A review of the history and structure of public speaking at Nevada Power Company: A case study

Julie Ann Foley
University of Nevada, Las Vegas

Follow this and additional works at: https://digitalscholarship.unlv.edu/rtds

Repository Citation
https://digitalscholarship.unlv.edu/rtds/411

This Thesis is brought to you for free and open access by Digital Scholarship@UNLV. It has been accepted for inclusion in UNLV Retrospective Theses & Dissertations by an authorized administrator of Digital Scholarship@UNLV. For more information, please contact digitalscholarship@unlv.edu.
INFORMATION TO USERS

This manuscript has been reproduced from the microfilm master. UMI films the text directly from the original or copy submitted. Thus, some thesis and dissertation copies are in typewriter face, while others may be from any type of computer printer.

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleedthrough, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send UMI a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

Oversize materials (e.g., maps, drawings, charts) are reproduced by sectioning the original, beginning at the upper left-hand corner and continuing from left to right in equal sections with small overlaps. Each original is also photographed in one exposure and is included in reduced form at the back of the book.

Photographs included in the original manuscript have been reproduced xerographically in this copy. Higher quality 6" x 9" black and white photographic prints are available for any photographs or illustrations appearing in this copy for an additional charge. Contact UMI directly to order.
A REVIEW OF THE HISTORY AND STRUCTURE
OF PUBLIC SPEAKING AT NEVADA POWER COMPANY:
A CASE STUDY

by

Julie A. Foley

A thesis submitted in partial fulfillment
of the requirements for the degree of

Master of Arts

in

Communication Studies

Greenspun School of Communication
University of Nevada, Las Vegas
December 1994
Approval Page

The Thesis of Julie Foley for the degree of Master of Arts in Communication Studies is approved.

Chairman, Gage Chapel, Ph.D.

Examiner Committee Member, Anthony Ferri, Ph.D.

Examiner Committee Member, Stephen Nielsen, Ph.D.

Graduate Faculty Representative, William Wagnonseller, Ph.D.

Dean of the Graduate College, Ronald Smith, Ph.D.

University of Nevada, Las Vegas
December 1994
ABSTRACT

The author reviews the history and structure of public speaking at Nevada Power Company. It seeks to: 1) determine whether the principles of public speaking as described in college text books are applied in corporate training, and 2) determine the level of support given by Nevada Power to its speakers.

Findings indicate that the corporations studied utilize most aspects of Neo-Aristotelian model. Much of the training deals with delivery, style, motivation and arrangement, with some attention to language. However, heavy emphasis is also placed on evidence and reasoning, with relatively little attention to speaker credibility development or emotional appeal.

Corporate management demonstrates minimal support for public speaking as evidenced by inconsistent funding of speakers bureau activities at Nevada Power.
TABLE OF CONTENTS

ABSTRACT .......................................................................................................iii

ACKNOWLEDGMENTS ..................................................................................iv

CHAPTER 1  INTRODUCTION AND HISTORICAL CONTEXT ........1
  The Value of Public Speaking
  The Value of Public Speaking in Corporate America
  De-Regulation
  Background Information on Nevada Power
  Scope, Limitations and Purpose of This Study
  History of Speakers Bureau
  Organization of Bureau and Goals
  Organizational Support for Bureau from Senior Management
  Training of Speech Instructor

CHAPTER 2  REVIEW OF LITERATURE .................................23
  Educational Literature
  Training Literature
  Journal Articles

CHAPTER 3  METHODOLOGY .................................................37

CHAPTER 4  ANALYSIS .........................................................40
  Analysis of Training Program
  Analysis of Actual Speeches--Content and Delivery

iv
ACKNOWLEDGMENTS

Special thanks go to my husband Patrick, and my children Kathleen, Joseph and Riley for their support through the lengthy process of pursuing my Masters Degree. Dr. Gage Chapel served as an outstanding role model, and his motivation and encouragement were certainly appreciated.

This researcher was grateful for the commitment and patience exhibited by from Drs. Stephen Nielsen, Tony Ferri, and Bill Wagnonseller.
CHAPTER 1

INTRODUCTION AND HISTORICAL CONTEXT

The Value of Public Speaking

Public speaking is an art and skill used in a variety of settings from large public meetings to small informal gatherings. Acquisition of this art is considered an important component in a successful, integrated communications program and an activity that, when done effectively, can leave a lasting and positive impression.

Face-to-face public speaking is often the most effective communication medium enabling the speaker to look the audience in the eye, adapt to their immediate concerns, and interact with them directly during the question and answer period. There is no substitute for that personal touch. A speaker's effectiveness can warm the audience and enable the listener to see the corporation as something besides an impersonal corporate entity.

This thesis looks primarily at the public speaking practices of Nevada Power Company at the executive level, and at their speakers' bureau. Secondarily, this study examines public speaking activities at Sprint Central Telephone-Nevada, as well as with the Las Vegas Valley Water District.
The Value of Public Speaking in Corporate America

Public speaking is a skill that, when properly learned and practiced, is a good communication tool for corporations to use when seeking to communicate with key publics.

Utility companies are corporations which face unique challenges in relaying messages and provide a useful organization for this current study. They have a diverse audience of people of all ages, races, ethnic backgrounds and financial income. Although these are the same publics for all businesses, utilities also must face the scrutiny of a public service commission. Not only do the utilities need to communicate with traditional publics, but regulatory agencies must also be persuaded that the utilities have operated in ways consistent with the public’s interest.

Utility companies use a variety of media to relate their message to their publics. They use television, radio, newspaper, or other printed materials, such as bill inserts and brochures. However, one of the most direct medium available to them is the personal contact provided when an employee gives a public speech. Oftentimes, stronger communication takes place when the audience can both see and hear a speaker deliver a message directly to them by enabling the audience to interact with a person instead of a television screen or a newspaper page. If a message is misunderstood, speakers can immediately clarify points of concern and can take advantage
of the opportunity to turn possible negative attitudes into positive ones. Questions can be answered and follow-up opportunities utilized.

Because personal contact enables better communication and the opportunity to present a positive corporate image, it is especially important for those representing the organization in the public forum to be well trained in public speaking. In addition to representing their companies to the general public, they must also be able to communicate vital information to legislators, business people, and others whose responses impact the well-being of the company.

Many of the various communication media a business uses (radio, television, newspaper, direct mail, etc.) are costly. Comparatively, public speaking is inexpensive. Although there is an ongoing cost to the Communications Department to prepare employees to speak, it costs less for an employee to spend an hour delivering a message via a public speech than it would for that employee to communicate the corporation's message through a television or newspaper advertisement. Every time corporate speakers deliver a speech, they have a cost-effective window of opportunity to persuade an audience to better understand and appreciate their corporation's message.
This study is significant for at least three reasons:

1) In the changing environment, utility companies need more than ever before to communicate effectively with key publics. This thesis evaluates how well Nevada Power in particular prepares speakers to communicate.

2) Little has been done by scholars to investigate the uses of speakers’ bureaus and public speaking in the public utility environment. This study attempts to fill the preliminary need in this area for a good descriptive and evaluative study.

3) The study compared the principles of public speaking found in academic textbooks with methodologies applied in this environment.

Deregulation

Utilities no longer have a monopoly with their business customer. Deregulation of utility industries took place in every state in the nation beginning in 1984, permitting the utility company’s business customer to generate their own power. This has forced utilities to become more competitive, and to work even harder to persuade their constituents.

Locally, Sprint Central Telephone-Nevada (formerly Centel) was the first utility in Las Vegas to have its service industry deregulated. In 1984, Congressional laws were enacted opening up the phone industry to
competition when Federal Judge Earl Greene passed a ruling that broke up the national phone industry into local and long distance carriers such as AT&T, Sprint and MCI Bell. Judge Greene’s decision came as a result of a lawsuit brought by MCI challenging AT&T’s monopoly over long distance competition (White, March 10, 1994).

As a result of this deregulation, the often dramatic changes in the telephone industry require swift, clear communication between the industry, its consumers, and the various agencies which oversee the industry.

For other utilities, such as the Las Vegas Valley Water District, the need for public speaking skills are important because of increased demand for services which may be difficult to provide for reasons outside their control. In Las Vegas, a population explosion and drought conditions, combine to create an environment where communication is essential. Consumers must be convinced to practice water conservation, ensuring delivery of safe, sufficient water levels to expanding areas, and plans for future water acquisition involve careful, clear message preparation and delivery.

In October 1992, Congress passed the National Energy Act deregulating the electric utility industry. Business customers were no longer bound by their geographical area and could buy electricity from whomever they chose, thus causing electric utilities to compete directly against one
another for the first time ever. The 1992 National Energy Act completely changed the nature of how electric utility companies operated and forced utilities to be much more aware of the importance of marketing.

It is the opinion of Nevada Power Manager of Media Relations and Public Information Rob McCoy that those utility companies who adjust to the new market and develop aggressive plans of action will survive. Those who are slow to enter this new market, or are hesitant to change at all, will not (McCoy, February 15, 1994).

A key concern of Nevada Power's Speakers Bureau was that complex issues related to deregulation of the electric power industry be fully understood by those going out to speak on behalf of the company. So in this sense there should have been a real emphasis on the presentation of evidence and argument. A second major concern was that the customers hear a coherent and consistent message from those who are part of the speakers bureau.

As utilities have experienced deregulation because of federal legislation, it can be seen nationally that utilities are placing more importance on their speakers bureaus in order to effectively communicate information about rate increases, quality services and quality-controlled spending. According to Sierra Pacific Power Company's Corporate Affairs Director Darrell Plummer, it is now common for utilities to have one full-
time employee dedicated solely to public speaking (Plummer, January 17, 1994). Each of the three utility companies studied, Nevada Power, Sprint Central Telephone-Nevada, and the Las Vegas Valley Water District, have one person who coordinates speakers bureau activities.

**Background Information on Nevada Power**

Nevada Power Company, based in Las Vegas, and in the fastest growing state in the nation, has been providing electricity to Southern Nevadans since February 1906, one year after the city of Las Vegas was founded. The founders of Nevada Power Company were two local businessmen, a lumberyard owner and an engineer. The company currently employees more than 1,800 people.

Nevada Power's service territory covers 4,350 square miles in Clark and Nye Counties including Las Vegas, Henderson, North Las Vegas and Laughlin. The company serves over 380,000 customers with 336,193 residential and 46,838 industrial customers. Nevada Power Company is the only utility company in the nation to which its industrial customers pay higher electric rates than residential customers (Alberta, March 11, 1993).

According to Nevada Power Manager of Media Relations and Public Information Rob McCoy, the gaming industry represents a substantial portion of its industrial customer base, but their biggest individual energy
demands come from other sources including the Southern Nevada Water System, Nevada Test Site, Nellis Air Force Base, Las Vegas Valley Water District and the Clark County School District (McCoy, February 15, 1994).

The population boom seen in Nevada has helped Nevada Power to exceed the traditional customers utility growth rate of 2 - 3% annually. Nevada Power reports that its total ultimate customer growth rate was 10.1% in 1989, 9.4% in 1990, 5.3% in 1991, and 4.6% in 1992. These increases were well above the national and regional figures. (Alberta, March 11, 1993)

In 1993, Nevada Power added an average of 1,800 new electric customers each month. Nevada Power’s projected customer growth rate over the next five years is 4 - 5% annually, which is more than twice the national average (Alberta, March 11, 1993).

Las Vegas is a booming metropolitan city with some of the world’s largest resorts, one of the fastest growing residential areas in the country, and a healthy and growing business sector. This places unique challenges on the city’s infrastructure and on Nevada Power to provide electricity in an efficient yet affordable manner.

Scope, Limitations and Purpose of This Study

This case study examined the speakers bureau and speeches delivered by others at one of Nevada’s largest utility companies, Nevada
Power. Of special interest were the bureau's philosophy, goals and objectives, speech training program, speeches of Nevada Power employees, the background and activities of the bureau's manager.

This study focused specifically on Nevada Power's speakers bureau and the speeches delivered. Nevada Power was chosen for this first case study of a corporate speakers bureau because it was decided that the study should be conducted on the corporation with the most developed bureau. Although the focus was on Nevada Power, the study examined, to a lesser extent public speaking activities at Sprint Central Telephone-Nevada and the Las Vegas Valley Water District. The purpose of comparing the speeches from those three utilities was to explore the extent to which Nevada Power's speakers bureau and speech program had potentially unique characteristics. The focus of the study, though, was on Nevada Power.

The purposes of examining the above topic were:

1) to describe the function and structure of the bureau,

2) to ascertain the degree to which its training program utilizes sound public speaking principles found in academic text books, (by comparing how Nevada Power trains its employees versus what the academic text books suggest about public speaking),
3) to ascertain the effectiveness of the bureau’s training program in preparing speakers to communicate well with their audiences, (by looking at the content and quality of Vince Alberta’s public speaking training program) and,

4) to suggest ways the bureau could improve its activities.

History of the Nevada Power Speakers Bureau

Nevada Power first began to focus on improving their employees’ public speaking efforts in 1987. At that time, Conrad Ryan was Chief Executive Officer and Bill McGarry was Senior Vice President of Customer Services and Communications. Murray Westgate, Manager of Public Affairs, reported directly to McGarry. Mr. Westgate wanted to start a Nevada Power Toastmasters Club to train employees for public speaking.

An in-house Toastmasters group was formed which met weekly during working hours at Nevada Power. The senior management initially agreed to pay all Toastmaster fees for any employee who wanted to participate. However, once the Toastmaster Club had officially begun and was open to all Nevada Power employees, Ryan changed his mind, wanting to pay only for the upper management to participate. McGarry, upset by this, wanted to ensure that Nevada Power senior management followed through with their earlier promise and succeeded in achieving the
corporation pay initial fees for all employees to participate (Newlon, March 23, 1994).

