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MAGAZINE

EUFMC
50th Anniversary
Special Issue

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Altec Industries

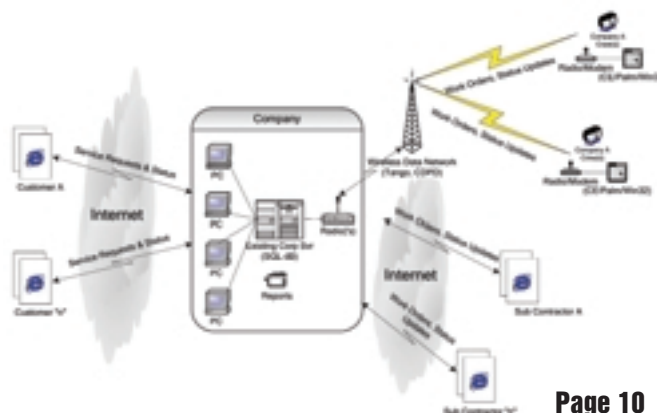
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Industry News

Communications Company Orders Live Line Alarms for Safety Reasons



RICHMOND, VA – Fidelity Communications (formerly Fidelity Telephone) in Sullivan, Missouri, recently contacted Baker Equipment. After having requested and tested two of the alarms, they decided to place an order for nineteen more, totaling twenty-one high voltage live line alarms.

"It all started with a pole-climbing class," said John DeBroeck, Purchasing agent. "Maurice Gole with Utility Technical Services conducted four weeks of classes. He had one of the detectors on his arm and we started asking questions and talking about it."

Fidelity Communications provides local telephone, long distance, internet access, and cable television services. Their service technicians in the field are often involved in projects that take place near a variety of power sources. "We are mainly interested in detecting trailers with energizers," said DeBroeck.

Like many other companies of various sizes in the United States, safety concerns are very important issues. According to Safety Coordinator Paula Dicus, Fidelity Communications has been reviewing and revising their safety-related policies.

For over eighty years, Richmond, Virginia-based Baker Equipment has been a leading manufacturer and distributor of a complete line of utility truck mounted equipment, in addition to, a variety of other safety and utility-related products. The company's product offering includes truck-mounted telescoping aerial and material lifting devices, self-propelled aerial platforms, cable placers, and high voltage live-line power alarm systems. ●

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Announcement

HD Electric Company of Waukegan, IL regrets to inform you of the death of Robert (Bob) Hoffman, chairman of the company. Mr. Hoffman died on February 5, 2003 and was 78 years old.

During his 54 years with HD Electric Company he served in many capacities including the production and assembly departments, sales and marketing, and in all levels of management. He was the second generation in the business founded by his father, Max R. Hoffman in 1933 and was well known and respected for his valuable contributions to the electrical power industry.

Mr. Hoffman was a graduate of the University of Illinois and attended Purdue University where he played college football and received his military training to become a United States Marine. He spent one year overseas during and after the war serving in the Second Marine Division. Upon returning to the U.S. he received his pilots license, worked in theatre, and trained with Burr Tillstrom the well-known creator of the television show Kukla, Fran & Ollie. Following a short time with the U.S. Gypsum Company, he joined HD Electric Company and for the next 54 years cared for the employees and managed the business.

Mr. Hoffman is survived by his wife, Jane Boyd Hoffman, sons Mark and Dave, daughter-in-laws Mary and Susan and three grandchildren. Memorials can be made to St. Hugh of Lincoln Episcopal Church. ●

36W957 Highland Ave., Elgin, IL 60123 or to St. Francis Academy, 509 East Elm Street, Salina, KS 67402.

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Taylor Appointed President of Utility Equipment Leasing Corporation

WAUKESHA, WI – Judie Taylor has been appointed President, Utility Equipment Leasing Corporation (UELCL). Taylor's appointment became effective on February 10, 2003. Before her appointment, Taylor had served as UELCL's Vice President from 2001- 2003, and Director of Marketing from 1994 – 2000.

She assumes the duties of her father, Thomas Dalum, who served as president from 1967-2003. Dalum said he is stepping aside from the day-to-day responsibilities, but will remain involved in the company as Chief Executive Officer.

"My vision for UELCL is to build on the work of my father over the last three-and-half decades in making this company one of the most successful utility equipment providers in the nation," Taylor said. "We will continue to expand our offerings to our customers and to provide the same world-class service they deserve and have come to expect from us."

Utility Equipment Leasing Corporation (UELCL) rents and leases utility equipment to customers worldwide, specializing in the rental and leasing of aerial lifts, digger derricks, material handlers, cranes, cable pullers, mini-derricks and track vehicles. For over 36 years, UELCL has specialized in assessing customer requirements and has tailored equipment programs to meet their needs. Customized programs include those for rental, rental purchase options (RPO's), leasing, service, and sales. ●

Visit UELCL's website at www.uelcl.com.

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New ISN50A extended

RICHMOND, VA – For over eighty years, Richmond, Virginia-based Baker Equipment has been a leading manufacturer and distributor of a complete line of utility truck-mounted equipment. When Model T trucks were pattering down Main Street, U.S.A., founder Joseph B. Baker was customizing them in his shop for



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Industry News



"Truck-mounted aerial lift products are now being mounted on smaller trucks that allow efficient deployment into crowded metropolitan job sites, with minimal impact on traffic flow and the environment," said Skip Baker, president of Baker Equipment. "Today, 50 to 85-foot truck-mounted aerial lifts are readily available on non-CDL cab-over style chassis. Such products often come with five-year limited warranty on tower and chassis. These smaller, lighter trucks bring improved safety systems, such as basket-loading sensing systems, and move our industry closer to meeting international standards that are already influencing U.S. standard development."

