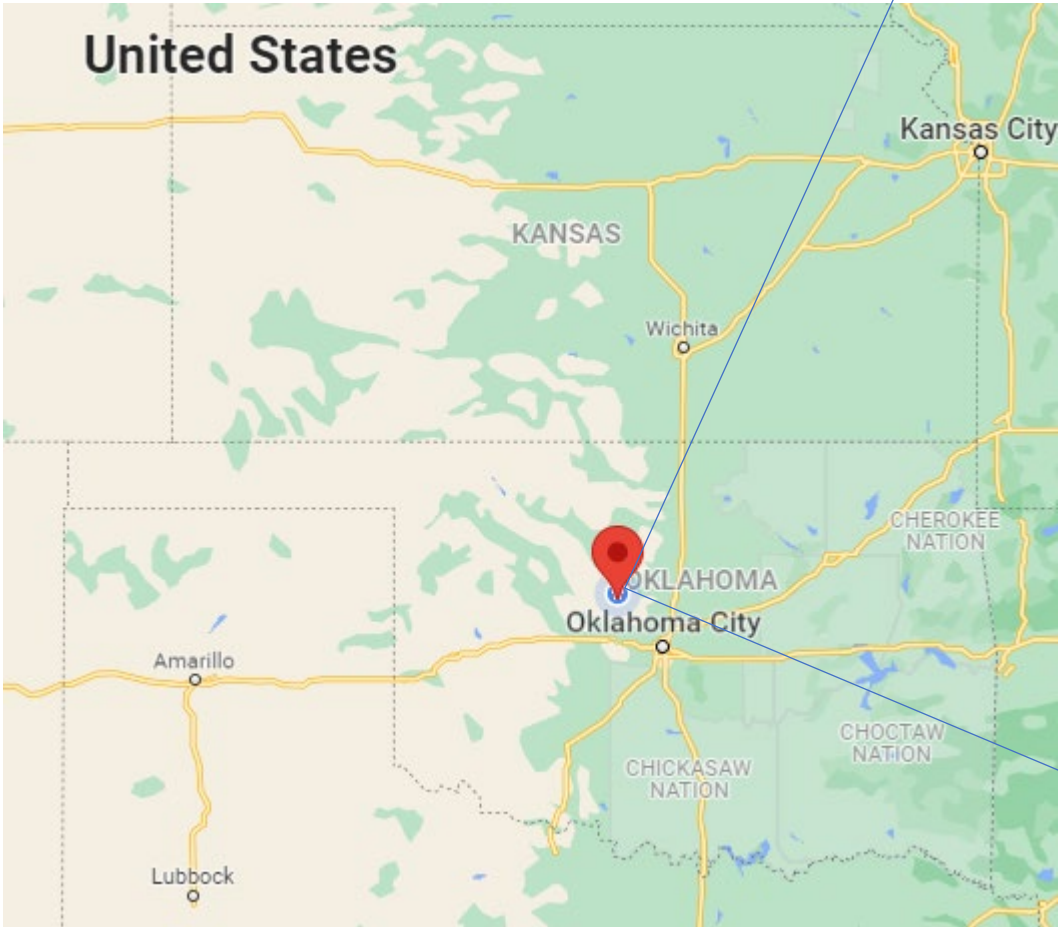
- Population 5,000 +/-
- 4.2 sq miles
- 45 minutes NW Oklahoma City
- 2800 Electric Meters
- OMPA Member/8MW of generation



- Economic Drivers:
 Pioneer Telecommunications
 Energy Exploration (Oil & Gas)
 Farming and Ranching
 (Birthplace of Sam Walton, Walmart Founder)

	Population	Area
Kingfisher County	15,694	906 sq mi
Kingfisher	4,875	4.5 sq mi
Dover	365	198 ac
Loyal	108	52 ac
Hennessey	2,925	3.75 sq mi
Okarche*	1,445	1.88 sq mi
Cashion*	810	1.71 sq mi

Only public power community in our county.
 Co-Op and IOU (OG&E)



Kingfisher Electric 2012-2016



- 4 member distribution crew
 - Superintendent (Journeyman) with 40 years experience.
 - Foreman (Journeyman) with over 20 years experience.
 - Lineman with 8 years experience and no formal training, all OJT.
 - Revolving Groundman, longest tenure 16 months.
-
- Drawn mapping system with handwritten notes, can't trust computers.
 - Wind shifts direction, power goes out somewhere.
 - Temporary fixes, we're too busy for permanent repairs.
 - No maintenance schedule or system maintenance plan.

