

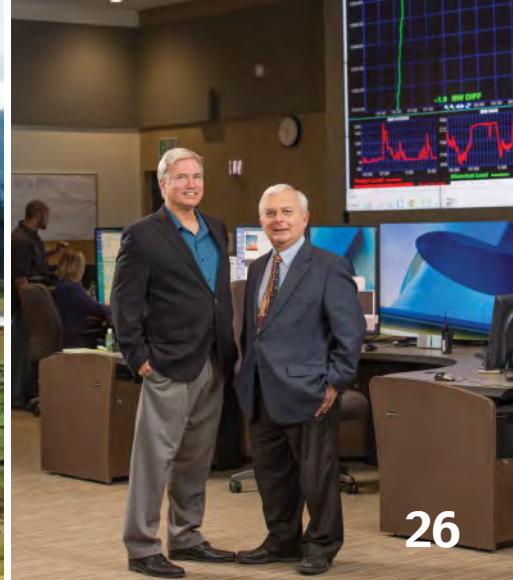
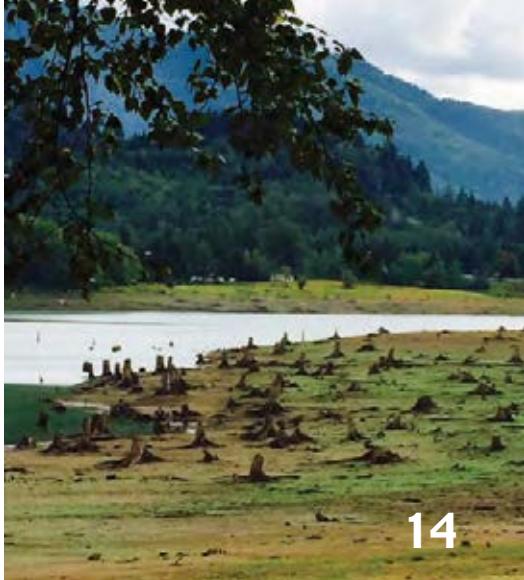
# BULLETIN

Northwest Public Power Association

## NERC's mandatory standards: SMUD shares lessons learned after eight years

February 2016  
Volume 70, Number 2





**On the cover:** In June 2007, mandatory standards went into effect that regulate all electric utility generation and transmission operations that might impact the nation's bulk electric system. SMUD's James Leigh-Kendall and Michael Gianunzio (on the cover, L-R) share five key lessons they have learned after eight years of the new regulatory paradigm. Photo provided by SMUD.

FEBRUARY 2016 • VOLUME 70 • NUMBER 2

## 3 NWPPA NEWS

## 7 TRAINING OPPORTUNITIES

## 10 CUSTOMER OUTREACH

## 12 EXECUTIVE DIRECTOR

## 14 FISH

## 16 HUMAN RESOURCES

## 17 MEMBER NEWS

## 22 ASSOCIATE MEMBER NEWS

## 24 WASHINGTON, D.C., REPORT

## 26 COVER STORY

## 31 JOB OPPORTUNITIES

Opinions expressed in single articles are not necessarily policies of the Association. For permission to reprint articles, write or call the associate editor.

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Northwest Public Power Association



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Scan with your smart phone  
to view our mobile website.

# Charge Ahead at our 76<sup>th</sup> Annual Meeting

The theme for our 2016 Annual Conference and Membership Meeting has been decided and it is all about *Charging Ahead*. Changes in technologies, customer expectations, community, energy storage, smart grid, and others are important to understand and question, and we need to address these issues head on while looking forward.

To discuss these and other issues with fellow NWPPA members, plan now to attend NWPPA's 76<sup>th</sup> Annual Conference and Membership Meeting being held May 15-18, 2016, at the Tulalip Resort in Tulalip, Wash.

We are planning a fun and exciting meeting for our members and guests! The annual golf tournament will kick off the conference on Sunday, May 15, at Kayak Point, about 20 minutes away from the Tulalip property.

Throughout the conference there will be receptions and, of course, our annual celebration banquet on Wednesday evening.

Please join us in celebrating our 76<sup>th</sup> Annual Conference and Membership Meeting. To get up-to-date information about the conference or to register, visit [www.nwppa.org](http://www.nwppa.org). **NWPPA**



Tulalip Resort

A promotional poster for NWPPA's 2016 Annual Conference &amp; Membership Meeting. The title "NWPPA's 2016 Annual Conference &amp; Membership Meeting" is at the top, followed by the theme "Charging Ahead" with a lightning bolt icon. Below this, the dates "May 15-18, 2016" and the location "Tulalip Resort in Tulalip, Wash." are listed. The background features a stylized landscape with wind turbines on the left, solar panels in the center, a row of houses in the background, and a lightbulb on the right containing a small green plant. A large green battery is shown at the bottom, with a lightning bolt symbol on it, symbolizing energy storage.