Baker / Aichi products are available through GM, Chevrolet, and Isuzu Commercial Truck dealers located across the United States. ●
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Serveron Announces Addition to Management Team

Bart Tichelman named CEO, Nancy Floyd elected Chairman of the Board

Hillsboro, OR – Serveron Corporation announced today that Bart Tichelman has been appointed to the position of CEO and Nancy Floyd, a Serveron board member and partner with Nth Power Technologies, has been elected Chairman of the Board of Directors. Nth Power Technologies is a San Francisco venture capital fund focused on energy related technologies and businesses. Jim Moon, who has held both the CEO and Chairman positions since the funding

of the Company in 1999, will provide assistance to the Company in the areas of strategic planning and business development.

"Serveron's patented technologies, established domestic and international customer base, and rapid growth have propelled the Company to a unique position in the electric utility industry," said Bart Tichelman. "The rapidity with which the Company has developed its products and services, and its reputation for quality and reliability has positioned the Company to grow quickly and dominate its market sector." Mr. Tichelman has previously held general management positions in the computer, telecom and power equipment industries.

About Serveron

Serveron Corporation was founded to help electric power utilities worldwide deliver reliable power at the lowest cost. Serveron's innovative instrumentation, continuous monitoring services and Web-accessible data analysis promise to improve reliability and maintenance efficiency across the grid. Serveron offers battery monitoring and management systems (BCM 200), TrueGas on-site dissolved gas analyzers, and remote, on-line monitoring services for power utilities. ●

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specific jobs. As a visionary, Mr. Baker foresaw the need for properly outfitted trucks for specific applications. After many years of manufacturing a variety of specialty vehicles, and providing parts and service as well, Baker Equipment is currently being innovative in providing compact, fuel-efficient high-quality aerial lift trucks with state-of-the-art technology and safety features that can be made available to current and potential customers nationwide.



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EUFMC 50th Anniversary



By: Joe Caywood
Marketing Manager
Terex Telelect

A Few Names that Stay the Same

Many industry conferences and equipment exhibitions have come and gone over the last 50 years, but the Electrical Utility Fleet Manager's Conference (EUFMC) has remained. The EUFMC is an annual meeting of fleet manager from investor-owned utilities companies as well as utility manufacturers and suppliers held each June in Williamsburg, Virginia.

Terex Telelect, a division of Terex Utilities and industry leading manufacturer of Telelect digger derricks and Hi-Ranger aerial devices for the utility industry offers a unique look at the history of Williamsburg from the perspective as one of the original manufacturing participants.

Gary McAlexander, EUFMC board member interestingly noted the first show was not actually held at Williamsburg, but at the Tides Inn not far away. It was attended not only by the electric utilities, but a notable telephone company and a couple of significant contractors. It was moved to the Williamsburg Lodge the following year because the resort did not appreciate the trucks the group brought to look and talk about. Telelect's Ray Kennedy was at the first meeting with his old over A-frame derrick mounted on a Dodge Power Wagon.

One reason the show has continued and been successful in the past is bringing together decision

makers from both sides of the partnership – the end-user and the manufacturer.

EUFMC lists the objective of the conference as "the dissemination of information pertaining to the procurement, application, operation and maintenance of equipment used by electric utilities". EUFMC stimulates this process by providing a forum for utility fleet managers to exchange information and discuss mutual issues. The conference promotes close cooperation between manufacturers, suppliers and fleet managers engaged in the development and design of vehicles and equipment associated with the electric utility industry.

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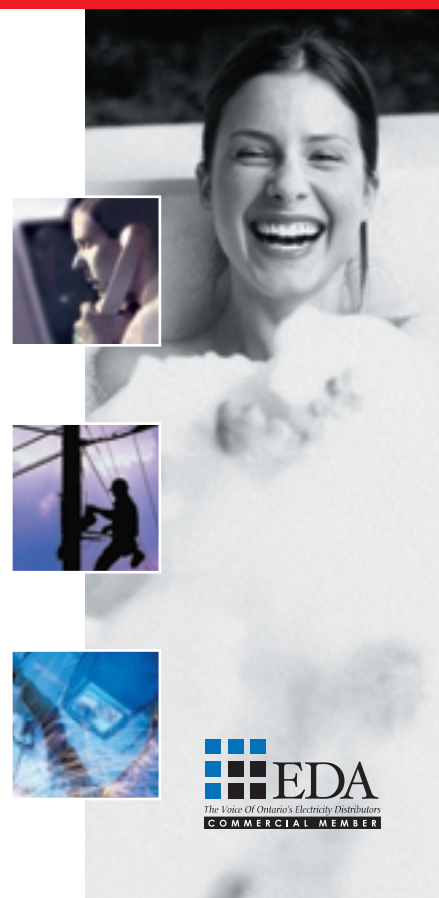
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**Electricity Distribution Systems & Technology Exhibition (EDIST) booth 25 & 26
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Traditionally Williamsburg has been known as the time and place to introduce and showcase new products and services to the electrical utility industry. A portion of the show is dedicated to a drive-through where manufacturers have the opportunity to highlight new products. Past EUFMC president and board member, Carl Paugh, captured the importance of exposure to new products by saying he often walked away from the drive-thru with 3-5 key things to follow-up on to help solve his problems as a fleet manager.