In 1989 Nevada Power hired Allison Newlon as Communications Specialist. At that time, Nevada Power had a very informal speakers bureau in place.

Any training employees received came from their participation in Toastmasters. Speeches given were because of reactive measures when the Communications Department responded to a phone call from a community group requesting a speaker from Nevada Power. There was not an organized, proactive effort by Nevada Power to promote their speakers bureau to community groups, but instead a response to requests from individuals or groups in the community who wanted to hear more about Nevada Power.

When McGarry retired in late 1989, Nevada Power President Jim Holcombe reorganized the communications and public relations efforts and named Newlon Director of Corporate Communications. One of the first projects Newlon was involved with as Director of Corporate Communications was the 20-Year Resource Plan. In 1990, Nevada Power had to submit this 20-year plan to the Public Service Commission. This plan outlined Nevada’s long-term proposed activities and plans for obtaining electric power. The outcome from Nevada Power’s submittal of
this plan would ultimately help Nevada Power executives to see the need for effective public speaking efforts from them and their employees.

Once this 20-year plan was submitted, the Public Service Commission mandated against Nevada Power’s wishes, that Nevada Power could not build any more generators due to the Energy Policy Act. Nevada Power was forced to sign a contract using other utilities existing generators (i.e. co-generators), due to the Energy Policy Act instead of being approved to build their own new generator sites.

The use of co-generator power forced Nevada Power costs to increase, so Nevada Power needed to have the community and the Public Service Commission understand why they were requesting a rate increase. Thus, the utility executives saw the need for effective public speaking efforts for them and their employees.

Nevada Power’s senior management devised a plan for Nevada Power to raise rates due to the Public Service Commission’s mandate. According to Newlon, it was Nevada Power’s goal to “win over” the business community and other groups (Newlon, March 23, 1994).

Two target groups identified were businesses and senior citizens. The business sector was presumed easier to persuade because they were used to looking at the “bottom line”, and at facts and figures. Thus, Nevada Power could use data as evidence and rely on reasoning when addressing
that group. Senior citizens were harder to persuade and had to be addressed with more of an emotional appeal as well as using facts and figures (i.e. evidence and persuasion) in a speech. The importance of convincing senior citizens was that they tended to be one of the most active and vocal groups in the community, were very well organized politically, and were seen as having the time to devote to opposition if unconvinced.

Thus, Nevada Power saw a strong need to organize a successful speakers bureau that could effectively relay Nevada Power's message to the community. This became very apparent as they made their appeal to the Public Service Commission for a rate increase. During the first rate increase that Newlon had observed since being employed by Nevada Power, she saw that the Communications Department did not have adequate procedures and structure in place to handle public speaking activities. Most of the public speaking engagements had been handled by Chief Financial Officer Steve Rigazio and Vice President for Customer Service Cynthia Gilliam. Newlon said that those two were "drained" and wanted others to help share the public speaking responsibilities (Newlon, March 23, 1994).

Newlon made an appeal to senior management to put together a proactive speakers bureau that would be well-trained and prepared to deliver a speech to any group. The management agreed to have this group in place and approved it. In July 1991, Newlon hired Vince Alberta to serve as a
Communication Specialist focusing primarily on public speaking, and to organize an ongoing speakers bureau effort.

Newlon and Alberta put together a speakers bureau and opened the public speaking activities to any employee who wanted to be trained and who wanted to participate. They expanded the base of speakers by including a larger and diverse group of employees who were prepared to give a public speech, consequently lightening the load of Chief Financial Officer Steve Rigazio and Vice President of Human Resources Cynthia Gilliam.

Through the use of effective public speeches, consistent with the principles of leading college public speaking texts exemplified by Lucas’ *The Art of Public Speaking*, Newlon helped to achieve a successful completion of the pending rate case. However, once the rate cases were completed, the management questioned the need to spend employee’s time practicing public speaking skills. “The senior management questioned the need for the purchasing director to give public speeches when they were not in the middle of a rate increase hearing,” said Newlon, “and when the pressure of rate increases was on, they supported it; when it was off, they questioned it” (Newlon, March 23, 1994).

Newlon’s philosophy was that in order to run an effective speakers bureau, you had to have an employee, like Alberta, spend at least 50% of
his/her time to run and maintain it. Newlon tried to ensure that there was continuity with constant training and practice for the speakers. “Once you neglect the program, then the weeds start to grow,” said Newlon (March 23, 1994).

While serving in the role as corporate communications director, Newlon had to continually ask herself how important the speakers bureau was to her. She had to make a commitment to the program and fight with the management to retain it. In lean budget years, it was one of the first things management proposed to discontinue (Newlon, March 23, 1994).

In 1992, Alberta’s first year of coordinating the speakers bureau, Nevada Power reached 129,404 people through public speeches. Those speeches were delivered to various community-service organizations and special events such as home shows, seminars, public hearings and workshops. A total of 65 employees from a variety of departments and job levels, delivered the speeches. Those representatives gave 158 presentations to 143 groups over 117 days during the year (Alberta, May 13, 1993).

Alberta estimated that those presentations translated into 298 hours and 6 minutes of community-service speaking. Additionally 28 employees spoke a total of 70 hours outside of work. Alberta reported that “while covering a variety of topics throughout the year, company representatives
gave special emphasis to explaining the effects of the rate-case decision in July 1992, energy-saving tips, the electric vehicle and the customer stock purchase plan” (Alberta, May 13, 1993)

The public speaking program at Nevada Power was selected because it is the most developed of the any utility in Southern Nevada. Of the three utility companies studied, Nevada Power was the only one that maintained a full-time employee to coordinate and oversee the speakers bureau. The other two companies, Sprint Central Telephone-Nevada and the Las Vegas Valley Water District, had employees who delivered public speeches, but did not have formal speakers bureaus. The public speaking training sessions at the Las Vegas Valley Water District and at Sprint Central Telephone-Nevada were either non-existent, or due to employee reassignment, were not in operation during Spring, Summer and Fall of 1993.

Nevada Power had maintained a speakers bureau intermittently over the past 15 years. With the passage of the 1992 National Energy Act, which de-regulated the electric utility industry, Nevada Power officials determined that public speaking and public presentations would be crucial in informing the public about the changes in the electric utility industry. Nevada Power had held a monopoly in providing Southern Nevada with electric power for almost 90 years, but now they would have to persuade
people that they were the most efficient electricity supplier and would have
to compete for the business of customers in Southern Nevada.

**Organization of Bureau and Goals**

During 1993, the speakers bureau was run by Alberta. At that time, he reported to the Manager of Media Relations and Public Information Rob McCoy, who answered to the Director of Corporate Communications Allison Newlon. Newlon had a direct reporting line to Nevada Power President and Chief Operating Officer Jim Holcombe. (Appendix I).

Alberta’s primary responsibilities dealt with organizing the speakers bureau and implementing public speaking policies and procedures. He also had the responsibility of marketing the speakers bureau to the public.

Alberta was happy to have the renewed support from the upper management and more actively promoted the speakers bureau through public service announcements, bill inserts and news releases (Alberta, May 13, 1993). Since the enactment of the 1992 Energy Policy Act, the need for Nevada Power to present a positive corporate image had never been stronger.

One of the first things Alberta did when he began his job was to call other utilities in Nevada as well as around the country to find out how they structured their public speaking efforts. He then looked internally inside his
corporation to analyze previous public speaking activities, and to determine how he could improve them. He discovered that public speaking training was not taken very seriously among the employees and among the managers. He found upper management had not given public speaking training a high priority. Therefore, employees were not making an effort to take time out of their days to go through the training sessions and to become members of the public speaking team.

One of Alberta’s goals was to get on-going support for the speakers bureau from upper management. Without this support, attendance at the speaker’s training sessions would remain low. Alberta and his supervisor met with key managers and persuaded them to support employee speech training sessions using company time to attend in-house public speaking workshops.

Another of Alberta’s goals was to provide enough speaking opportunities for the speakers bureau members to maintain their public speaking proficiency. Through the in-house Toastmasters group and semi-annual public speaking workshops, Alberta was able to provide enough speaking opportunities for the bureau members to remain well rehearsed.

Alberta also set as a goal the publication of a packet listing all speakers and their topics. However, he did not just want to list the employee’s names and topics in the resource planner because he said
"consumers will only book the sexy, important-sounding employees to speak" (Alberta, June 2, 1993). His intention was to be creative in packaging the topics so that the speakers would appear to be equally appealing. He wanted to put together a marketing piece that "titillates with the title but does not give away the name of the speaker, because the speaker may be an engineer or someone perceived to be boring" (Alberta, June 2, 1993).

The philosophy of the Communications Department was to recruit many employees from a variety of departments and to prepare them to give public speeches. After Alberta received management endorsement, he began recruiting key employees from diverse groups to go through his public speaking training program. Nevada Power currently has approximately 60 employees who are well-trained and prepared to deliver public speeches.

Organizational Support for Bureau from Senior Management

As previously mentioned, there has not always been strong support for Nevada Power's speakers bureau from senior management. Some managers supported the notion of employees being well versed in public speaking, but did not fully endorse the training program with money or with time off for employees. Employees were permitted to participate in the
public speaking workshops as long as their work was finished and participation did not interfere with their primary job responsibilities.

When budgetary meetings were held, Newlon always had a difficult time convincing Nevada Power executives that money was needed in order to maintain the speakers bureau training programs (Newlon, March 23, 1994). Financial support was needed for on-going aspects of their public speaking efforts, such as research of public speaking locations and audiences, speech writing and preparation, follow-up to the speeches delivered, and ongoing practice with employees who delivered speeches. Nevada Power executives were reluctant to allot money to ongoing public speaking efforts. Newlon said that in tight budgetary times, the management felt that a well-planned public speaking program was a luxury and not a necessity (Newlon, March 23, 1994).

The passage of the National Energy Act was the decisive factor that led management to endorse the efforts of the communication department with regard to public speaking and the implementation of the speakers bureau (Newlon, March 23, 1994).

Various formats for the public speaking workshops were tried using different times, days of the week and different locations. After much experimentation, Alberta settled on a schedule of public speaking
workshops on two consecutive weekdays for four hours each day during the workday in a Nevada Power training room.

Training of Speech Instructor

At the time of this study, Alberta was a graduate student in Public Administration at the University of Nevada, Las Vegas. He received his undergraduate degree in Mass Communications in 1985 from Mesa State College in Grand Junction, Colorado. His work experience includes ten years in radio, four years in television and two and a half years working for a newspaper. Before moving to Las Vegas in the Fall of 1991, he delivered the commencement address to his alma mater, Mesa State College. Upon his arrival in Las Vegas he secured a job working for KUNV 91.5 FM radio station as the Director of Development. Ten months after his arrival, July 1992, when Nevada Power wanted to hire a Speakers Bureau Coordinator, Alberta was selected for this position over a long list of candidates. One of the primary interviewers, Allison Newlon said, “We interviewed dozens of candidates for this job, but none of them seemed as confident, qualified and as well-prepared to verbally extol his ideas to the search committee as Vince. He clearly knew what to say and pushed the buttons of the committee” (Newlon, March 23, 1994).
Alberta’s primary public speaking training came from college public speaking courses and from the hands-on experience he gained as a broadcaster at KREX television station in Colorado. He also took UNLV’s COS 711 (Research Methods) which dealt with speech criticism. The fact that he combined both academic speech studies with real world public speaking experience, added to his credibility as a speech instructor.

Following Alberta’s employment began at Nevada Power, he has attended several speakers bureau workshop conferences and has talked to speakers bureau coordinators all over the country to learn as much as possible.
CHAPTER 2

REVIEW OF LITERATURE

Source Document

Since functions such as speakers bureaus often are a function of human resource development units, Training and Development Handbook by Robert L. Craig was utilized, and was helpful in determining how to categorize the numerous publications dealing with the subject matter of this review of literature. Craig states that there is a difference between education and training. "Education challenges the individual intellectually, uncovers latent talent and ability, and improves performance at doing and thinking. Concepts, values, ideas and incidents discussed in the classroom force the student to think, improve problem solving capability, and clarify values. Training teaches specific skills or procedures. It is more narrow and specific than education. Many learning programs use both educational and training elements to achieve their objectives" (1987, p. 586).

Indeed the distinction of education vs. training is useful. There are, of course, many instances in the process of giving a corporate presentation in which the goals of enhanced education are also achieved. Therefore, a strict dichotomy between education and training does not exist.
Craig also states that "It is important to discover the method that will assure learning takes place. To do this, the development professional's first question concerning a learning objective should be, 'How will these particular managers learn this most effectively?' Only after this has been answered can the question be asked 'Given what I know about learning how can this be taught most effectively?"' (1987, p 586).

Once these questions have been answered, the best learning environment for the employees (i.e. the students) can be discovered, and the emphasis can be placed on the student. Thus, having an appropriate learning environment for the student is closely related with how much they will learn. Speakers bureau coordinators such as Alberta, and Centel's former Speakers Bureau Coordinator Larry White believe that the most effective public speaking training professionals can receive often takes place in their work environment (Alberta, March 11, 1993 and White, March 10, 1994)

Based on Craig's notion about the difference between education and training, the review of literature is categorized into two different areas: educational literature, consisting of traditional speech communication text books, and training literature. The latter is separated into two areas: a) information about training the speech trainer, and b) information about public speaking techniques.
Non-Academic Training Literature

In this Review of Literature section on “Non-Academic Training Literature,” the information found is broken down into two areas: 1) information about training the speech trainer, and 2) information the speech trainer may use in their training session. Following is a discussion of articles dealing with information about training the speech trainer.

In a November 1992 issue of *Training and Development*, Kittie W. Watson and Larry L. Barker discuss eight misleading assumptions that inexperienced trainers make about listeners, and give advice for gaining audience attention in an article titled, “Both Sides of the Platform” (pp. 15-18). Also in *Training and Development*, is an article written by Terry H. Chapman in April 1992 titled, “Coaching Speakers” that provides tips for more effective training sessions (pp. 21-27). Chapman gives suggestions for helping speakers to meet training goals, and for preparing presentations that are well-organized and useful to the audience. This article also suggests means of evaluating speakers.