## Five reasons to attend the 2016 E&O Conference and Trade Show

**B**udgets are tight, your workload is heavy, and you may even be considering other conferences and trade shows. So why should you attend NWPPA's 2016 Engineering & Operations (E&O) Conference and Trade Show in Spokane, Wash., during the week of April 11? Here are five reasons why the Spokane E&O should be your choice:

1. Select from over 30 educational sessions on topics and speakers selected by utility employees and learn the latest on issues, best practices, equipment, and more. Plus, two general sessions will focus on service to community, being a true champion, and disaster planning and forecasting. Mike Robbins will give the service-oriented presentation on how to be a true champion in your community, and Dr. Seth Guikema will walk attendees through a science-based presentation on power systems, storm outage modeling, and asset management, using his own research and modeling tools.
2. NWPPA's E&O reflects the unique aspects of the Western U.S., Western Canada, and Alaskan electric utility industry, including the cultures, climates, tools, techniques, regulations, and systems.
3. Attend our **trade show** that will have over 190 exhibit booths displaying items from software to line trucks to engineering services to transformers ... and so much more! Our exhibitors will be presenting the best services and equipment that the industry has to offer.
4. Build and maintain your professional network. A promotion or job change can put you into a situation where some advice and help would be good to have

at hand. Networking with electric utility employees and vendors from your region is a key to success for you and your organization. According to surveys, developing a ready network of utilities and vendors to help when questions arise or help is needed has been the number one reason why people attend the NWPPA E&O.

5. To reach or stay at the top of your game, you need the latest tools and techniques, which all of the previous reasons can provide. You'll get this only at the 2016 NWPPA E&O in Spokane.

For more information about the conference program, trade show, hotel, or to register, visit our website at [www.nwppa.org/eo](http://www.nwppa.org/eo). For conference and/or trade show questions, please email Jenny at [jennifer@nwppa.org](mailto:jennifer@nwppa.org). **NWPPA**

### Register today!



# Welcome back to Lakeview Light & Power and the City of Penticton

We are excited to announce that Lakeview Light & Power in Lakewood, Wash., and the City of Penticton in Penticton, B.C., have both rejoined the association.

The Lakeview Light & Water Company was incorporated on March 21, 1922, as a mutual non-profit company for the purpose of obtaining electric service for its members. Lakeview Light & Power continues the commitment of its founders to serve its members at the lowest possible cost by means of a reliable electrical distribution system. Today, Lakeview Light & Power General Manager Ray Grinberg heads the utility, which is governed by a five-member board of directors, elected by the members, to serve a three-year term. Currently, Lakeview has 2,350 members and serves in excess of 9,800 meters.

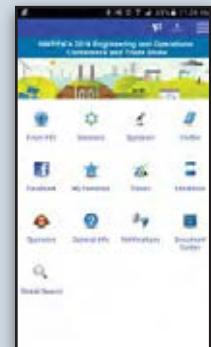
Penticton is a city in the Okanagan Valley of the Southern Interior of British Columbia, Canada, situated between Okanagan and Skaha Lakes. The Penticton Electric Utility is owned and operated by the City of Penticton and provides electrical service to approximately 17,000 residential, commercial, and industrial customers within city limits through a medium-voltage distribution and four substations. Incorporated in 1908

and energized in 1912, the utility has since added water to its services. Electric Utility Manager Shawn Filice leads the staff of 14 employees.

NWPPA is excited to have both utilities back in our membership! **NWPPA**

## We've got just the app for you!

Coming soon to an event near you — NWPPA introduces a new event app powered by Eventpedia! With our new app, you will have everything you need in the palm of your hand. Access the agenda, speaker information, exhibitors, and much more. Lose your paper agenda? No worries, it's in the app! Can't remember a speaker's name and company that you really liked? Look him or her up in the app! Tired of filling out paper surveys? It's in the app! Looking for a specific vendor on the trade-show floor? Check the interactive map in the app!



The NWPPA event app will launch in March for April's Engineering & Operations Conference and Trade Show. We will also use it for the Annual Meeting in May and the Northwest Communications and Energy Innovations Conference in September. With the Eventpedia-powered app there's no need to download a separate app for each event because they will all be on the multiple-event platform. As part of our continued effort to serve you better and improve your conference experience, we believe the event app is an effective channel for enhancing your experience.

Download the app for your Android phone from Google Play or for your iOS phone from the App Store starting March 1. See you in the app!