Terex Telelect and Hi-Ranger have enjoyed memorable moments introducing new products. Over the years significant innovations were introduced ranging from a patented digger derrick PG (pole grabbing) winch and an internally stored fiberglass boom extension in the 1960's to the Hi-Ranger aerial device introduction of hydraulic double cylinder boom compensation in the 1990's and most recently, FleetEdge fleet management services.

Today the economy as well as industry mergers and acquisitions challenge the electrical utility industry and the future of conferences such as Williamsburg. It has become more and more difficult to get all the necessary people around the table to discuss industry issues. Fleet managers are dealing



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with a wider range of issues with fewer and fewer personnel. The role of equipment manufacturers and suppliers have changed from consulting on products and applications, to providing expertise for other requirements such as fleet management and life cycle cost analysis. Additional services are needed from the supplier base in the areas of fleet management as well as finance, leasing, asset recovery, and training. The role of Williamsburg is to address these issues while growing the base of attending fleet managers.

The cost is high for manufacturers and suppliers to attend and participate equipment shows, exhibitions, and conferences. The competitive world in which we all live forces us to evaluate expenses and treat worthwhile ones as an investment. The forum Williamsburg presents, if properly attended by the fleet managers and coordinated with manufacturers will definitely provide a reason to attend. The conference needs balance to blend programs of sufficient value for fleet management attendees while providing manufacturers sufficient time to expose their products and services. There must be sufficient interplay between both groups to encourage the future health and growth of the conference. Perhaps the solution means getting back to basics, in a changing and difficult time, focusing on critical industry issues and ensuring the right people are around the table.

Manufacturers and suppliers need to be versatile to adapt to meet the new needs. Terex Telelect continues to manufacture industry leading products as part of Terex Utilities, and when it comes to Williamsburg Terex Utilities will be focusing and discussing the full range of issues, not just products; to continue providing the solutions that are needed today. ■

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Introduction

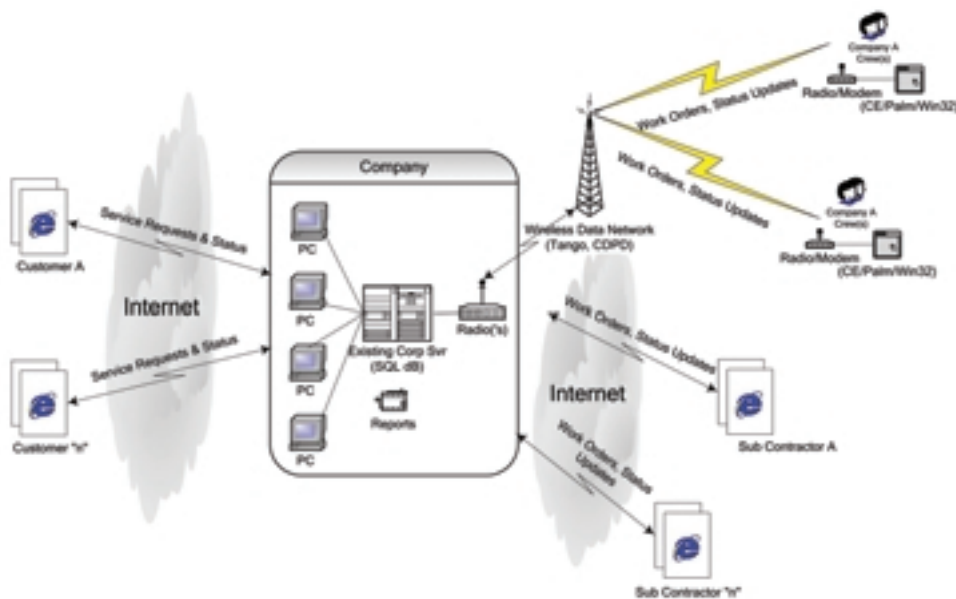
Wireless Power to your Field Crew

By: Andrew Thompson, CEO/Founder, TVD Inc.

So, like a mirage, somewhere in the distance you can visualize all the great things a wireless data solution will give you. Vendors of devices and wireless networks talk of reliable constant high speed connections, the ability to seamlessly connect with rugged devices, no more paper, massive improvements in productivity and on-time status updates from the field. A mirage...or real wireless power!

The reality is that these systems represent a specialist and somewhat unique IT infrastructure issue, any wireless data implementation is not just "a project", once implemented it's going to be part of your overall IT infrastructure for all time, just as your desktop computers are. So it needs understanding, planning, and lots of reality.

The good news is that it is getting easier, faster and cheaper to implement. Slowly people are starting to see the benefits trickle through, which allows for more certainty in business cases, and as more of these solutions get installed the knowledge/experience base grows.