Barbara Lyne discusses techniques for the care and treatment of stage fright in a January 1993 article “Speaking for Myself... I’d Really Rather Not” (*The New York Times*, p. 142). Lyne discusses speaking apprehension in the corporate world, and focuses on the coaching offered through a company called Speech Dynamics, Inc. In continuing to look at
public speaking problems that corporate executives sometimes face, Deidre Fanning writes about the training and analysis of corporate speakers in her 1990 article “The Public Equivalent of Root Canal” (The New York Times, p. F25). Fanning provides observations on executive technique, discusses a successful public speaking seminar and gives comments on the extreme speaking apprehension experienced by many businesspeople.

Looking at the lesson plans utilized by speech trainers, Michael R. Toney gives instructions to trainers on how to prepare public speaking lesson plans in his June 1991 article titled, “Lesson Plans--Strategies for Learning,” (Training and Development, pp 15-18). Toney provides instructions to trainers on preparing lesson plans for courses. The author approaches the lesson as if it were a speech, thus making it applicable to a study on public speaking.

In a May 1990 article in The New York Times titled, “Teaching the Sir Winston Method,” N.R. Kleinfeld reports on a speaking seminar whose founder taught students to apply Winston Churchill’s oratory techniques. Kleinfeld notes that “nearly half of all medium and large corporations, speech instructors estimate, furnish public speaking training for employees” (p.8).

One of the problems facing speech trainers is that they have a relatively short period of time to teach public speaking techniques to
corporate employees. Employees often are busy and do not have a lot of time to devote to public speaking training, thus making it even more important for speech trainers to keep the training sessions concise and to the point. S.B. Mathur’s 1991 article, “Tips to Tame Trainers’ Time,” Training & Development, provides recommendations for trainers who have trouble meeting time constraints (pp 12-13). Mathur gives tips for keeping the training session focused and on a strict schedule in order to best utilize busy employees’ time.

Examples of articles are noted that deal specifically with aspects concerning the speech trainer. Following are some articles that give practical speaking tips for the public speaker. This type of information is often included in public speaking training sessions.

Daniel A. Cirucci writes about aspects of a good public speech in his May 1993 article, “Speak Like the Best of Them” (Association Management, p. 78 - 83). Cirucci advises gearing the speech to particular audiences, being careful with humor, structuring the speech in three parts, and using dynamic linguistic devices such as metaphors, stories, and quotations. The article also provides additional tips on speech delivery.

Another interesting article dealing with the public speaking act, written by Jolie Solomon in May 1990, is “Executives Who Dread Public Speaking Learn to Keep Their Cool in the Spotlight” (The Wall Street
Journal, p. B1). Solomon discusses treatments available for speaking apprehension, including consultants, counseling and Toastmasters. Another article about overcoming public speaking anxiety was written by Mary Rowland in May 1992 (The New York Times, pF17). This article titled “Shedding the Fear of Speaking”, describes the types of pointers given in speaking seminars.

One of the problems faced by technical employees when delivering a speech to a non-technical audience is speaking in clear enough language for laymen to understand. Jan D’Arcy addresses this problem in her March 1992 article, “How to Let Others Know What You Know” (Computer Careers, p 91). D’Arcy gives tips on making presentations on technical/specialized subjects that are clear and understandable for different audiences. Tips include finding common ground with the audience, using stories, and being responsive to the feedback. Another article addressing technical or specialized speeches is by Bert Decker. In this article, he discusses the increased demand on more employees for delivering presentations both internally as well as outside to community groups. His article, “Successful Presentations: Simple and Practical,” (HR Focus, Feb. 1992, p. 19) suggests an approach to giving talks on technical topics that involve streamlining messages and using eight audience involvement
techniques. Among these are creating drama, giving demonstrations, and posing thought-provoking questions.


Specific public speaking tips are discussed in Victor Parachin’s 1990 article, “10 Tips for Powerful Presentations” (*Training*, July 1990, p. 59-60). Parachin presents ten tips: begin dramatically, be brief, be organized, use humor, keep it simple, never read, take charge, be sincere, consider conditions, and tell stories.
Richard G. Plavetich and Brian H. Kleiner state that public speaking is a skill that can be learned in their 1992 article, “How to Be an Effective Public Speaker” *(Training & Development, Nov. 1992, pp 17-20)*. Plavetich and Kleiner provide suggestions for preparing, delivering and concluding presentations. The article deals with overcoming nervousness; rehearsing; the elements of the speech—introduction, body, supporting material, conclusion and the question period; and physical appearance.

In addition to literature on speech pedagogy, many brochures and manuals printed by Nevada Power describe the utility company’s policies, procedures and recent legislation passed which de-regulated the electric power industry. Understanding the regulatory aspect of utility companies was necessary before trying to analyze the importance of delivering speeches about them. This literature provided background for the discussion of industry de-regulation.

**Journal Articles**

One might expect that the popularity of corporate public speaking and the extensive consulting carried on by academics in this area would have resulted in a plethora of journal articles and publications. However, only two academic journal articles related to this study. The first one, “A Program of Public Speaking Training: One Consultant’s Approach” by
Lynn Webb (1989), addresses public speaking training at a utility company. In this article, Webb documents public speaking practices at a public utility company in Gainesville, Florida. Webb reduces public speaking training for utility company employees into these four elements: delivery, organization, persuasion and audience adaptation.

Providing public speaking training in a business environment, rather than in an unfamiliar outside location, makes it more conducive for a business professional to take advantage of the training available. Webb held her training sessions in the evening to help eliminate phone calls and other possible distractions. Conducting sessions in the utility’s training room was convenient for the employees to attend after work. Webb argues that holding a training session after work hours tends to increase absenteeism. In Webb’s training session, a total of 11 people were enrolled in her workshop with only six people in attendance at every session. This particular session consisted of four 3-hour sessions on four consecutive Tuesday evenings.

Two of Webb’s major criticisms of public speaking in the corporate world are: 1) too many speech trainers use canned training courses that they apply indiscriminately among a variety of different clients and businesses, and 2) too many public speakers have only received college
level public speaking instruction, as in COS 101 at UNLV, and not the more specific training available at a corporate level.

Webb cites "Johnson and Szczupakiewicz (1987) research indicated that the two delivery styles most often used by college graduates in the workplace are impromptu and extemporaneous delivery. Further, the authors reported that the respondents rated 'informative speaking' as the most often used and the most important public speaking skill from among a list of 18 options (e.g. selecting a topic, gathering support materials, entertaining speaking)" (1989, p. 75).

Webb states that "Companies, agencies, trainers, and scholars recognize the importance of effective public speaking for practitioners in the business world. However, most instructional materials on public speaking are written for college students rather than practicing business professionals" (Webb, 1989, p. 72).

When discussing delivery, she stresses the importance of eye contact, gestures, body movement and posturing, and voice. If these basic elements of delivery are carried out in a proper manner, a speaker can keep an audience involved. A speaker can have important speech copy prepared, but without the proper delivery style, the message may not be heard by the audience.
Webb's discussion of organization addresses speech arrangement. A speaker needs to present correct information and all of the parts of the speech need to allow the most logical flow of information. The introduction must capture the audience's attention, the speech body must convey the necessary information, and the conclusion needs to summarize and recap important aspects of a speaker's message.

Audience adaptation is one area that will be different each time a speaker walks in front of a new audience. There are many factors to consider in assessing an audience including age, background, time of day the speech is given and whether or not the audience has just eaten a meal.

Another article used in this review of literature was written by Susan Jarboe, "Teaching Communication Consulting and Training (or, Reminisces of a Trainer)" (The Southern Communications Journal, Fall 1989, pp 22-41). While Webb covers the intricate details of public speaking, Jarboe concentrates on preparation for the training session.

She notes that she wants to teach Communication students while they are at a flexible age and time in their life. "Training does not occur in a vacuum; it occurs as a part of some effort by the organization to deal with a felt problem or need. Therefore, my goal is for them to understand how communication training can be a part of an overall process of organizational growth and change" (1989, 23-24).
Jarboe’s idea is that college students should read two textbooks prior to conducting a speech training session: a book on consulting and a book on training. She contends that the combination of having both knowledge of consulting as well as training information, will help to make for a well-rounded consultant.

In discussing the preparation needed for a speech consulting job, Jarboe recommends a similar style of preparation to Webb’s. Webb describes her process of trying to secure a contract with a public utility company, and how she designed a workshop specifically for that corporation’s needs. Webb’s workshop preparation involved a training proposal provided months in advance of the job’s starting date, including a workshop design and information on how evaluation would be conducted.

Similarly, Jarboe provided a preliminary contract for the desired job based on an analysis of the corporation so that she could cater her training session specifically to their needs. The proposed design offered a solution and an evaluation to be measure the effectiveness of the design.

In looking at who makes a good speech trainer, Jarboe opines that sometimes academicians “were too wrapped up in theory and could not see what the organization really needs” (1989, p. 28). She observes that her “first experience with ‘theory versus practice’ was unsettling because a
Ph.D. does not necessarily command respect” (1989, p. 28) in the consulting world.

Regarding the problem trainers sometimes face in maintaining a high attendance rate, Jarboe says, “most supervisors and managers were willing to let employees come on pay status, if they could schedule coverage on the units” (1989, p. 29).

While Webb recommends evening training sessions, both Jarboe and Vince Alberta prefer day training sessions. Nonetheless, a hazard of conducting the training sessions in the building during the day may mean that “the participants although ‘excused’ from their duties were still accessible. Trainers had to get used to beepers going off and participants who disappeared, never to return.” (Jarboe, 1989, p. 37)

An incentive Jarboe uses to encourage employees to participate in her workshops is to provide certificates at the end of the session. This serves two purposes: a visible reward to the participants, and when applicable, a personal copy of the CEU’s earned in the program.

Jarboe’s philosophy is to give the workshop participants a say on how program scheduling, such as selection of time of day, and length of sessions. Jarboe discovered a 16-hour program, with 4-hour segments was preferred, taking place one day each week, allowing students to practice
what they had learned in each session before returning to the next training session.

In setting up training sessions, Jarboe ensures a cohesive group of employees by paying particular attention to avoiding a manager matched up with their employee, thus making it difficult for the subordinate to speak in class.
CHAPTER 3

METHODOLOGY

This thesis utilized a case study approach and application of rhetorical criticism. According to Gerald R. Adams and Jay D. Schvaneveldt (1991), “The case study approach is an in-depth study of one or a limited number of cases in which each case is treated as a whole. The case study approach is particularly helpful when deeper understanding is needed and when there is little concern about generalizing to a large population” (p. 117).

To assess the effectiveness of the Nevada Power bureau, the operations are compared to criteria contained in leading college public speaking texts. A discussion of these criteria is found on page 41. Actual speeches are measured against the standards set forth in college text-books and training manuals.

Approximately 126 hours were spent by the researcher over a one-year period observing public speaking practices at Nevada Power, Las Vegas Valley Water District, and Sprint Central Telephone-Nevada, and interacting closely with key company public speaking employees. This approach enabled a “behind the scenes” understanding of problems and successes.
Nevada Power received close scrutiny while the Las Vegas Valley Water District and Sprint Central Telephone-Nevada public speaking representatives were only interviewed. The latter provided background information and context for comparison in this study.

Establishing a close working relationship with the Nevada Power utility company employees resulted in more information than would have been given to an outsider dropping by to ask a few questions. This relationship also provided opportunities to observe public speaking activities firsthand and to compare and contrast those efforts with other utilities.

Added benefits resulted from access to several of the company’s internal goals and expectations which provided a better analysis of their public speaking problems and proposed solutions, and the opportunity to build a trusting confidence with various employees.

This case study also utilized standard principles of rhetorical criticism to investigate speeches made by Nevada Power employees.

Various public speaking practices were analyzed for content, style, delivery and audience feedback. Compared and contrasted were the frequency of speeches given, audiences, employee status, description of trainers, preparation and research of speaking location and audience, type of printed material or audio/visual aides, monitoring of speech follow-up
and feedback, and identification of problems, if any, experienced during the speech presentations.
CHAPTER 4

ANALYSIS

An assumption made by the researcher in this study was that the leading college and university public speaking textbooks explicate a useful set of public speaking principles and techniques. These principles are the result of many years of research employing empirical, experimental and applied methodologies.

The sampled textbooks present what is fundamentally a Neo-Aristotelian model. Therefore, this model is used to critique both the Nevada Power speakers bureau speech training program and the actual speeches given by speakers in the company who benefited from this training.

The salient characteristics of this Neo-Aristotelian model are:

1) A concern for the primacy of audience adaptation in preparing and delivering an effective speech.

2) Emphasis on good reasons. That is, a detailed discussion of the various types of arguments and a discussion of the various types of evidence and fallacies are competently laid out in a logical, clear style.

3) A concern for the ethical dimension in public speaking.
4) A recognition of the importance of emotional appeals as long as those appeals do not overshadow good reasoning and sufficient evidence.

5) A recognition of the importance of appropriate language so that the audience is able to easily understand the message and may respond as desired.

6) The importance of establishing source credibility during the act of speechmaking is an important aspect of public speaking.

The modified Aristotelian model found in speech textbooks is different from Aristotle's model in that the modified version considers:

A) Empirical evidence plays an important part in the persuasion process,
B) Informative speaking is discussed,
C) There is very little discussion of the fifth canon of memory,
D) It considers stage fright.

Public Speaking for College and Career, and Gronbeck, Eninger and Monroe's Principles of Special Communication. [see bibliography].