Equipment

Supt. Truck 2009

Big Bucket: 1998

Bucket Truck: 2004

Digger/Derrick: 1996

Kingfisher Electric Culture 2012-2016

- “Can’t send them to school, they’ll get certified and go somewhere else”
- “I know everything, they can learn better from me than any instructor”
- “Mutual Aid from severe weather is my system maintenance plan”
- My subordinates will never be as good as I am/was.
- Too busy to do that now. Won’t be here tomorrow, have to burn comp time.
- Can’t find employees, lowest person on the rung, has to do the grunt work.
- No teamwork, just simple hierarchy. McDonalds is always hiring.
- “We’re the only electric provider, customers don’t have a choice to switch”
- “We don’t need inventory, I know when to order what we need”
- Forgot to order transformer for 14,000 sf new home, Mayor was the head electrician on project.



Kingfisher Electric Culture 2017-2021



- 2021 APPA Certificate of Excellence in Reliability Recipient
- AMI system, generation plant automation
- Successful system maintenance and preventative maintenance plan operational.
- Scheduled pole replacements, tree trimming, transformer inspections, system upgrades
- Team members attend training regularly, lineworkers rodeo, host underground school
- Work Order tracking system, GIS mapping, excellent relationship with local co-op.
- Most customers happy with reliability (except those who bought generators prior to 2017)
- Team members support the community that supports them.
- Merged generation and distribution into a single entity.

- We're only as good as our weakest link

Kingfisher Electric 2017-2021



- 8 Member Distribution Crew and 2 Member Generation
- Superintendent (Journeyman) Over 30 years experience
- Foreman (Journeyman) 18 years experience, and Safety Leader
- Journeyman 10 years experience (left and returned in a year)
- Lineworker Apprentice 4 Oilfield Roughneck
- Lineworker Apprentice 3 Military/Contract Linework
- Lineworker Apprentice 3 HVAC Installer
- Lineworker in Training HS graduate working for an electrician
- Lineworker in Training Farming/Oilfield

Equipment

Supt. Truck: 2016 (used)

Big Bucket: 2018

Digger Derrick: 2017

Service Truck: 2012

Bucket Trucks: 2020

2016

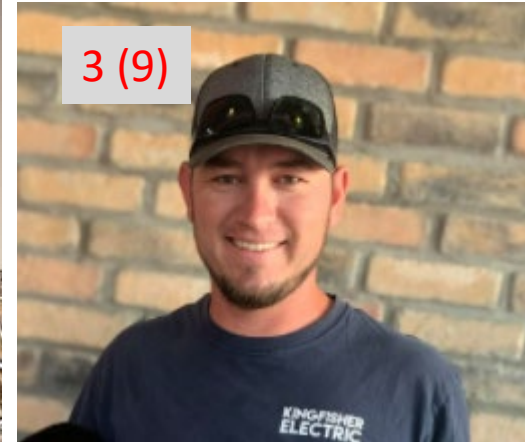
2012

Kingfisher Electric 2017-2021



Mayor Roxie Alexander presents Kingfisher Electric with the American Public Power Association Certificate for Excellence in Reliability

- 1 Mark Director
- 2 Mike Journeyman
- 3 Brandon Journeyman
- 4 Travis Apprentice 4
- 5 Luke Apprentice 3
- 6 Justin Apprentice 3
- 7 Gye Apprentice 2
- 8 Joey Apprentice 1





HOW WE CHANGED



Convinced governing board to buy in, literally.



Budget increases to invest in personnel and equipment.



Wage adjustments to scale of profession, not “city-jobs”



Economic Boom in oil & gas provided increased revenues.



Realistic Capital Improvement Plan for system and equipment.



HOW WE CHANGED



Facilitated retirement of old superintendent

Promoted foreman to superintendent,
Director of Electric.

Created shared vision and goals from
management and staff.

Safety policy and procedures updated,
implemented, and enforced.

Recover costs of new development for new
construction services to keep rates low



HOW WE CHANGED



Internal assessment of “Where do we want to be” and “How do we get there”



Prioritizing needs and wants.



Middle ground approach, “stone ripple in a pond”



Minimized top down or bottom up approach



Director of Electric works directly with Community Development for all new projects as soon as plans are received.

HOW WE CHANGED

Departmental
Logo Change

Working with
OMPA Linecrew

Mandatory comp
time use and
vacation use

Training with
State Association
at every school

Bought team
members
climbing gear

Pay for apprentice
and journeyman
training and travel

HOW WE CHANGED

- Marketing and Social Media Impacts
 - Sponsored community events, youth sports, high school sports etc.
 - If it was happening in town, it was “Powered by Kingfisher Electric”
 - Social Media posts of crews working projects, severe weather outages, and training
 - Educated the public on who we were, what we do, and how we learn
 - Recognized hard work
 - Built Community Support for crews and our projects increased reliability.