Solution Overview

As can be seen above a Wireless Workforce Management Solution comprises 4 key components;

- *The Client/Server Dispatcher environment* – This is what the dispatcher sees. It will typically include a map with crew and work orders plotted, SLA and Alarm management, Crew availability and work loads, Service Request and Work order status.
- *The Wireless Data Gateway* – This is the key to getting information to and from your land based systems. It needs to support guaranteed message delivery, failover mediums, alarms for delivery failure, and full duplex link management, even in a simplex environment.
- *The Wireless Data Medium* – AMPS, DAMPS, CDPD, GSM, GPRS, SMS, CDMA, MPT1327, 2-Way, EDACS, and even Satellite. The options are myriad but should be looked at in regards to Coverage, Reliability, Stability and Speed; and in that order.

- *The In-vehicle Equipment* – A combination of a user interface device (eg MDT, IPAQ, Laptop), wireless radio/modem for Rx/Tx, GPS for vehicle location and subsequent scheduling.

It's not the Internet...

Some would question the wisdom of calling the Internet fast, but in reference to wireless data solutions, it's turtle and hare territory.

The amount of data you need to send will have a big impact, not just from the size of the initial data packet, but depending on the network error rates, the amount of data that needs to be resent to complete the transfer.

This error rate re-try applies also for status update transmissions, ie it may only take 6 seconds to send a status update, but it might take 800msec to establish and teardown the transfer (ie an additional 30%). When doing data transfer analysis the time it takes for errors, retries, and setup/teardown can often equal or exceed the time to actually transfer the original Work Order data!

Most wireless networks for Utilities will be running on VHF/UHF 2-way, or MPT. Despite what the brochures tell you in the real world driving under bridges, into valleys, between

Prescriptions for North American Electricity

The Canadian Electricity Association's policy paper on North American Electricity calls for:

- Increased participation in Regional Transmission Organizations (RTOs), and increased focus on harmonizing market rules
- Development of a North American strategy to manage GHG emissions from electricity generation
- Identification of opportunities to further harmonize management of other air emissions
- Creation of a consistent methodology for measuring environmental performance
- Enhancement of cross-border and interprovincial transmission transfer capability
- Coordination of critical infrastructure protection
- Support for a self-governing international organization for developing and enforcing mandatory reliability standards for the evolving electricity industry



For more details, visit www.canelect.ca



Canadian Electricity Association
Association canadienne de l'électricité

buildings, etc you will typically only get 800-1,200 baud, when you can maintain a connection, and most of the time closer to 800

baud. If you architect your system for 800 and get higher, then everyone will be a hero, if you architect for a higher data transfer rate and end up getting lower, then at best it'll be embarrassing, and at worst you'll have to redesign the entire architecture and business case payback.

Packet based technologies such as GPRS and CDMA are definitely up and coming but are generally constrained by coverage, and reliable connectivity when on the move. Although they are IP based networks remember it isn't your IP network, it's a shared network (so you can't for instance control the IP address your device actually uses which can turn into a significant issue) and as a shared network it is subject to the vagaries of how many other users are connected, and so transmission speed can vary significantly throughout the day. Generally we have seen speeds between 24kbits-48kbits. 3G should improve things further, but we've been hearing that for years now. Again keeping the data transfer efficient and packets small will ensure a higher level of success.

A well formatted Work Order should be no larger than 500 bytes. So you don't really need high speed anyway.

Some of the issues which get raised...

Bluetooth – One of the biggest problems in-vehicle has been the difficulty of linking multiple (generally serial interface) units together e.g. How to connect a Radio, UI device, GPS, Printer, Vehicle Logger together, harmoniously, when they all only have one serial port... it can be done but not easily, and not without the potential for a large support overhead down the track. Bluetooth is finally starting to catch on with Bluetooth enabled' GPS, IPAQ's, Printers, and Bluetooth/serial cables, making the linking together of these devices much easier and opening new possibilities.

GIS in the field – No-one doubts the value of giving the folks in the field the best possible information. It's how that information is presented that is really important. The GIS camp would

have everyone using GIS, the problem is lots of field crews then have to learn how to read a complex GIS map, make changes and somehow relate the GIS view of the world to the physical pole they are working on. Also one of the biggest problems has been the relatively small screen size/resolution. It's fine having a map designed at 1280*1024 on a 17" LCD but that doesn't translate well to an IPAQ running at 240*320. In large geographies, such as rural/semi-rural networks, the size of the map may be too large to display practically given the geography required to be shown between, say ZSub and end of line recloser.

Driving Directions – We've tried this but have found that most crews know their area, they don't need to be told when to turn right/turn left, and if they are completely lost they can always open their \$20 street directory, (which has a larger form factor as well...).

Rugged vs Replaceable – With pricing on non-rugged devices dropping almost daily the decision on whether to go rugged or simply replace a % of the device pool is becoming more difficult. Rugged devices cost around USD2,000 whereas a standard IPAQ will cost USD400, a 4:1 ratio makes it pretty attractive to go with a device which after all is as rugged as a cellphone.

The Business Case

As a general rule these projects should show a payback of 12-18 months. As the in-vehicle hardware is the most expensive component of the project, and that technology is both changing at an enormous pace, and rugged or not, they get broken, a 3-5 year payback is just too long to allow for constant upgrades and improvements to get the best from this environment.

After a lot of analysis what we found is that over 80% of the benefits will come from the key areas of;

- Rostering crews and Scheduling work more efficiently to maximise resource utilization.
- Sending accurate Work Order information to the field
- Receiving timely updates of Work Order status' for information and interface to other systems as decision support parameters, eg OMS.
- Receiving accurate Work Order completion information for injection into other systems such as job costing or AM/FM.
- Reduction in back-office paperwork and errors.
- Capture of concise accurate data for use in rate cases and regulatory reporting

The other things like maps in the field, AVL, etc were all nice to have but in the final analysis aren't the key drivers behind the business case.