The summary of topics discussed by Lucas and others cited serve as a guide in determining the extent to which Nevada Power's Speakers Bureau adheres to the basic principles of public speaking. Those topics include: 1) determining the general and specific purpose of the speech, 2) audience analysis, 3) informative speaking, 4) persuasive speaking—reasoning and evidence, 5) evidence, 6) organization, 7) language style, 8) delivery, and 9) visual aids.

Speakers Bureau Training Program

The Nevada Power speaker bureau conducts public speaking training sessions twice each year. Vince Alberta was in charge of recruiting a diverse group of employees throughout the year to participate in this program. Mr. Alberta informed all Nevada Power employees about the sessions via the company bulletin board, newsletter and through interoffice memos. All employees were invited to attend, but they must have had the permission from their direct supervisor since they would attend during the workday.

The sessions were held on two consecutive days from 9:00 a.m. to 2:00 p.m. A maximum of twelve employees was suggested for each
session, however an average of six employees traditionally attended the sessions. One session was offered in the spring and the other in the fall. Mr. Alberta had the primary responsibility for the preparation of the seminar, and for conducting the sessions.

The workshop dealt with 10 topic areas: (Appendix II)

1) Fear
2) What Makes a Good Speaker?
3) Physical Exercises
4) Verbal and Vocal Exercises
5) Learn About Your Audience
6) Goals
7) Organization and Practice
8) Faith
9) Questions and Answers
10) Variables

As will be seen, these topic areas and content differ significantly from Lucas.

The first session “Fear,” focused on overcoming fear associated with public speaking. The discussion addressed fear of performing poorly, fear of audience and fear of material. Whereas Alberta concentrated on what not to do, Lucas’ public speaking model showed ample examples of how to
be properly prepared through “Practicing Delivery” and using a speaking style appropriate for that individual speaker.

The second session, “What Makes a Good Speaker?” encompassed: mental, physical and verbal preparation. Almost all of the topics in the three sub-topics focused on delivery or style. Alberta placed a heavy emphasis on delivery in this section. In covering the various aspects of the makings of a good speaker, Alberta discussed how to mentally prepare for a speech with positive thinking and how to be physically prepared with a good night’s sleep and care given to vocal cords. In comparison, Lucas described a good speaker as someone who is well prepared, has the ability to think critically, and has the proper balance of evidence, persuasion and emotion in a speech.

“Physical Exercises” focused on eye contact and gestures, or the importance of non-verbal communication in public speaking. Again, Alberta placed much emphasis on delivery, in this case non-verbal delivery. College texts, on the other hand, go into much more detail and discusses bodily action and how the speaker’s bodily actions affect the audience. They recommend spending extra time rehearsing the introduction and ending of the speech so that the speaker’s bodily actions are especially at ease at those times. However, both Alberta and the texts agree with the importance of maintaining eye contact with the audience.
“Verbal and Vocal Exercises” presents ways to gain audience attention and use of voice inflection. In this section, Alberta instructed his students to repeat sentences giving voice inflection at different words in the sentence to see how the meaning can change. While Alberta focused primarily on delivery, the texts focused on the importance of language and the imagery and rhythm of using vivid language.

The “Learn Your Audience” section included a handout with ideas for gaining audience approval. The session failed to provide an analytical structure that would be helpful in really “knowing the audience”. Whereas Lucas discussed psychological and demographic factors important in designing an appropriate message, Alberta failed to provide an analysis methodology or technique enabling the presenter to sufficiently understand an audience. For example, he asked the question, “What messages will provide genuine ‘take home’ value for this group?” Yet Alberta did not provide the kind of demographic, psychographic, and situational data about the audience that would provide the basis for answering the question. A way to arrive at the fundamental subquestions that should be asked is missing. For example, learning to use data such as age, gender, religion, hopes, aspirations, and values of his audience were needed to design the appropriate message using the best delivery, style and language.
The sixth section, “Goals,” discusses two different topic areas: purpose and delivery. Suggestions on audience message retention focused almost exclusively to delivery oriented techniques, effective use of visuals, and garnering audience participation. What Alberta should have added here, and what the texts would advocate, is that good arguments and evidence creatively presented and grounded in the audience’s values and attitudes also will enhance message retention.

“Organization and Practice” taught the importance of outlining and the instructor organizes the training material around the metaphor of a meal. The “meal” has three courses: 1) Appetizers, 2) Main Course, and 3) Dessert. The focus was on the presentation of an actual speech.

The “Appetizer Course” follows closely what the texts tell students about introductions. For example: in the first 10 seconds you need to gain audience attention, do not apologize, use language that functions as “grabbers,” and memorize the introduction.

In the body, or “Main Course” three main points should be supported by facts. Although focusing on the use of facts, no detailed discussion was pursued of the kinds of “facts” or evidence useful to support the main points. For example, a good contrast to this is the very detailed discussion of evidence and its use provided in the Lucas textbook, “Evidence consists
of supporting materials-examples, statistics, testimony-used to prove or
disprove something" (1989, p. 323).

The "Dessert" or the close of the speech should include a recap of
the main points. Both Alberta and the texts place an importance of
reinforcing the central idea in the conclusion of the speech.

The eighth section titled, "Faith" discussed the positive mental
attitude that can come from being prepared for a speech. Alberta contended
that if a speaker is well-prepared, then that confidence will instill faith in
the speaker to perform well. Alberta focused on how anxiety can be a
positive driving force. He also focused on how to avoid being boring to an
audience. Other topics he touched upon were the importance of being clear
with the purpose of the speech, suggestions for an appropriate amount of
information to discuss with an audience, and a caution to the speakers to
avoid a rambling speech. Also stressed was the importance of proper voice
projection and proper use of stories and examples, which again focuses on
delivery. This section covers too many different or recurring topics.

Whereas Alberta’s public speaking training session covered some of
the aspects found in the textbooks, the topics were scattered and did not
appear to have a smooth-flowing presentation to the students. Alberta
placed most of his emphasis on delivery, in contrast to the texts which
equally cover the various aspects of public speaking from preparation, to
audience analysis, to gathering materials, supporting speech ideas, organizing the introduction-body-conclusion of the speech, using appropriate language, effective methods of delivery, using proper visual aids, and the various types of speeches including persuasive and informative speeches.

Although the training program did not focus on evidence and analysis, there were examples of speeches given under the auspices of the speakers bureau that did display evidence and logical reasoning.

**Analysis of Speeches—Content and Delivery**

In reviewing the speeches from the three utility companies, Nevada Power was the only utility keeping copies of a variety of speeches on file. The speakers from all three utility companies most often spoke from an outline, or bullet points rather than a typed speech. Their speakers often wrote their own bullet points and elaborated the speeches from knowledge they possessed. Exceptions occur when the CEO or upper management gave an important speech, such as to the shareholders, or to Wall Street firms, in which case he speeches were typed out in detail.

Utility company speeches can be categorized into three categories:

1) Technical or business audience; examples are the Public Service Commission, stockholders and the business community,
2) Public relations; examples are community relations speeches supporting a positive image for the company,

3) In-house audiences are a third category of people who receive speeches from selected speakers.

Following is an analysis of Nevada Power speeches delivered by upper level management. The target audience was Wall Street stock analysts who make recommendations to their brokerage firms. Three short speeches given by senior executives to that group were examined. Each speech addresses a different topic, but all discuss business prospects for Nevada Power in a rapidly changing competitive environment. The speakers were: Chief Executive Officer Chuck Lenzie, President James Holcombe, and Chief Financial Officer Steve Rigazio.

The first two speeches, found in Appendices IV and V on pages 79 through 137, were approximately ten pages long and were double-spaced. The last speech was not typed out word-for-word, but instead the speaker relied on slides and delivered his speech from bullet-points facts.

Following are observations about these three speeches:

1) There was abundant use of evidence and statistics in all three presentations,

2) There were elaborate visual aids in the form of color slides, charts and graphs in order to present data and evidence clearly,
3) The speeches provided significant analysis of the data and evidence,

4) All were well organized with clear transitions and appropriate introductions and conclusions,

5) The language and style was direct, clear and concise,

6) The delivery of the presentation, like the style, was straightforward, consistent with a technical presentation for a technical professional audience. Few gestures or vocal variety were used.

The emphasis on a well-organized presentation, adequate evidence and reasoning, a clear purpose statement, and careful audience analysis were typical of speeches as described in college textbooks.

An analysis of a speech given by former Central Telephone-Nevada President Jim Kropid shows a deviation from the almost textbook perfect model just described. The speech was delivered at a consumer hearing stating rationale for their general rate increase on November 5, 1992. President Kropid delivered the entire speech and introduced his key employees at the end of his speech, and used them only to assist with the question and answer period. At the end of Kropid’s speech were several pages with answers to possible questions.

Kropid’s speech used more of an emotional appeal than the Nevada Power speeches just examined. The purpose of Kropid’s speech was to persuade his audience that his telephone company’s plan for a rate increase
was justified. The audience consisted of consumers, shareholders and the media.

Kropid opened the speech, found in Appendix V, page 127, by inviting the audiences’ comments and used this technique to establish himself and his company as friendly and non-adversarial. He proceeded to provide a history of phone service in Southern Nevada, and emphasized how Las Vegas phone rates compared nationally. He discussed fiscal matters, both past and present, with examples of special services offered to customers. Various aspects of the proposed rate increase and how it would effect the different categories of phone customers were presented.

He concluded by reminding the audience that the hearing was an open process and that he wanted to listen to the audience’s comments. As he opened it for questions and comments, he introduced Regulatory Staff Manager Linda Stinar, Vice-President for Operations Gordon Thornton, and Legal Counsel Kristin McMillan.

The speech was 11 pages long and double spaced. Following are observations about his speech:

1) Like the Nevada Power speech, there was abundant use of evidence and statistics.

2) Unlike the Nevada Power speech, Kropid did not use elaborate visual aids, but rather brought hand-outs that gave more detailed
information about some of the various phone plans he had briefly discussed.

3) Like the Nevada Power speech, Kropid’s speech contained a significant amount of analysis. The difference was that Kropid’s analysis was put into layman’s terms to meet the audience’s needs.

4) Kropid’s speech was also very well organized and contained clear transitions and appropriate introductions and conclusions.

5) Similarly, Kropid’s language and style were very direct, clear and concise.

6) Kropid’s delivery was straightforward like the Nevada Power speech, but contained a little more embellishment, and more vocal variety than the Nevada Power speakers.

The last speech in this analysis, found in Appendix VI on pages 138 through 142, was delivered by Las Vegas Valley Water District Vice-President for Public Affairs Larry Brown to the Mobile Home Park Owners meeting, October 1990, at a time when Las Vegas had been experiencing unprecedented growth. Northern Nevada had been through a drought for the past three years and restrictive water usage laws had been implemented in Reno. Las Vegas had not yet been through the severe water drought that Northern Nevada had experienced and Las Vegans did not realize the
importance of water conservation. The purpose of this speech was to convince the audience to adopt water conservation measures.

The speaker's introduction, found in Appendix VI on pages 138 and 139, outlined what the audience is to learn from the speech: a greater understanding of water conservation, the potential severity of problems in the near future without conservation, and some solutions to the problems. The body of the speech contained evidence by listing giving facts and figures about water usage in Clark County. The speaker also appealed to emotion in the body of the speech when he talked about the personal impact of a water on the audience if Las Vegans do not conserve water. Specific examples of how consumers can use water more wisely were cited. The conclusion of the speech again combined emotion with facts by speculating on how the audience will be affected negatively if Clark County does not find alternate water supply sources. He stated that Las Vegas will have ample water if the community conserves water and if the Water District finds alternate sources for their water supply.

His speech was five pages long and was double spaced. The following observations were made about his speech:

1) Like the previous two speeches in this analysis, there was use of evidence and statistics, but not as much as the first two speeches.
Instead the speaker used an emotional appeal and intertwined some facts and figures.

2) The Water District speaker did not use visual aides but instead distributed printed “hand-outs”. The purpose of the “hand-outs” was to reinforce the speaker’s message after the speech.

3) Unlike the previous two speakers, the Water District speech contained only a small amount of analysis. This analysis supported the reasons for the Cooperative Water Project.

4) Like the previous two speeches, the speech was very well organized with clear transitions and an informative introduction, body and conclusion.

5) Again, this speech example demonstrates language and style, that is direct, clear and concise. However, like Kropid’s speech, the Water District’s contained more figurative language than the Nevada Power speech.

6) The speech was more persuasive in nature than the first two speeches.
CHAPTER 5

SUMMARY, CONCLUSIONS AND IMPLICATIONS
FOR FUTURE RESEARCH

SUMMARY

Utility companies are one sector of the corporate world that face especially unique communication challenges. The diversity of needs for communicating with customers, employees and stockholders is complicated by the need to adhere to government regulations and scrutiny by the Nevada Public Service Commission.

The 1992 National Energy Act completely changed the nature of how electric utility companies operated and forced utilities to be much more aware of the importance of marketing. This National Energy Act de-regulated the electric utility industry, freeing customers to buy electricity from whomever they chose, thus forcing electric utilities to compete for the first time.

This resulted in a key concern at Nevada Power's speakers bureau that complex issues related to de-regulation of the electric power industry be fully understood and presented by those going out to speak on behalf of the company. So in this sense, there is a real emphasis on gathering and interpretation of data and evidence for public and company consumption.
A second major concern is that customers hear a coherent and consistent message from Nevada Power.

The emphasis and importance of the Nevada Power speakers bureau changed over time. When key issues were pending before the Public Service Commission and needed public support, Nevada Power’s speakers bureau was held in high regard by the management. However, when public speaking engagements were for public relations purposes, such as good will speeches to local business and professional groups, then the speakers bureau saw its funding and corporate support drastically reduced.

This study focused primarily on Nevada Power because after a cursory survey, the speakers bureau appeared to be the most advanced and sophisticated in the state. This study did not look at other aspects of organizational communication at Nevada Power.