Committed to Customers



Connecting Our Community

Decreasing Resistance to Change

- Buy in from top-down, from bottom up, sideways, and diagonal.
- Clear concise objectives of desired outcomes different from current outcomes.
- Ask “What needs to be done?” and “How should it be done?”
- Receive the “How” from appropriate levels, and coordinate all efforts.
- Ask opinions from those without a fox in the henhouse.
- Bear the burden, but spread the workload.
- Impact change through influence, not directives.

Change is the only constant. It will happen. Obstructing it, will not prevent it from occurring.

Check on Learning

- The smaller the community, the harder it is to change.
- We have never done it this way, and it works fine.
- They tried it differently once before and it failed miserably.
- We can't afford to spend the money to try that.
- Everything is perfectly fine as it is.
- **But what if we fail?**
- **What if Thomas Edison quit after his first light bulb experiment?**

Personally Personnel

Standard Recruitment Advertisement

Same advertisement with same description on state municipal league, state electric association, joint action agency and lineworker training school website.

Same qualifications and expectations as any dozen others out there.

Same dismal results.

Why are we doing this when have the resources to teach and train?

Personally Personnel

- Snag'n'drag Want to be a hero, come join our team.
- Looked for individuals with a strong work ethic who were trainable, and local.
- Does our willingness to train and teach you match your willingness to learn?
- Not offering a job, we want to invest in you for a career that pays better long-term than what you are earning. (benefits, retirement, time off etc.)
- Through shared knowledge, we will provide gradual training to the master level.

Personally Personnel

Interview Strategies

- What are their values? What is important to them?
- This is how we provide to meet those needs by...
- Offer a career with available training and lifelong learning with advancement opportunities in realistic timeframes.
- What does their current job not provide for them?
- Working outdoors and being home every night.

Kingfisher Electric 2017-2021



1 Mark Director

30 years experience, contract & municipal
14 years with us, 5 years as Director

2 Mike Journeyman

13 years with us, 8 years before
we sent him to formal training.

3 Brandon Journeyman

6 years with us, hired as App. 2, left
for bigger city after journeyman,
came back to us in less than a year.

4 Travis Apprentice 4

4 years with us, oilfield since high
school, divorcing with a 2 year old

5 Luke Apprentice 3

4 years with us, contractor work,
loves diversity of workload

6 Justin Apprentice 3

3 years with us, HVAC installer,
Married with 2 young kids

7 Gye Apprentice 2

18 months with us, HS grad
working for electrician

8 Joey Apprentice 1

1 year with us, farming and
oilfield background

Mayor Roxie Alexander presents Kingfisher Electric with the American Public Power Association Certificate for Excellence in Reliability



Kingfisher Electric 2017-2021



1 Mark **Director**
Patience, long-term vision

2 Mike **Journeyman**
Safety, mentoring and developing

3 Brandon **Journeyman**
Still “young” but knowledge of old guys.

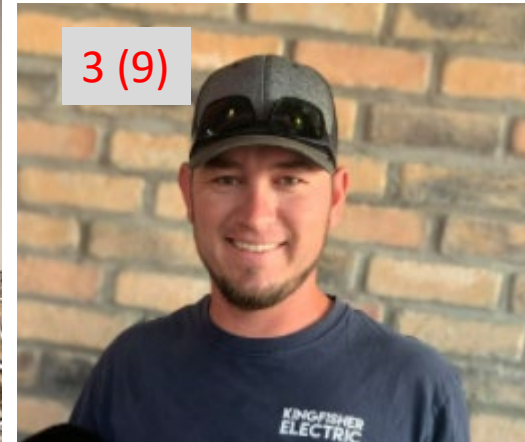
4 Travis **Apprentice 4**
Stability & Benefits

5 Luke **Apprentice 3**
Being home, benefits, and non-routine environment

6 Justin **Apprentice 3**
Outdoor work, benefits, being home, serving his community

7 Gye **Apprentice 2**
18 months with us, HS grad working for electrician

8 Joey **Apprentice 1**
1 year with us, farming and oilfield background



RESULTS

- Quality employees, trained well, prepared for the future
- DOL certified for GI Bill for apprenticeship and journeyman programs.
- Three-year agreement for apprenticeship and journeyman programs.
- Host site for annual MESO Underground course.
- Recognized a reliable power provider.
- Recognized as a community value.
- Appreciated by builders as development friendly.
- Enhance community pride.
- Local heroes living next door to you.



Thank you for your time.

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