Lessons Learned

- Planning – It's not hard, but it can be made REALLY difficult by lack of good planning and co-ordination.
- Focus on achieving the goals in those areas that will actually generate the business case benefits.
- Don't try and do too much – look for fast wins and phase in subsequent benefits
- Involve field crews early – If you want it to be used, they have to want to use it.
- Ensure that this "project" is part of your overall business and IT strategy going forward
- Productivity and cost savings, doesn't mean job losses
- Don't get talked into high data rates at the expense of coverage and reliability

Conclusion

Wireless Workforce Management Solutions probably represent the last significant productivity and cost gain solution that can be made by Utilities.

Technology, pricing and user acceptance has finally reached the point where Wireless Work Force Management solutions are becoming credible, and can be relatively easily deployed. Most business cases will show a 12 month ROI, and often shorter, which allows for regular upgrades as additional opportunities for improvements present.

Regulatory pressure will result in even more stringent focus on auditing actions around restoration of supply and the ability to maintain accurate audit trails will likely become mandatory. The need for accurate information on which to base, and support rate cases and then allow accurate tracking of resource utilization once the rate case has been approved will also be important.

Bringing the Service Deliverer (Field Crew) closer to the Service Requestor (Customer) enables a more efficient transaction to take place, and ultimately results in a higher likelihood of a positive outcome and heightened customer satisfaction. The benefits of such a system are clear and the technology and understanding of it are finally starting to become mainstream. ■

About the Author

Andrew Thompson CEO and Founder of TVD Inc. has been involved in the utility industry for over ten years. He has extensive experience in regulated, deregulated and disaggregated market environments and is often called upon to present and speak as an industry expert at many expos and conferences.



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Visit www.eei.org/2003 for more details and to register.

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Electric Utility Fleet Managers Conference *Celebrates 50th Anniversary*

Williamsburg, VA –
The Electric Utility
Fleet Managers
Conference (EUFMC)
will celebrate the
conference 50th
anniversary at the
annual meeting June
22–25 at the
Williamsburg Lodge
in Williamsburg,
Virginia. The confe-
rence theme is
“EUFMC 2003:
Building on 50 Years
of Progress.”



The first day of the conference focuses on equipment with the unique drive through display of equipment Monday morning followed by an afternoon equipment show. The Tuesday and Wednesday general session presentations and topics include a manufacturer retrospective on the 50 Years of EUFMC, a panel presentation on the World of Fuels Futures, and a management skills session on Navigating Through Change: Enduring Workplace Restructuring. Other topics include Maximizing your Warranty Recovery Dollars, Aerial Device ISO Standards Challenge, AFV Technology Update, Federal Excite Tax Exemptions Case Study, Power Distribution and Control for Electric Utility Vehicles, Next Generation Fleet Management Software Options, and Washington Update. Special social events include a golf tournament for fleet managers and manufacturers as well as activities especially for spouses.

In addition to the regular conference activities, the 50th anniversary will be celebrated with displays of vintage equipment and materials and retrospective presentations of the conference's history.

The Electric Utility Fleet Managers Conference (EUFMC) is an annual meeting of investor-owned utility fleet representatives that began in 1953. The organization objective is the dissemination of information pertaining to the procurement, application, operation and maintenance of equipment used by investor owned electric utilities. The conference is known for its drive through display of equipment and equipment show and the promotion of close cooperation between manufacturers, suppliers and fleet managers. It is the only conference specifically for IOU fleet managers and features a fleet manager form where fleet managers can exchange information and discuss mutual problems.

Attendees register for the EUFMC by invitation only. For more information call the EUFMC office at (757) 220-1795 or visit the conference website, www.eufmc.com

Electric Utility Fleet Managers Conference

Williamsburg Lodge & Conference Center, Williamsburg, VA

2003 SCHEDULE OF EVENTS

Saturday, June 21

1- 6:00 PM Registration, East Gallery

Sunday, June 22

6:45 AM Golf Tournament Continental Breakfast, Golden Horseshoe Gold Course
 7:30 AM EUFMC Golf Tournament, Golden Horseshoe Gold Course
 10 AM-4 PM Registration, East Gallery
 3:30 PM Manufacturers' Meeting & Drive-Thru Drawing, Tidewater Room
 4 PM "An EUFMC Birthday Party" Tea for Spouses, Room ABC (Casual)
 6 – 7:30 PM Opening Reception, Virginia Room, (semi-formal; coat and tie for gentlemen)

Monday, June 23

7:00 AM Golf Outing for Spouses, Golden Horseshoe Green Course
 7:30 AM Continental Breakfast, Bruton Heights Center; shuttle buses provided
 8 AM-12:30 PM Drive-Thru Demonstration, Bruton Heights
 12:30 PM/TBA Lunch, Bruton Heights, immediately following the Drive-Thru
 1 – 4:30 PM Equipment Display, Bruton Heights Lot
 2:30 PM Press Conference, Bruton Heights Drive-Thru Seating Tent
 (at the EUFMC Registration Desk on Sat. & Sun., Manufacturers & Service Providers may sign up for an optional 10 minute session to address the attending representatives from the industry press)
 5:30 PM Cocktails, North Gallery
 6: 30 PM Dinner, Virginia Room
 (business casual dress for cocktails & dinner: no jeans or shorts)
 TBA Hospitality Rooms open after dinner