CONCLUSIONS

There are three areas of interest in conclusion:

1) There was an apparent discrepancy between the training program’s focus on style delivery and motivation and the actual executive speeches which were abundant in analysis and evidence. A possible explanation for this apparent disparity is that the Nevada Power Communications department wrote the speeches for upper management, and prepared them
for their presentations. Consequently, upper management did not have to participate in the formal speakers bureau training sessions, but rather had personalized attention that balanced style and delivery with reasoning and evidence.

On the other hand, the training program for middle managers stressed only style and delivery. Further, those middle-managers who attended the public speaking training sessions were often left on their own to prepare for their speaking engagements. They may have attended one of the speakers bureau training sessions, but then had to apply the information they learned to their speeches and presentations unaided by the communications department.

2) Nevada Power should support the speakers bureau even more. During the time that this thesis was being prepared, Nevada Power was attempting to have several rate increases approved by the Public Service Commission. Much emphasis was being placed on the speakers bureau to produce effective speakers and speeches. As a result they received the support and funding they sought. However, the corporate emphasis on support for the bureau has shifted and Alberta has assumed many more public relations duties, spending less time focusing on the speakers bureau.

In order for Nevada Power to relay a consistent message to the public, they need to have some continuity in their speakers bureau efforts.
The consistent message seen at all three utilities studied was that they did not receive the support they needed from the corporation's management. Public speaking was just one of many ways the communications departments communicated with the public. However, more emphasis was placed on the written types of communications such as news releases, bill inserts, brochures, corporate reports, and newsletters than it was on the public speaking efforts. One of the only times this was not true was when there was some urgency for the corporation's message to be heard, such as a rate increase, then the corporate management did support the public speaking efforts.

Additionally, there were many times throughout the year when the utilities studied did not have an employee focusing on public speaking efforts. A variety of employees helped coordinate the public speaking activities depending on who had time available that day. For example, in June 1993, Sprint Central Telephone-Nevada's Corporate Communications Vice President was coordinating the public speaking efforts on an interim basis until someone else in the Communications Department could assume those responsibilities. At the Las Vegas Valley Water District, a secretary in the Communications department was coordinating the public speaking activities. The consistent theme seen was that all three Speakers Bureaus studied needed more support from the
corporate management in order to have one employee focus their time and energy on public speaking activities.

**Implications for Future Research**

The following are recommendations for further research:

1) Investigate and compare other utilities in the United States with respect to their public speaking activities and speakers bureaus, specifically: looking at the function and structure of the bureau, to ascertain the degree to which its training utilized sound public speaking practices found in academic textbooks, and to ascertain the effectiveness of the bureau’s training program in preparing its speakers to communicate well with their audience.

2) Investigate corporate speakers bureaus in non-utility companies,

3) Conduct comparative studies of corporate speakers bureau by industry groups.
APPENDIX I

NEVADA POWER ORGANIZATIONAL CHART
WORKSHOP

"There are two times in life when you're totally alone: just before you die and just before you make a speech."

Harvey McKay - Swim With The Sharks

I. FEAR

A. Why?
   1.) fear of performing poorly
   2.) fear of audience
   3.) fear of material

B. Myths of Great Speakers.
   1.) they are born
   2.) have particular personality
      a) the “Magic Bullet” - who you are likability/lauh at themselves
      unlikable / pushy, ego, critical
      b) Pete Johnson, Natl. Speakers Ass.
         0-$2,500 eloquent
         $2,500-$5,000 dynamic
         $5,000 & up “down-home” speakers
   3.) are great joke tellers
   4.) put up fronts

C. G-O-L-F.
   1.) Goals
   2.) Organization & practice
   3.) Learn about audience
   4.) Faith
II. WHAT MAKES A GOOD SPEAKER? (INDEX CARDS/INTERACTION)

A. Mental.
  1.) knowledge of topic
  2.) audience
  3.) visualization
  4.) believe in subject (integrity)
  5.) clarity/organized thoughts
  6.) positive thoughts

B. Physical.
  1.) gestures
  2.) eye contact
  3.) posture
  4.) appearance
  5.) smiles
  6.) visuals
  7.) body movement

C. Verbal.
  1.) projection
  2.) enunciation
  3.) inflection
  4.) tempo
  5.) word choice, jargon
  6.) grammar
  7.) negative filler words
  8.) transitions

III. PHYSICAL EXERCISES.

A. Eye Bursts. (RON VIDEO TAPES)
  1.) "How Can" game
  2.) 4-5 seconds of eye contact per person
  3.) feedback as a group
  4.) an eye burst a day

B. Gestures.
  1.) Albert Mehrabian - social psychologist
     a) 55% visual (how speaker looks)
     b) 38% vocal (how speaker sounds)
     c) 7% verbal (word choice)
  2.) forms
     a) banker
     b) pocket puppets
EVALUATION

1. The ideas/concepts presented in this workshop were:
   
   5 4 3 2 1
   very useful not useful

2. The presenter for this workshop was:
   
   5 4 3 2 1
   excellent poor

3. Would you recommend this workshop to other employees?
   
   Yes, Why: ________________________________
   
   No, Why: ________________________________

4. What additional topics would you like to see presented?

5. Who would you recommend for this workshop?

6. Would you be willing to speak to community, business, or educational groups?

7. Additional comments...

Date:
NEVADA POWER COMPANY BIOGRAPHY FORM

NAME: ____________________________________________

TITLE: ____________________________________________

DATE OF TITLE: ____________________________________

TELEPHONE: _______________________________________

BRIEF SUMMARY OF JOB RESPONSIBILITIES:

DATE JOINED NEVADA POWER COMPANY:

ORIGINAL POSITION HELD AND COMPANY PROMOTIONAL HISTORY:

PREVIOUS WORK EXPERIENCE (INCLUDE MILITARY SERVICE):
(give place of employment, position and years worked there)

EDUCATION AND TRAINING:

COMMITTEE AFFILIATIONS (past and present):

DATE MOVED TO LAS VEGAS:
(If applicable), SPOUSE'S NAME AND NUMBER OF CHILDREN:

(Please attach supplementary information if necessary)
SPEAKERS RESOURCE LIBRARY

Books:

"HOW TO GET YOUR POINT ACROSS IN 30 SECONDS OR LESS"
Milo O. Frank

"MANAGING A DIFFICULT OR HOSTILE AUDIENCE"
Gordon Shea

"NEVER BE NERVOUS AGAIN"
Dorothy Sarnoff with Gaylen Moore

"SPEAK WITHOUT FEAR"
How to Give a Speech Like a Pro
Jan D’Aray

"SWIM WITH THE SHARKS"
Without Being Eaten Alive
Harvey McKay

"YOU ARE THE MESSAGE"
Getting What You Want by Being Who You Are
Roger Ailes

Audio Tapes: (6-cassette lectures)

"POWER SPEAK"
Dorothy Leeds

"THE BEST OF FRIPP"
Patricia Fripp

Video Tape: (30 minutes)

"BE PREPARED TO SPEAK"
Toastmasters International Communications Series
Handling Questions

Guidelines for handling questions:

1. Respond to only one question at a time.
2. Listen to questions very carefully.
3. Attend to the questioner:
   - Face the questioner.
   - Lean slightly forward.
   - Establish eye contact.
   - Nod occasionally.
   - Intermittently respond with "uh-huh," "go on," or "yes."
4. Don't interrupt.
5. Listen for the intent of the question.
6. Restate questions by paraphrasing them.
7. Keep your answers concise.
8. If you don't know an answer:
   - Admit it. OR
   - Defer the question to someone else.
9. Organize your responses:
   - Restate the question to ensure you know the intent.
   - Concisely state your bottom-line answer.
EVALUATION

Speaker: ____________________________ Date: ____________

I. Speech.
- Construction (intro., body, close) ........ Excellent Good Satisfactory Poor
- Grammar .................................................. Excellent Good Satisfactory Poor
- Tempo ........................................................ Excellent Good Satisfactory Poor
- Limited Technical Terms ...................... Excellent Good Satisfactory Poor
- Time ........................................................... Excellent Good Satisfactory Poor

II. Voice.
- Level (loudness) ...................................... Excellent Good Satisfactory Poor
- Clarity ......................................................... Excellent Good Satisfactory Poor
- Breathing ................................................... Excellent Good Satisfactory Poor

III. Non-Verbal Communication.
- Eye Contact ............................................... Excellent Good Satisfactory Poor
- Body Language ............................................ Excellent Good Satisfactory Poor

IV. Variables.
- Energy/Enthusiasm ..................................... Excellent Good Satisfactory Poor
- Audience Interaction (Q & A)...................... Excellent Good Satisfactory Poor
- Visual Aids .................................................. Excellent Good Satisfactory Poor
- Adjust Mic.................................................. Excellent Good Satisfactory Poor
- Materials Organized ............................... Excellent Good Satisfactory Poor

OVERALL ANALYSIS: ____________________________________________

9/2/92
PRESENTATION FORMAT WORKSHEET

Audience: ____________________________________________________

Objective Statement: In __________________________, I will
______________________________________________________________
(goal)

so that my audience can/will ____________________________.

INTRODUCTION:
(Grabber): __________________________________________________

________________________________________________________________

BODY:
Main Points (w/ supportive facts):

1.

2.

3.

CLOSE: (Recap 3 main points.)
Final Statement: __________________________________________________

________________________________________________________________
**Inflection** is a change from the normal pitch or tone of the speaker's voice. By inflection you give increased emphasis to certain words. Just as musical notes become melody when they are arranged in different relative positions on the musical scale, your voice becomes more interesting and your words more meaningful when you make use of changes in pitch. This is also called "vocal variety."

I never said she stole the money!
I *never* said she stole the money!
I never *said* she stole the money!
I never said *she* stole the money!
I never said she *stole* the money!
I never said she stole *the* money!
I never said she stole the *money*!

I can help meet your needs.
I *can* help meet your needs.
I can *help* meet your needs.
I can help *meet* your needs.
I can help meet *your* needs.
I can help meet your *needs*.
VOCAL EXERCISES

"I'll pay more for a man's ability to express himself than for any other quality he might possess."

Charles Schwab

I ______________________ this morning and felt ________________

________________________________________________________________________

I looked out the window and saw ____________________________

________________________________________________________________________

Suddenly, I ___________________________________________

________________________________________________________________________
X. VARIABLES

A. Dress.

B. Visual Aids

C. Voice Care.

"If I went back to college again, I'd concentrate on two areas: learning to write and to speak before an audience. Nothing in life is more important than the ability to communicate effectively."

President Gerald R. Ford
VIII. FAITH!

A. Mental Attitude.
   1.) confidence comes from preparation
   2.) anxiety is positive

B. NBB (Never Be Boring).
   1.) unclear purpose or objective
   2.) too much information
   3.) lack of organization, rambling
   4.) poor voice & sloppy speech
   5.) not enough support; stories, examples
   6.) not meeting real needs of audience

GIVE ASSIGNMENTS FOR NEXT DAY!!!
RON VIDEO TAPES PRESENTATIONS, GROUP REVIEW.

IX. QUESTIONS & ANSWERS

A. Ten Deterrents to Effective Listening.
   1.) assuming in advance subject is uninteresting and unimportant
   2.) mentally criticizing the speaker's delivery
   3.) getting overly excited when questioning or opposing an idea
   4.) listening only for facts, wanting to skip details
   5.) outlining everything in your notes
   6.) pretending to be attentive
   7.) permitting the speaker to be inaudible or incomplete
      a) request for more information
      b) break 2-part questions down
      c) non-verbal cues
      d) paraphrase & repeat question
   8.) avoiding technical messages/CORPORATE LANGUAGE*
   9.) overreacting to certain words & phrases
   10.) withdrawing attention, daydreaming

B. Question = Answer + 1 Fact. (INDEX CARDS W/ QUESTIONS)

C. Set Time Frame.
10.) What messages will provide genuine "take-home" value for this group? Should I give them any physical "take home"? (charts, summaries, etc.)

11.) Who is my group "insider" who can help me in speech development and in getting reliable feedback on my performance?

B. Who's Listening?
1.) 20% actively listening
2.) 40% is thinking about past evening
3.) 20% projection into future
4.) 20% sexual fantasies

VI. GOALS!
A. What is the purpose of your speech?
B. How convey message to audience (retention)?
   1.) 10% listening to lecture actively
   2.) 20% visuals
   3.) 65% combinations of first two
   4.) 90% demonstration and participation

VII. ORGANIZATION & PRACTICE!
A. Outline.
   1.) open - appetizer
      a) 7-10 seconds to capture audience
      b) never apologize
      c) grabbers
      d) memorize
   2.) body - main course
      a) 3-main points
      b) supportive facts
   3.) close - dessert
      a) recap main points
      b) don't thank audience!!

B. Practice.
   1.) Toastmasters International
   2.) PAYBAC
   3.) never give the same speech once!!
c) fig leaf
d) prayer clasp
e) steeple
f) pessimist
g) arrested
3.) don't get hands in locked position
4.) baseball strike zone

IV. VERBAL & VOCAL EXERCISES.

A. Grabbers
   1.) attention getters
   2.) quotations
   3.) stories
      d) statistics
      e) outrageous statements

B. Vocal Inflection (AUDIO TAPE INFLECTIONS)

V. LEARN YOUR AUDIENCE.

A. 11 Ways to Win Your Audience.
   1.) Why did this group invite me to speak?
      (stated reason)
      How was my talk publicized and
      positioned for this audience?
   2.) What is this group's purpose?
   3.) What are the chief characteristics of this group? (professional,
      social, demographics, career level, etc.)
   4.) Who spoke to the group recently?
      How were they received?
      Can I get copies of their remarks?
   5.) Who were the speakers who addressed this group most
      successfully in recent history?
   6.) How can I personalized the speech for this group?
      What humor will work?
      What is a "no-no"?
   7.) Who are the opinion leaders in this group?
      Which of them will be there?
      How do I reach them?
   8.) Who will introduce me?
      How will he or she position me?
      What nice things can I say about him or her?
   9.) Will I be expected to answer questions?
      What are the key questions I can anticipate?
APPENDIX III

CHARACTERISTICS OF A STRONG SPEECH

Characteristics of a Strong Speech

P.O.P.
Pride, Organization, Practice!