Tuesday, June 24

7- 8:30 AM Breakfast, Tazewell Courtyard (casual dress)
 9 AM "Behind the Scenes at Colonial Williamsburg Tour" for Spouses; luncheon with entertainment concludes the program - advance registration required
 9- 11:45 AM General Session: "EUFMC 2003: Building on 50 Years of Progress"
 Presentations and topics include:
 50 Years of EUFMC (Manufacturer Retrospective);
 The World of Fuels Futures (Panel Presentation)
 11:45 AM – 1 PM Lunch on own
 1 – 2:45 PM General Session continues:
 Managing Warranty Recovery; Influencing Federal Legislation
 2:45 – 3:00 Break
 3 – 4 PM General Session: Enduring Workplace Restructuring:
 Remaining Positive in a World of Change
 5:30 PM Cocktails, Tazewell Courtyard
 6:30 PM "Colonial Groaning Board Dinner," Virginia Room (business casual dress)
 TBA Hospitality Event after dinner

Wednesday, June 25

8:30 – 10:30 AM General Session: Aerial Device ISO Standards Challenge;
 AFV Technology update; Federal Excise Tax Exemptions (Case Study)
 10:30 – 10:45 AM Break
 10:45 – Noon General Session: Truck Multiplexing Technology Overview;
 Next Generation Fleet Management Software Options
 Noon – 1 PM Buffet Luncheon
 1 – 2 PM Roundtable Discussion – All Registrants Welcome
 2 – 2: 15 PM Break
 2:15 – 3:30 PM Fleet Manager Forum - Utility Representatives Only
 3:30 PM Adjourn
 5:30 PM Cocktails, West Terrace
 6:30 PM – Midnight Dinner & Dance, "Golden Anniversary Gala," Virginia Room
 (black tie optional)





Terex Utilities, Inc. is a new subsidiary of TEREX Corporation launched in September of 2002. Terex Utilities, Inc. combines Terex Telelect, Inc.'s manufacturing with privately and company owned distribution channels to provide specialized local solutions for utility (electric, gas, and water), tree care, telecommunications, and electric construction companies, as well as government organizations.

Telelect equipment is the primary product offered by Terex Utilities, Inc. With years of experience, Terex Telelect, Inc. is an industry-leading supplier of digger derricks, Hi-Ranger aerial devices, cable placers, and utility bodies. Telelect's roots go back to the 1940's when it developed the first digger derrick. Over the years Telelect and Hi-Ranger have introduced many product innovations making it more efficient for linemen to complete their jobs. Product innovation continues today with the introduction of products such as the XM Series aerial device.

The Terex Utilities distribution network has years of experience supporting Telelect products. The combination of Terex Telelect, Inc.'s products and the proven support of this distribution network provides the strong foundation of Terex Utilities, Inc..

Focusing on the needs of customers has resulted with offering additional products and services. Additional Terex products include boom trucks, loader backhoes, cranes, Genie aerial work platforms and more. Services were also added offering financing and leasing, utilizing Terex Financial Services, Inc., asset recovery, and FleetEdge fleet management. These new services, in addition to current rental, leasing, training, and aftermarket support services, provide a broad range of solutions. Alliances with other industry leading suppliers such as Hogg & Davis, Inc; TSE International, Inc; and Reedrill Texoma allow Terex Utilities, Inc. to distribute their products and services through the Terex Utilities Network.

The result is what we call a "Utility Depot." The "Utility Depot" offers customers single source access to a wide variety of products and services to help increase productivity, reduce expenses, and improve their balance sheet. By offering a full range of products and services used by customers under one roof, Terex Utilities, Inc. can focus on life cycle cost solutions for customers.

The life cycle cost solutions are evaluated based on return on invested capital (ROIC) through an analysis that takes into account all elements of the equation. An overview of the different elements are listed:

■ Purchase price

- ☐ Leveraging Terex buying power & operational excellence with tailored financing options to provide cost effective solution.

■ Hourly operating cost

- ☐ Equipment is designed for optimum productivity to assist the operator in getting the job done correctly in the least amount of time.
- ☐ System part costs per hour are managed to provide low cost operation.

■ Maintenance cost

- ☐ Equipment is designed for ease of maintenance access to minimize the remove & replace component time.
- ☐ Downtime is minimized through superior performance and parts availability.
- ☐ Individual component prices are evaluated for competitive cost.

■ Utilization

- ☐ Fleet management assistance using extensive experience as well as new tools such as FleetEdge.

■ Disposal cost

- ☐ Trade-in and auction partner options are available when appropriate.

By addressing each item the total provides a key solution available through the "Utility Depot" solution.

Supporting the "Utility Depot" is the Terex Utilities network, composed of private and company owned distribution channels. Five distributors make up the network across the US and Canada, which has undergone significant improvements and expansion. An example of this is "Terex Utilities – South." "Terex Utilities – South," announced in February, is a new distribution network with a customer focus across the southern United States. It aligned company owned Telelect Southeast Distribution, Inc. with recently acquired Commercial Body Corporation and Combarel Distribution, Inc. This new single distribution region covers from Delaware south down the East Coast, west to New Mexico & Kansas, and north through Kentucky & Missouri. It offers customers increased capabilities and commonality across the entire region. This single source access helps customers who are looking for turnkey solutions and a life cycle value proposition for their fleets.

Focusing on current and future customer needs has resulted with many improvements, new products and additional services available from the Terex Utilities "Utility Depot".

Terex Utilities, Inc. is a division of Terex Corporation, a diversified global manufacturer based in Westport, Connecticut with 2001 annual pro forma revenues of \$3.4 billion. Please visit www.terexutilities.com or www.telelect.com for further details.

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ALTEC INDUSTRIES, Inc.

"Helping Crews Work Safer & Smarter"

Altec Industries, Inc., founded in Birmingham in 1929 by Lee Styslinger, is a privately-held company led today by the third generation of the family. With 2,500 associates worldwide, 800 of whom are employed locally, Altec specializes in the manufacture, sale, and service of aerial devices, digger derricks, and specialty equipment for the electric utility, telecommunications, tree care, and light and sign maintenance industries in over 120 countries.

At Altec, advanced technology efforts are aimed, without exception, at helping customers work "Safer & Smarter". Smarter in the sense that Altec sees itself in the productivity business - enhancing productivity for customers. This translates into developing technologies that dramatically increase uptime and dramatically decrease lifecycle costs. Altec invests more resources than any other manufacturer in advancements for reliability, uptime, and low cost of ownership. Safer translates into the rugged construction of its equipment as well as training for all customers to ensure safe and effective work practices using Altec equipment.

In addition to the design, manufacture and sale of highly specialized mobile equipment, Altec works directly with its customers to create solutions that meet their customers' ever-changing needs. The New Product Development Center meets a customer's need for a totally customized product, from chassis, to body, to aerial device requirements. If used equipment is more suitable, Altec also offers a used equipment solution (National Utility Equipment Company) providing previously owned units. And a financing department (Altec Capital) is available to assist in custom-tailoring financing options designed to help customers acquire their equipment. If a customer isn't prepared to add additional units to their fleets permanently, but could use extra equipment for a specific job, or while another piece of equipment is being serviced, Altec provides a rental option as well, Global Rental Company, Inc.

The values on which the present owner's grandfather founded Altec over seven decades ago remain at the heart of the company's core philosophy. "My grandfather started this company with the idea that the customer comes first, and that people are our greatest strength," says Lee Styslinger, III, Altec's President and CEO. "My father ran the company using the same basic principles, and over the years, the initial ideas my grandfather had have helped us earn the trust and confidence of our customers worldwide. Listening to our customers and creating solutions is key to our commitment to total customer satisfaction in all that we do."

Altec's vision is to be recognized by its customers as the preferred supplier in all the markets it serves. The company's values play an important role in sustaining that vision and achieving its goal of total customer satisfaction. Every Team Altec associate strives toward these values: (listed alphabetically)

- Customer First
- Enjoyment at Work
- Family
- Financial Stability
- Integrity
- People are our Greatest Strength
- Quality
- Spiritual Development
- Teamwork

Altec's long-term stability allows for resources to invest in research and development. The company remains at the forefront of providing solutions and innovations in information support services allowing its customers to fully integrate their businesses and streamline processes for increased efficiency and cost savings. The latest manufacturing techniques and rigorous prototype testing guarantees every piece of Altec equipment meets the standards of quality its customers have come to expect. This commitment to quality and safety has led to an unsurpassed warranty in the industry. In addition, the company has both ISO 9001 and Class A certifications.

From its headquarters in Birmingham, Alabama, to service and manufacturing divisions in Georgia, Florida, Kentucky, North Carolina, Indiana, Minnesota, Missouri, Texas, Colorado, California, Oregon, Pennsylvania, Massachusetts, and Ontario, Manitoba, and British Columbia in Canada, Altec offers:

- Most Complete Line of Equipment
- Lowest Cost of Ownership
- Financial Services
- Rental
- Used
- Direct Channels of Distribution
- Most Comprehensive After-the-sale Support
- Most Comprehensive Road Service Network
- Tools and Accessories

In short, Altec invests in making crews' lives easier through safe, reliable equipment. Altec is not simply a vendor, but rather a business partner and consultant to assist its customers and ensure their crews work "Safer & Smarter".



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Is Fleet Leasing Right for your Company?

By: Fred Drozdoff, Vice President and Senior Transactor, CitiCapital Bankers Leasing

Introduction

The decision of whether to lease or buy a vehicle is often based on policies established by a company's finance department. A "no lease" policy may be in place until a CFO can be educated on the real benefits and potential cost-savings of third-party funding. In my experience, having called on Electric Utility Companies for the past 25 years, I have sometimes found that a company's policy on leasing is not revisited until a new financial management regime takes over, because of retirements, transfers or promotions. More recently, the decision to lease has been driven by credit rating downgrades by the public rating agencies and the resulting financial pressure to cultivate new outside sources to fund capital equipment.