1. Goals. Who's your audience and what you want to accomplish?


3. Preparation. Did you take the proper time to write your speech.

4. Rehearse. Spend a minimum of 10-20 minutes a night for several evenings.

5. English. Don't be too technical. When you have to use industry language, tie it together with examples that people can grab a hold of and understand.

6. Style. Write a speech that fits your personality: straight forward, funny, serious, etc.

7. A Good Introduction. You have 30 seconds to grab the attention of your audience. There are several ways to start: real-life experience, question, statistics, challenge, quotation, offbeat lead-in, visualization.

9. **Physical Features.** Dress comfortably, but appropriately for your audience. Wear colors that compliment you. Take mints for fresh breath. (A.M. speech: eat half a grapefruit or drink a glass of water with an eighth of a fresh lemon squeezed into it. This helps get rid of the puffy, swollen eyes when you have an early presentation.)

10. **Eye Contact.**

11. **Breathe.** Take a deep breath just before you start. This will help you relax.

12. **H-2-O.** Take a glass of water with you to podium in case you get a frog in your throat, or start to cough.

13. **Microphone.** Adjust the mic before you start talking.

14. **Robot.** Don't recite speech verbatim from notes. Be familiar with material. Ideally, the best way to give speech is to have short notes on index cards. A single card is best. It allows more of your personality to come through, and a more spontaneous style.

15. **Tempo.** Watch out for the "jack rabbit" effect. Most people talk too fast when they're not use to giving speeches. The audience can't understand speaker and loses interest.

16. **Happy Talk.** Don't apologize at the start of speech, or admit that you don't like giving speeches, or even thank everyone in the room for the invitation. This tells the audience that you're not prepared. Your audience has just "left the building." If not physically, then mentally.

17. **KISS.** Keep it simple stupid, especially your first several speeches.

18. **Listen.** Pay attention to other speakers closely. You can learn just as much from a weak speaker as a strong speaker.
19. Make sure host organization has correct spelling and pronunciation your first and last name.

20. Crutches! Try to avoid mannerisms that will distract your audience such as clearing throat, tapping pen, leaning on podium, playing with hands, hair or glasses, and taking off shoes.

21. Use props when they apply.

22. Grammar. Check for errors, especially verbs.

23. Energy. Have fun!

24. Positive attitude!

25. Critique. Ask someone you trust to critique your speech.
APPENDIX IV
NEVADA POWER SPEECH

LENZIE
(8-10 minutes)

Topic overview
Local economy & growth in service territory
Strategy for becoming a more competitive company
Regulatory and financial update

Economy
Tourism and Gaming
   MGM
   Luxor
   Treasure Island
   Legalized gaming in other states

Non-gaming businesses and industries

Growth
Sales projections
Customer mix

Retail Wheeling
HOLCOMBE
(10-12 minutes)

Introduction
- Vision statement
- Strategy: Organization, Customers, Resource Plan

Organization: NP 2000
- Purpose of the study
- Expected results, impact on workforce

Customers
- Officer contact program
- MGM contract
- DSM and Energy Services
  - DSM incentive regulations
- Rates
  - Rate design
  - Current rates
  - Cost containment

Resource Planning
- Peak
- Future resources
- MAT project
- Environmental concerns
- Regulatory support
RIGAZIO
(10 minutes)

Regulation

Positives
- Legislative intent defined
- Appointed PSC
- PSC separate from Staff
- 180 day turnaround
- CWIP
- ROE

Cases Pending
- Deferred energy
  - Amount, date order is expected, issues
  - Next filing and expectations going forward
- Resource Plan - Amendment 5
  - Contents, date order is expected
- Financing for 1994
  - Request, docket status, date order is expected
- Over-earnings allegation
  - Status, Staff & PSC separate, no rules
  - Allegations against both NPC and Sierra

Next general rate case
RIGAZIO (continued)

Financial Report
Sales, revenues and earnings - trends are positive
Analyst eps estimates
third quarter is key, weather was a bit off from
last year but growth continues
Anticipated gains or write-offs
1994 financings
stock issue, current price and yield
dividend reinvestment - about $3 million/ mo.
no new debt, unless tax-exempt cap available
or refinancing opportunities arise
low cost of debt
S&P ratings upgrade
Dividend - policy remains unchanged

QUESTIONS
LENZIE
(approximately 8-10 minutes)

*Good afternoon. It's a pleasure to be here today, to update you on the latest developments at Nevada Power. It's been a remarkable year for us. Our earnings are strong and our prospects are bright.

Our comments today will address the following:

1) Our strong local economy and growing service territory;
2) Our three-pronged strategy for becoming a more competitive organization, which Mr. Holcombe will describe; and
3) Our improving financial performance and supportive regulatory environment, which Mr. Rigazio will address.

Las Vegas' economy continues to be robust. Tourism and gaming are still the mainstays of the economy. The traditional Las Vegas casino, however, is being replaced by large destination resorts. The newest projects, such as the MGM Grand Hotel and Casino featured here, are family-oriented.* Three large resorts are opening this year. They will be major customers for Nevada Power, adding more than 60 megawatts to our load. This past summer we peaked at 2,681 megawatts, so that's a 2% increase just these these customers alone. The three resorts will add over 15,000 jobs to the local economy, and increase hotel room inventories by 14%. *Visitor volume is up 5% this year, so these properties - and the markets they target - will be a welcome addition.
The largest of the three new properties is the MGM Grand Hotel and Theme Park, which will be opening in December. It will be the largest hotel in the world with 5,000 rooms, and we expect it will be our largest single customer at 40 megawatts. The theme park will accommodate 8,500 guests and feature 12 major attractions.

**Luxor**

*Luxor, being built by Circus Circus Enterprises, will have 2,500 rooms. The distinctive pyramid shaped resort invites guests to explore exotic places in times past and future. Luxor is expected to add 14 megawatts to our load requirements.*

**T.I.**

*Treasure Island, a Mirage Resorts project with over 3,000 rooms, will open with quite a bang in October. To celebrate its grand opening, pirates will seize a schooner, and a battle will be staged - which the pirates will win. We expect Treasure Island's load to add 12 megawatts to our system.*

**Fremont**

*Some speculate that the national trend of legalizing gaming on Indian reservations, riverboats and in other cities will hurt business in Las Vegas. We do not believe this will be the case. As gaming becomes more accepted, Las Vegas' appeal will continue to remain strong. Similar concerns were raised when New Jersey opened its casinos. There was no appreciable impact on our economy then, and we do not anticipate one now.*

**FIB airport Kidd**

*The Las Vegas economy, however, is fueled by more than resorts and gaming establishments. Businesses are attracted to Las Vegas because of its pro-business tax structure, proximity to major markets, and low cost of living. The Nevada Development Authority worked...*
Citibank with 43 non-gaming companies last year, assisting them with plans to relocate about 1,500 jobs to southern Nevada. Companies such as Citibank, Levi Strauss*, Ocean Spray and Potlatch Corporation also have facilities here.

Yucca *And Las Vegas is home to Nellis Air Force Base, who employs more than 10,000 people. Despite downsizing* of many military installations, Nellis' scope of operations is expected to increase and they will remain one of our largest customers.

Housing *There is a good deal of interest in the future of the Nevada Test Site, another one of our largest customers. This is where the Department of Energy conducts the nation's underground nuclear weapons tests and other activities. The DOE, its contractors and supporting federal agencies employ about 8,000 people. At this time, there are no drastic changes expected in their operations for the next few years.

Residential 41 percent

*Revenues by customer class for 12 months ended June 30, 1993 are shown on page 6 of your books:
Diversity in customer mix and growth in the customer base are strengths for the company. *Master planned communities like Sun City Summerlin, shown here, attract many retirees to Las Vegas. All in all, we are growing about twice as fast as the average utility.

*Nevada Power's customer growth rate for the past 12 months is 5 percent, and is projected to continue at this level for the next several years.

*Competition for customers is no longer on the horizon in the utility industry. It has arrived. Many states, including Nevada, are exploring and studying the concept. You may have heard that Nevada recently enacted retail wheeling legislation. This bill, passed by the 1993 Legislature, is very limited in scope. It is not expected to impact Nevada Power at this time. The legislation is specific as to the qualifications of companies that are eligible to pursue retail wheeling. The law states that:

1) an eligible business must be consistent with the state plan for industrial development and diversification;
2) 50 percent or more of the product or material processed or manufactured must be recycled on site;
3) a $50 million dollar investment must be made in Nevada;
4) the economic benefit to the state must exceed the state's cost;
and
5) if the utility is required to build new facilities to accommodate the retail wheeling, the business must remain in Nevada for 30 years.
Quite frankly, this legislation was designed for the benefit of one business that was considering a northern Nevada facility. To date, there has been no activity as a result of this legislation.

Nevada Power's approach to competition is to begin making some adjustments now, before they are forced upon us. No one can predict all the new challenges competition will bring, or prepare for all the changes that will be required. We can, however, adopt a mindset for change and develop an organization responsive to change.

Nevada Power is doing just that. We are examining our existing organization and making adjustments to streamline operating procedures. We are becoming adept at anticipating and responding to changes brought about by the unique requirements of our customers. We believe we've developed a sound strategy, which will yield long-term benefits for customers and shareholders alike.

Now, I'd like to introduce Mr. Holcombe, who will describe this strategy in more detail.

Thank you.
Good afternoon. I am pleased to have the opportunity to discuss with you what we at Nevada Power are doing to prepare for competition. As Mr. Lenzie said, competition is no longer on the horizon. It's here. Retail wheeling, non-utility generators, and demand-side programs are all different ways in which the utility must compete for customers and sales.

*Our vision at Nevada Power is to "provide innovative energy solutions for generations to come." Translating this vision into reality will require a three pronged approach. We must focus on our organization, our
customer programs and our planning strategy.

*Presently, Nevada Power is conducting an organization study we call NP 2000. This nine month study, due to be completed in December, will identify the performance levels, work processes and organizational structure that are required to succeed in the increasingly competitive energy industry. This study will help us work more efficiently and productively, and help us cut unnecessary costs. The end result is better customer service, better internal business processes, savings for customers and value for shareholders. Until results are fully evaluated, it is difficult to know the extent of any workforce changes although a somewhat smaller workforce is likely. An
early retirement offer was extended to about 175 employees earlier this month. Undertaking such a study while we are growing and improving our financial results can only make us stronger and more competitive in the future.

*Our second area of focus is our customers and Nevada Power has instituted several new customer programs. Our goals are to foster strong relationships, practice excellent customer service and provide energy value for our customers. These are paramount to our ongoing success as the energy provider of choice.

*Our highly successful Officer Contact Program assigns each officer of the company to 10 of our largest customers.
Each customer is contacted by this officer at least once a year. As Cindy Gilliam, Vice President of Customer Service shows, this extra effort lets the customer know that we at Nevada Power are sincerely concerned about their energy service and satisfaction. As a result of this personal interest, our largest customers have direct, high level access to our company so that their energy concerns receive the highest level of attention.

*We also provide long-term contractual services to our customers. For example, the PSC recently approved a 35-year contract between Nevada Power and the new MGM Grand Hotel and Theme Park. In exchange for providing the MGM with
*installation and maintenance services "on the customer's side of the meter", Nevada Power will be their sole source electricity supplier for the next 35 years. Special rate designs were not required, and the *MGM is pleased to have help in designing and maintaining the large distribution facilities needed to run its operation. Additionally, we worked with the MGM to install diesel generators on their property, which are dispatchable by Nevada Power for peak shaving during hot summer days. *By responding to the MGM's special service needs - from its 5,000 hotel rooms to its expansive theme park shown here - we have secured a large, 40 megawatt customer for the next 35 years.
Other customer programs are coordinated by our Energy Services Department. *Demand-side programs such as the high-efficiency lighting program are popular with businesses like the Flamingo Hilton. Customers are also offered energy audits, power surge troubleshooting, high efficiency motors, photovoltaic applications for remote locations and *air conditioning load management. These programs help our customers use energy wisely and efficiently, and keep their bills down. *The programs, especially the remote control of residential air conditioners, help reduce the need for new generating facilities and help us manage our load for optimal operating results.

Demand side programs are favored by
regulators in Nevada as well. *In May, the PSC approved incentive regulations which allow utilities to earn a slightly higher return on equity for investments in demand-side measures. The PSC allows an additional 500 basis points over the authorized return on equity, which is intended to compensate the utility for lost revenue. The mechanism is reasonable and simple to administer, and we supported the regulation. *Combined with demand-side competitive bidding, demand-side measures are sure to take on increasing importance in future resource plans. In our December 1992 forecast, we show a 150 megawatt reduction by 1997 due to various demand-side programs.

*For our large customers, rate design is a big issue. Until July of this year, Nevada
Power was the only utility to have higher average rates for large customers than for residential. The rates adopted in the July deferred energy decision made strides toward reversing this situation. We believe this is very important since our largest customers do have alternatives for energy suppliers. We will continue to work with regulators toward a more cost-based, equitable rate design for all our customers.

*Our biggest concern on behalf of our customers, though, is our overall cost of service. Increasing purchased power costs due to three new qualified facility contracts during this past year have caused large rate increases. *While the PSC has been supportive in granting our rate requests, we cannot ignore the impact on our customers.
Large rate increases such as the 7.5 percent increase granted in July and the 5.1 percent increase requested in August, simply are not popular. Customers do not distinguish between energy and general rate increases. Based on the July decision, our average rate is about 6 cents per kilowatt hour. If we are to remain competitive, we must do everything we can to keep rates as low as possible, while providing reliable service.

*The best strategy to keep rates down is to keep costs down. We are seeking and achieving savings throughout the organization to forestall future general rate increases. Most notably, we have taken advantage of refinancing opportunities to reduce our interest expense, and have kept
our O&M cost increases modest. The NP 2000 organization study should yield long-term savings as well.

*Our third area of focus is resource planning. Our service area continues to grow quickly. With this growth comes the need to meet the increased demand for electricity. Our 1993 summer peak of 2,681 megawatts was 7.2 percent higher than the 1992 peak and only 3 megawatts short of the peak forecast for 1994. *Even with this jump, we were able to meet the demand. Our future resources include combined cycle and combustion turbine units, along with purchased power contracts. *We are also studying transmission projects which will have long-term benefits.
map, the 53-mile long Marketplace to Allen 500 kV Project will have two north-south lines, connecting transmission lines from the south with proposed lines to the northwest. This will allow for seasonal exchanges and access to other regions with low cost energy. The total cost of the project is estimated at $121 million dollars, with a projected in-service date of 1998. Nevada Power must receive approvals from the PSC, the Bureau of Land Management and the FERC prior to construction of the project.

*Our planning efforts are also impacted by environmental concerns. Resource plans must consider environmental externalities.
Major additions such as scrubbers are specifically included in resource plans for PSC approval. The company's existing generating stations currently comply with all state and federal clean air standards. Total costs for compliance with the Clean Air Act are estimated to be about $10 million dollars by the year 2000. Additionally, the company has received PSC approval for scrubbers at the Navajo generating station. Our cost for that project is estimated at $50 million dollars.

*A critical element of our resource planning process involves regulatory oversight and approval. Nevada regulation is very supportive in this respect. Integrated resource planning has been in place for ten years. We are currently required to file a
resource plan every three years, updating the filing as material changes develop. Resource plans include load forecasts, demand-side programs, supply-side plans and financial analyses. The plans must be reviewed and approved by the PSC within 135 days of filing. *According to Nevada law, major generation and transmission projects approved by the PSC in the plan are considered prudent investments. As evidenced by recent PSC decisions, there is a strong link between resource plans and rate requests. The process in Nevada is well coordinated and works for the benefit of both our customers and our investors.

*Nevada Power is actively positioning itself to be a competitive company. The strategy I've just described focuses on the
organization, our customers and our future resources. Designing a flexible organization poised to meet the needs of our customers is the way we plan to implement the vision to "provide innovative energy solutions for generations to come."

We are very excited about the future at Nevada Power and plan to seek out and capture every opportunity open to us.

*Now I'd like to turn the podium over to Steve Rigazio, Chief Financial Officer, to tell you more about regulation in Nevada and our financial progress during the past year.

Thank You.
Company

Power

Nevada
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>General Issue Update</td>
</tr>
<tr>
<td>9</td>
<td>Financial Issues 1993 Summary</td>
</tr>
<tr>
<td>22</td>
<td>Financial Update 1993 Summary at June 30</td>
</tr>
<tr>
<td>30</td>
<td>Public Service Commission of Nevada Regulation and Finance</td>
</tr>
<tr>
<td>17</td>
<td>Nevada Regulation and Finance</td>
</tr>
<tr>
<td>12</td>
<td>MAT Project Plan Short-Term Plan</td>
</tr>
<tr>
<td>11</td>
<td>Resource Planning Focus</td>
</tr>
<tr>
<td>10</td>
<td>Demand-Side Incentive Focus Customer Focus Organization Focus Strategy</td>
</tr>
<tr>
<td>9</td>
<td>Nevada Legislative Overview</td>
</tr>
<tr>
<td>8</td>
<td>Outlook</td>
</tr>
<tr>
<td>7</td>
<td>Fixed</td>
</tr>
<tr>
<td>6</td>
<td>Strategic Summary</td>
</tr>
<tr>
<td>5</td>
<td>Service Territory</td>
</tr>
<tr>
<td>4</td>
<td>Introduction</td>
</tr>
</tbody>
</table>

TABLE OF CONTENTS
Our service territory is 4.531 square miles (about the size of the state of Connecticut).
<table>
<thead>
<tr>
<th>Change</th>
<th>1993 June</th>
<th>1992 June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clark County Population</td>
<td>864,780</td>
<td>889,600</td>
</tr>
<tr>
<td>Nevada Power Customers</td>
<td>391,935</td>
<td>372,295</td>
</tr>
<tr>
<td>Las Vegas Employment</td>
<td>408,000</td>
<td>387,400</td>
</tr>
<tr>
<td>Las Vegas Visitor Volume YTD</td>
<td>11,295</td>
<td>10,718</td>
</tr>
<tr>
<td>Las Vegas Room Inventory</td>
<td>75,466</td>
<td>77,499</td>
</tr>
<tr>
<td>Clark County Gaming Revenue YTD</td>
<td>$2.287 million</td>
<td>$2.140 million</td>
</tr>
</tbody>
</table>
REVENUE AND SALES

Revenue by Customer Class
12 Months Ended June 30, 1993

- Residential 41%
- Commercial 20%
- Other 9%
- Large Hotels and Casinos 12%
- Industrial 18%

Sales by Customer Class
12 Months Ended June 30

<table>
<thead>
<tr>
<th>Class</th>
<th>1993 (GWH)</th>
<th>1992* (GWH)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>4,453</td>
<td>4,252</td>
<td>4.7%</td>
</tr>
<tr>
<td>Commercial</td>
<td>2,026</td>
<td>1,920</td>
<td>5.5%</td>
</tr>
<tr>
<td>Industrial</td>
<td>1,860</td>
<td>1,761</td>
<td>5.6%</td>
</tr>
<tr>
<td>Large Hotels and Casinos</td>
<td>1,377</td>
<td>1,377</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other</td>
<td>1,163</td>
<td>923</td>
<td>26.0%</td>
</tr>
<tr>
<td>Total Sales</td>
<td>10,879</td>
<td>10,233</td>
<td>6.3%</td>
</tr>
</tbody>
</table>

* Restated to conform to current period presentation.

Revenue per kilowatt-hour - residential = 5.61 cents
Revenue per kilowatt-hour - all = 5.60 cents

FUEL MIX

- Coal: 46%
- Gas & Oil: 3%
- Purchases: 47%
- Hydro: 4%
The next forecast is expected to be published fourth quarter 1993. Studies indicate these growth rates are conservative.


<table>
<thead>
<tr>
<th></th>
<th>June 30, 1993</th>
<th>12 months ended June 30, 1993</th>
<th>August 2, 1993</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>3,913,395</td>
<td>10,879</td>
<td>2,681</td>
</tr>
<tr>
<td>Sales (GWh)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peak Demand (MW)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5% 5.0% 4.1% 6.3% 4.1% 7.2% 4.1%
No existing or committed businesses in Nevada qualify
Eligible businesses must make a $50 million investment in Nevada
Eligible business must recycle at least 50% of their product on site
Limited scope
SB 231: Economic development (Retail Wheeleing)

Balance interests of customers and shareholders
Fair and impartial regulation
SB 441: Purpose and Intent of Utility Regulation

1993 Session
NEVADA LEGISLATURE
Results to be announced in December 1993

Early retirement offered to 175 employees

Redesign work processes and organizational structure

Improve competitive posture

NP 2000

ORGANIZATION FOCUS
Five percent equity adder adopted to recognize lost revenue

160 MW reduction by 1997

Demand-Side Programs

- Competitive cost of service
- Rate design

Retail

- Exclusive power supplier
- Extended facilities agreements

Customized Contracts

- Annual meetings with customers
- Each office assigned to large customers

Customer Focus
Demand-Side Incentive

convention and load management programs

Applicable to costs associated with approved

Adopted by the PSC in May 1993

<table>
<thead>
<tr>
<th>Item</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Equity Return on DSM</td>
<td>17.5%</td>
</tr>
<tr>
<td>DSM Incentive</td>
<td>5.0%</td>
</tr>
<tr>
<td>Authorized Return on Equity</td>
<td>12.5%</td>
</tr>
</tbody>
</table>
Approval of purchase power contracts and major projects
Plan submitted every three years for approval, updated as needed

PSC Support
Research renewable energy resources
Scrubbers at Nevada
Low sulfur coal, natural gas
Environmentally responsible

RFPs for supply and demand-side resources beyond 1996
New resources include generating units and purchases
16% planning reserve
Flexible and diverse

RESOURCE PLANNING FOCUS
Additional $1,000,000 to study and develop the MAT Project

• Conditional approval of a 70 MW combustion turbine in 1996

• Four purchased power contracts totaling 210 MW

Amendment Five to Approved Plan

• Additional 96 MWs of CFS ike by 1996

Purchased Power

• 500 KV Markeplace-to-Allen (MAT) Project under study

Transmission

• One 70 MW combustion turbine in 1995

• The second of two 90 MW combined cycle units in 1994

Generation

SHORT-TERM PLAN
Demand charges included as purchased power costs
Decisions within 180 days
Annual filings permitted; semiannual if warranted

Fuel and Purchased Power Filings

Comparative rate base allowed on a case-by-case basis
Historic test year with year-end rate base and capital structure
Decisions within 180 days

General Rate Filings

DSM incentive
Purchased power contracts reviewed and approved by PSC
Decisions within 135 days

Twenty-year plan submitted to PSC for approval every three years
Approved projects deemed "prudent investments" according to Nevada law

Resource Planning

NEVADA REGULATION
Michael A. Pillock - Independent

Pillock was formerly the director of operations at the Public Service Commission. He was appointed in 1985. His term extends to June 32, 1994. Commissioner Pillock was appointed on September 16, 1993. He was formerly the director of the Division of Consumer Protection. He was appointed in 1985. His term extends to June 32, 1994.

Judy Metcalf - Democratic

Metcalf was formerly the director of the Division of Consumer Protection. She was appointed in 1985. Her current term extends to June 30, 1994. Commissioner Metcalf was formerly the director of the Division of Consumer Protection. She was appointed in 1985. Her current term extends to June 30, 1994.

Jo Ann Kelly - Republican

Kelly was formerly the director of the Division of Consumer Protection. She was appointed in 1985. Her current term extends to June 30, 1994. Commissioner Kelly was formerly the director of the Division of Consumer Protection. She was appointed in 1985. Her current term extends to June 30, 1994.

Galen D. Denu - Republican

Denu was formerly the director of the Division of Consumer Protection. He was appointed in 1985. His current term extends to June 30, 1994. Commissioner Denu was formerly the director of the Division of Consumer Protection. He was appointed in 1985. His current term extends to June 30, 1994.

John F. Mendez - Chairman - Democratic

Mendez was formerly the director of the Division of Consumer Protection. He was appointed in 1985. His current term extends to June 30, 1994. Commissioner Mendez was formerly the director of the Division of Consumer Protection. He was appointed in 1985. His current term extends to June 30, 1994.

Minority party representation required. Five member commission appointed by the Governor for staggered four-year terms.

PUBLIC SERVICE COMMISSION OF NEVADA
<table>
<thead>
<tr>
<th>Base Rate Energy Rate and Deferred Energy Accounting Adjustment</th>
<th>22nd Deferred Energy Filing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>As Filed (Aug. 12, 1993)</td>
</tr>
<tr>
<td></td>
<td>$19.9 million</td>
</tr>
</tbody>
</table>

|                                                               | 22nd Deferred Energy Filing |
|                                                               | As Ordered (June 28, 1993)  |
|                                                               | As Requested               |
|                                                               | As Filed (Jan. 14, 1993)    |
|                                                               |                           |
|                                                               |                           |
|                                                               |                           |

<table>
<thead>
<tr>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>29.7</td>
<td>6.8</td>
<td>19.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.5</td>
<td>44.2</td>
<td>5.5</td>
<td>38.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.8</td>
<td>45.7</td>
<td>6.6</td>
<td>39.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.9</td>
<td>46.2</td>
<td>6.3</td>
<td>39.9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INCREASE</th>
<th>TOTAL</th>
<th>DEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Deferred Rate Case Summary

Annualized numbers (in millions)
up to $200 million for new debt issues

up to $175 million for debt refinancing

up to 3 million shares of common stock

Authority through December 1994 to finance as follows: Application filed with the PSC in July 1993 requesting blanket Financing Application.
evaluate its financial position and strategic options to determine if and when a rate case is warranted.

Since base for the combined cycle generating unit added in May 1993, the company will continue to
increase customer growth and a supportive decision from the PSC in July 1992 helped offset an increase in
lower interest rates.

Next General Rate Case

The company does not expect to file a general rate case in 1993 or in 1994. Lower interest rates,
on the recommendations of the staff.
The staff and the independent PSC function independently. The PSC is not required to act based
PSC concerning the matter.

To date no action has been taken by the staff to propose regulations or formally petition the
regulations are in place. The PSC has changed the staff with the responsibility of developing those
investigation. The PSC stated in July that it would not conduct over-earnings proceedings until formal
according to the release. Staff planned to make a formal petition to the PSC to open an
this allegation. N.P.C is currently authorized a return on equity of 12.5%.
On August 12, 1993, the staff of the Public Service Commission issued a press release claiming

OVER-EARNINGS ALLEGATION

REGULATORY ISSUES
<table>
<thead>
<tr>
<th>Year</th>
<th>Earnings Per Share</th>
<th>Earnings Available for Common Stock (in millions)</th>
<th>1993 Revenue (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>$0.57</td>
<td>$0.64</td>
<td>$572</td>
</tr>
<tr>
<td>1993</td>
<td>$0.59</td>
<td>$1.00</td>
<td>$612</td>
</tr>
<tr>
<td></td>
<td>1.9%</td>
<td>+16%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1.72</td>
<td>+8%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$3.93</td>
<td>+77%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.48</td>
<td>+4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.09</td>
<td>+11%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.34</td>
<td>+45%</td>
<td></td>
</tr>
</tbody>
</table>

Earnings Per Share (in thousands)
Weighted Average Shares Outstanding

FINANCIAL SUMMARY AT JUNE 30
The company has a $125 million two-year revolving credit agreement with seven banks which expires on December 31, 1994. At June 30, 1993, the company was required to maintain common equity in the amount of $516 million under the provisions of the agreement. Common equity at June 30, 1993 was $609 million.