A large east coast-based electric utility that I first called on 25 years ago had a "no lease" policy. The stated reason was that the AA rated company had plenty of cash and a relatively cheap source of funds, such as A-1 rated commercial paper. In reality, the true cost of funds is not short-term money, but rather the utility's incremental cost of funds; that is the combination of short, medium and long term funds plus the cost of equity (hurdle rate of return on equity). Twenty-five years later, following successive downgrades to BBB (two ratings above junk status), a new financial management regime and a financially informed fleet manager have put this utility in a different frame of mind, and it is now planning to lease its fleet. One big advantage for the fleet manager will be freedom from the timing constraints of the company's capital budget policy, where budgetary approval and funds are not secured until early January. This timing is out of synch with the normal fleet production calendar, leaving him scrambling to submit his orders to the manufacturers before the factories close their production lines. By leasing instead of purchasing his vehicles, he will be free of this constraint.

In another US electric utility, a key consideration for the fleet manager is a reduction in his operating budget. Again, a "no lease" policy has been in effect for over 25 years, and the company, which was AA rated in the early 1980's, is now struggling to maintain a BBB- rating. This electric utility still enjoys bank loyalty and can raise funds through its revolving credit facility, although is shut out of the commercial paper market that had provided an inexpensive source of funds in the past. The fleet manager is charged with operating expense, and at the mandate of financial management, must decrease his operating budget each year; this year he was granted only half of the \$6 million budget he requested. As a result, needed maintenance is delayed until the last possible moment. But delayed maintenance ultimately results in higher costs - the cost of removing a rust spot is small, but once that rust spot turns into a hole, it becomes a costly repair job. Because of the

diligence of this conscientious fleet manager and his very dedicated personnel, vehicle downtime has not yet become a problem. However, the fleet manager acknowledges that his aging fleet cannot keep up with a continuous operating deficit and it is only a matter of time before he will have to deal with vehicle downtime and high maintenance costs.

There is a financial solution that would satisfy the needs of the treasury group to improve cash flow and realize low financing rates, while meeting the fleet manager's objective to have an adequate budget to maintain an efficient fleet - a tax TRAC lease structure that qualifies as a tax lease for Federal tax purposes and a capital lease for accounting purposes. With a tax TRAC lease, the lessor retains the tax benefits of depreciation in exchange for lower lease rates for the lessee. In addition, the rent expense for the fleet is classified as interest and depreciation expense on the P&L, rather than part of the operating budget.

For those electric utilities that have made the decision to lease, what were the drivers for that decision?

From a financial perspective, a properly structured lease can provide off-balance sheet financing. While recently instituted accounting rules make this type of lease more difficult to structure, it is still easier to accomplish for fleet than for other corporate assets, such as computers, office equipment and furniture, because the fair market value of a vehicle can be more readily established. There are a number of ways to structure a fleet lease from an accounting and tax perspective and the optimal structure depends on the utility's financial situation. However, the terms and conditions of that lease must be compatible with the fleet manager's objectives, especially in the case of a bundled, full-service lease that may include services such as maintenance management, supplying fuel cards and vehicle procurement. This decision raises implications not only for the fleet manager, but also for the entire fleet work force and the fleet vendor relationships.



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Beyond tax and accounting criteria, finance and fleet management should review other leasing considerations. For example:

- Is the lessor capable of funding multiple assets, including component assets for line trucks and other equipment types sourced from multiple vendors?
- Can the lessor provide the fleet manager with records and reports that enable him to allocate leasing costs to the selected and appropriate departments and cost centers?
- Does the lessor have the capability to pay for these assets on a timely basis? The lessor should be able to pay vendors within 48 hours of acceptance so the fleet department can take advantage of early payment discounts. Prompt payment will also help in negotiating lower equipment prices.
- Is each individual asset treated separately, so that the fleet department can determine the proper lease term and residual (balloon) value?
- Does the lease program give the fleet manager and operating team adequate control over use of the equipment?
- Are lease terms and residual values flexible enough to realistically equate value at the end of the lease so there are no payments due to the lessor at expiry (lease end)?

- Will the lease reduce capital expenditures, thereby allowing the lessee to reduce debt, repurchase stock and obtain higher returns on investment of assets that are essential to electric production?
- Will the lease improve financial ratios, such as return on invested capital, and improve cash flow?

Additional information the fleet manager will want to know is:

- Will the fleet manager still be able to make decisions on asset turnover and usage without penalty from the lessor?
- Does the lessor provide web technology so that paperwork is kept to a minimum? Does the online system complement internal systems and provide asset management control?
- Will the annual budgeting process be simplified? By leasing, will the company avoid the "scramble" to order fleet equipment because capital budgets are not set until the beginning of the calendar year?
- Does the lessor offer a wide enough range of leasing options to provide the best financing solutions? For example, some lessors can offer only 5 or 7 year lease terms, while a truck may have a 15 year useful life.

- Can the lessor submit detailed rental/payment invoices to numerous departments and profit centers? Does the lessor allow decentralized payment of invoices?

These are only some of the questions companies must ask to ensure their financial and fleet management objectives will be met. The "lease - no lease" decision must be a joint effort, as the implications go far beyond the financials. If the fleet manager thinks there are specific benefits to leasing the company fleet rather than ownership, he should push to take a leadership role in the lease vs. buy decision.

Disclaimer: CitiCapital does not provide legal, tax or accounting advice. You should seek and rely on advice from your own auditors, accountants, and/or individual counsel. ■

About the Author

Fred Drozdoff is Vice President and Senior Transactor for CitiCapital Bankers Leasing. He has over 30 years of experience in the leasing industry and has been calling on the electric utility industry for over 25 years. Fred can be contacted at : fredrick.drozdoff@citigroup.com.



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