Credit Facility

Outstanding is 7% of total long-term debt at June 30, 1993. The average cost of debt outstanding of 7% of total long-term debt at June 30, 1993. The interest rate on debt outstanding for tax-exempt issuance under the Two-County rule provision is 5% of bonds sold short balance of $55 million of first mortgage bonds.

Preferred Stocks and Bonds

On August 17, 1993, Standard & Poor's Corporation raised NP's senior secured BBB-minus. Commercial paper was raised to A-2. S&P maintained its positive outlook for short-term debt rating to BBB. Senior unsecured debt and preferred stock were both raised to BBB minus.

Common Equity

The company issued 2.7 million shares in June 1993 for net proceeds of $65 million.

1993 FINANCING UPDATE
<table>
<thead>
<tr>
<th>Date</th>
<th>Rating</th>
<th>Outlook</th>
<th>Credit Rating</th>
<th>Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/22/92</td>
<td>BBB</td>
<td>Trend: Improving</td>
<td>Fitch Investments Service Inc.</td>
<td></td>
</tr>
<tr>
<td>2/29/92</td>
<td>BBB</td>
<td>Portfolio Performance</td>
<td>Moody's Investors Service</td>
<td></td>
</tr>
<tr>
<td>10/17/91</td>
<td>A-2</td>
<td>Moody's Investors Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8/17/93</td>
<td>Failing</td>
<td>Standard &amp; Poor's Corporation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
regularly asset in the same amount.

FAS 106's expense was $4.2 million. This difference is shown as a liability with an offsetting
the second quarter of 1993. The difference between the pay-as-you-go expenses and the
the difference between pay-as-you-go and FAS 106 expenses as a regulation asset. As of
Currently, pay-as-you-go costs are recorded in rates and the company is defining
January 1, 1993 is estimated at $46.7 million and will be amortized over 20 years.
annual amortization for the transition obligation. The total transition obligation at
1993 FAS 106 costs are currently estimated at $8.8 million, including a $2.3 million

expected October 1, 1993.

The next dividend to $0.40 per common share. The next dividend date is
Dividends are mailed quarterly by the Board of Directors. On July 1, the Board voted
larger in maintaining the same access. The dividend on common stock is a central
maintenance access to the debt and equity markets. The dividend on common stock is a central
immediately feasible... If we are to continue to service existing customer relationships and meet
real estate. Stronger growth is needed to pay the dividend at its current level as long as it is

The 1993 Annual Report summarizes management's position on the dividend. We

Common Stock Dividend
be $4.6 million. A subaccount is established for the PSC's final order.

The PSC will prepare its own opinion based on the record created in the CPUC proceedings concluded in May 1993 and a final decision is expected from the California Public Utilities Commission (CPUC). The CPUC held its final hearing on July 23-28, 1993.

In 1991, the proposed order was set aside and the PSC ordered the parties to

1. Modify the terms of the proposed order.
2. Review the proposed order.
3. Submit a new proposal.
4. Submit a revised proposal.
5. Submit a final order.

A subaccount is established for the PSC's final order.

Mohave Hearings

GENERAL ISSUES UPDATE
APPENDIX V

SPRINT CENTRAL TELEPHONE-NEVADA SPEECH

Remarks by James J. Kropid
At Consumer Hearings
For General Rate Case
1:30 p.m. and 7 p.m. Nov. 5, 1992

Good afternoon/evening. I am Jim Kropid, president of Central Telephone-Nevada.

We thank you for taking the time to share your comments about proposals we filed with the Public Service Commission in July.

We welcome the opportunity to hear your comments about the telephone service we provide.

For the last 27 years we have been able to do what few businesses could do. That is to provide the latest and best in telephone services without increasing the basic price you pay.
YOUR BASIC TELEPHONE SERVICE IS 54 PERCENT BELOW THE NATIONAL AVERAGE OF 13-DOLLARS 5-CENTS. WE SHOULD ALL BE PROUD OF THE FACT THAT OUR RATES ARE SO LOW. AND WITH OUR PROPOSALS THEY WILL BE 3-DOLLARS AND 5-CENTS BELOW THE NATIONAL.

THROUGH SOUND AND VISIONARY MANAGEMENT, WE HAVE INVESTED NEARLY $1 BILLION TO MAKE THIS TELEPHONE NETWORK SECOND TO NONE. IT IS MODERN, EFFICIENT AND RELIABLE.

FOR DECADES, OTHER SOURCES HAVE HELPED KEEP LOCAL RESIDENTIAL RATES LOW. LET'S DISCUSS WHY THAT IS CHANGING.
In the last 12 years, we have introduced custom calling features and services that proved extremely popular. However, you can only mine in one area for so long. Income from these optional features has flattened out.

Our customers are sensitive to price changes for services they don't absolutely need. Custom calling features are no exception.

A good example of customer sensitivity is the information operator services charge. Since we began charging 25 cents for directory assistance calls in January, customers by the thousands decided not to use a service that had once been free.
Yet we are expected to underwrite local basic service with revenue from unstable and unpredictable sources such as custom calling features, information services and the like. We cannot continue to do that.

Prior to the break-up of AT&T, long distance rates helped support local basic service. That meant you and I paid lower rates for local telephone service. After the break-up of AT&T, the F-C-C determined it was no longer in the public interest for long-distance rates to continue to help support local telephone service at the same levels.
Consequently...long distance costs have come down and local rates have had to move upward...except in southern Nevada where the value of telephone service far exceeds the price charged for it.

We have a proven track record for being efficient and well-managed. But currently major cost-cutting methods are just not available to us. Meanwhile, our expenses continue to climb just as any other business has been experiencing. And growth only adds to the situation when each new customer pays 6-dollars for a service that costs us approximately 10-dollars to provide.
The proposed basic local residential price...which includes calling anywhere, anytime in the metropolitan area, and talking as long as you want...would be 10-dollars in the Las Vegas area.

We are proposing to increase basic business service rates from $15 to $15.56 per line.

Only a small increase is proposed since basic business service already is priced above our cost to provide it. And this is true across the country. Business services are priced above cost in order to help keep residential rates lower.

The proposed residential basic rate is still below our actual cost to provide dial tone around the clock seven days a week.
We agree...there is never a good time to raise rates. Compared to other essential services...telephone rates have been a very good deal in southern Nevada for over a quarter of a century. And they will continue to be. While cities near us have seen dramatic increases in basic rates, we have avoided seeking increases until recently.

We are sensitive to our customers. That is evidenced by two proposals we have made to the Commission. Both address Centel's and the Commission's commitment to the goal of universal service.

Universal service means that anyone who wants telephone service should have it...and at a reasonable price.
8/Consumer Hearing

In that regard, our MoneySaver 30 plan has received very favorable response. First...let me clarify that MoneySaver 30 is a low-cost ALTERNATIVE for customers. It would not be available until January.

Many customers who inquired about the service wanted to sign up for it IMMEDIATELY, a good indication of the benefit of MoneySaver 30.

We are proposing this service to give customers an additional choice about their telephone service. We understand that the telephone is a vital necessity. We understand fixed incomes and the frustration that can come from increased prices for food, utilities, medicine.

That's why we proposed this plan.
MoneySaver 30 is for customers who don't use their telephones very much...or want to better control the cost of their service. MoneySaver 30 allows for 30 OUTGOING local calls of unlimited length per billing period for 6-dollars. If you go over the limit, each call is 10 cents.

Incoming calls are not counted, calls to 9-1-1, Centel business offices or to time and temperature are NOT counted...and neither are long-distance calls.

We also proposed a change in our Lifeline Assistance program that we began offering in 1988. In order for more customers to qualify for this program, we are asking the Commission to strike the age requirement, which currently is 60 years of age.
Lifeline Assistance can save a qualified customer $39.60 a year in federal charges on the local bill. To qualify, a customer must meet certain income and social welfare guidelines. The savings apply to only one telephone line per household.

Although not a part of these proposals, Centel also offers Link Up America, a program that can save a qualified low-income customer up to 50 percent on service installation charges.

This hearing is an open process...as it should be. We do not take lightly your comments and concerns...positive or otherwise...about your telephone service.
11/Consumer Hearing

That's one reason we established a Customer Information Line. During October, when the bill insert about our proposals was being sent to your homes, we received about 150 calls. Some left comments or questions. We appreciate that input and the opportunity to discuss the issues.

To help me with that process today are Linda Stinar...our regulatory staff manager...Gordon Thornton...operations vice president...and Kristin McMillan...our legal counsel. Together we will listen carefully to you and attempt to respond to your concerns.

Again...we thank you for taking time from your busy schedules to be here today.

-END-
I'm grateful to have this chance to speak with you today. I hope that my remarks will bring us to a greater understanding of water conservation, the problems that we face with water in the near future and the solutions to those problems. Water and our quality of life go hand in hand here in Southern Nevada. On the demand side of the water equation for the 1990s, the growing population here in Clark County has made the role of conservation a must if we are to survive these upcoming water challenges.

Clark County has embarked on an extensive conservation program designed to help meet our water needs in the future. Several steps have been taken to help insure those needs. Our goal is a 20-25% reduction in consumptive water use by 1994. We have undertaken an extensive community education program where we educate the public through lectures, workshops, the Desert Demonstration Gardens, the Water District Speakers Bureau, and brochures. We have also implemented a new rate structure that will encourage conservation, as well as codes and ordinances including a ban on artificial lakes, a water waste ordinance, landscaping ordinances, and building codes all designed to help our communities become more water efficient and
conservation minded. These are some of the ways that water conservation can be enforced through ordinances and codes, but so much more can be done with the effort and cooperation of the community that can't be enforced through the law.

To understand what we can do personally, we need to understand how our water use is broken down.

* Medical use - (0.5%)
* Irrigation, Golf Courses, Parks, etc., - (8.4%)
* Industrial use - (0.5%)
* Commercial and Fire Line - (11.4%)
* Churches and Schools - (2.1%)
* Hotels and Motels - (8.3%)
* Government - (4.6%)
* Residential use - (64.2%)

As you can see, residential use is by far the greatest use for our water and therefore it is the greatest place to start conserving water. Many of the things that we can do to conserve water in the home are obvious. We can turn off the water while brushing our teeth or shaving, wash only full loads in the washing machine and dishwasher, and we can put
water saving devices in our toilets and on our faucets, but some things we can do might not be so obvious. The largest use of residential water is outside the home, such as watering our lawns, which accounts for 60% of total home water use. Of that 60%, it is estimated that half is wasted. Through efforts such as working with our lawns to make them water efficient and avoiding overwatering, we can save almost a third of the residential water used. Effort such as these can help to stretch our current supply well into the future.

Even with these conservation efforts, new sources of water will need to be developed if we are to remain viable as a growing community. We currently receive about 80% of our water from the Colorado River, and the other 20% comes from ground water. The most obvious way to obtain the water we need would be to increase our use of the Colorado River. Unfortunately, this option is not available. When the Colorado River was originally divided up we received a portion that exceeded our needs in those days, but since then has come to be a source of concern. We currently share the Colorado River with several other states and in order to increase our allotment another state would have decrease their share and that isn't likely to happen. Another option is the Cooperative Water Project. This project was initiated to develop unallocated (unused) ground and surface water in Clark,
Lincoln, Nye and White Pine Counties. The water that has been filed for is estimated to be less than 300,000 acre feet annually. An acre foot is the water that it would take to cover the surface of an acre area one foot deep. The water filed for is only the unused ground and surface water that would be replenished naturally during the year, minus any previous claims filed on this water. Water from this project will be made available to all water users in the four participating counties. This water supply may take up to 30 years to fully develop and will ensure adequate water resources for Nevada into the 21st century.

We need the Cooperative Water Project for many reasons. If current water use patterns continue, we could reach complete utilization of our available water resources as early as 1997. The CWP is needed to help meet future demands and ensure prosperity for Southern Nevada, as well as protecting ourselves from a drought on the Colorado River. In working with the CWP we want to reiterate that the project would be good for all counties involved and the needs of all counties will be addressed. All other options for new sources of water are being researched, but at the present time many of the other options, such as the desalinization of water, are too costly to consider.
Many have expressed concern that the development of this water will lead to drought and detrimental effects upon the economy of these rural counties. Again we want to assure you that this water will be available to all participants in the CWP and would only involve the unused portions of these waters. We urge you to contact us with any questions you may have and thank you for all you have done in the way of conservation.
August 22, 1994

Julie Foley
2030 Parkway North
Las Vegas, NV 89106

Julie:

I give you permission to analyze the speeches written for employees at Nevada Power Company.

Sincerely,

Vince Alberta
Public Affairs
August 29, 1994

TO WHOM IT MAY CONCERN:

This letter is to confirm that I give my permission to Julie Foley to use in her thesis, the speech regarding Centel which I provided to her.

Very Truly Yours,

Larry L. Spitler
Vice President
Human Resources/Corporate Communications

I.L.S djh
August 22, 1994

Ms. Julie Foley
2030 Parkway North
Las Vegas, NV 89106

Dear Julie:

I provided you a copy of my speech a few weeks ago for you thesis. This letter is to authorize you to use and analysis my speech in your thesis for your masters program at UNLV. If you need further assistance, please don’t hesitate to call on me. Good Luck.

Sincerely,

[Signature]

Lawrence L. Brown III
Director of Public Services

LLB/fj
BIBLIOGRAPHY


Plavetich, Richard G. and Brian H. Kleiner. “How to Be an Effective