**NWPPA**

**Save the date for the 2016 NIC!**

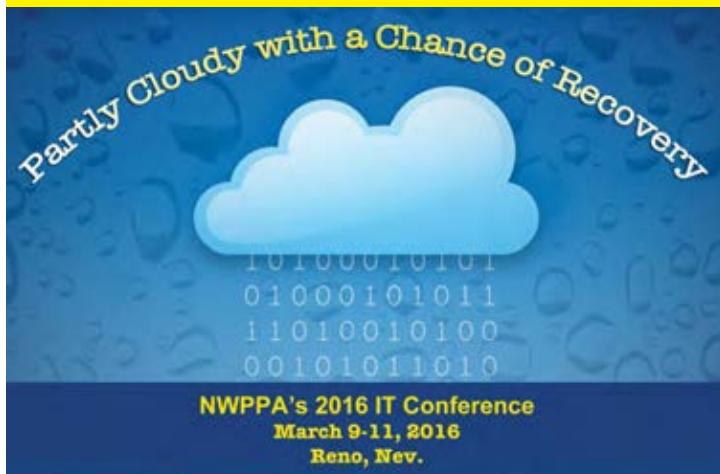
***The Stars Are Out in Big Sky Country:  
A Campout in Missoula***

**September 11-14, 2016**  
**DoubleTree Hotel Missoula/Edgewater**  
**Missoula, Mont.**



- More general sessions than ever before!
- New topics!
- A new conference app!
- Ted Koppel invited!
- A fun camping theme!

For more information on the 2016 IT Conference or to register, go to [www.nwppa.org](http://www.nwppa.org).



A black and white advertisement for GOLIGHT. It features a grid of images and text. The top row shows a large 'G' logo, a person working in a workshop, and a street lamp at night. The middle row shows a hand holding a circular device, a close-up of a light fixture, and a truck with a light mounted on it. The bottom row shows a dark space with the word "GUARANTEED" in large letters. Text overlays include "DURABLE...", "VERSATILE...", "POWERFUL...", and "GUARANTEED". At the bottom, it says "Remote Controlled and Fixed Mount Lighting" and "800.557.0098 or visit [golight.com](http://golight.com)".



## A look back at public power

### 50 years ago — 1966

Okanogan PUD established new lower rates for rental of outdoor security lights (Wash.) ... Yellowstone Valley Electric Cooperative called for legislation to restrain the Montana Power Company from invading rural areas served by cooperatives ... Elmhurst Mutual Company changed its name to Elmhurst Mutual Power and Light Company (Wash.) ... Golden Valley Electric Association underwrote part of the cost of a study of ice fog conditions at the Fairbanks International Airport (Alaska) ... Chelan PUD launched plans for the Pacific Northwest Historical Electrical Museum by asking utilities and industry allies for donations to the museum (Wash.).

### 25 years ago — 1991

Using Mr. Meterman, Wells Rural Electric Company provided demonstrations on energy and awareness of electrical usage to more than 1,160 grammar school students throughout their territory (Nev.) ... Kent Wick, a former rural electric manager from Alaska, was named the new manager of Central Montana Electric Power Cooperative ... More than 141,000 Snohomish County PUD customers were affected over a five-day period as winter storms pounded the Northwest (Wash.) ... Steven Eldridge succeeded Russell Dorran as general manager of Umatilla Electric Cooperative Association (Ore.).

### 5 years ago — 2011

Terry M. Kelly was named to the newly created assistant general manager position at Salem Electric (Ore.) ... The three-year process to transfer the Cowlitz PUD water system to the Beacon Hill Water and Sewer District was successfully completed, with the approval by the boards of commissioners of both utilities (Wash.) ... To honor the slain Rainier (Ore.) Chief of Police Ralph Painter, Clatskanie PUD participated in the memorial procession by raising American flags from their bucket trucks along the route ... Parkland Light & Water Company promoted Pat Morehart to the position of assistant manager in charge of operations (Wash.). **NWPPA**

# TRAINING OPPORTUNITIES

## March, April, and May 2016

Please go to our website ([www.nwppa.org](http://www.nwppa.org)) to view the full descriptions for these and other courses.

### SUBSTATION SERIES: SUBSTATION OVERVIEW & INSPECTIONS

**Who Should Attend:** Line and substation personnel, distribution engineers, and supervisors who have responsibility for transmission and distribution substations.

**MARCH 2-3, 2016 — VANCOUVER, WASH.**

### NEW! PowerShell FOR ADMINISTERING WINDOWS

#### WORKSTATIONS, SERVERS, AND DOMAINS

**Who Should Attend:** Windows system or domain administrators or support staff who want to learn how to integrate PowerShell into daily basic and advanced tasks. (Previous experience with any scripting or programming language will enhance the attendee's experience, but is not required.)

**MARCH 8, 2016 — RENO, NEV.**

### EXCEL MASTERY

**Who Should Attend:** Anyone who currently uses Excel and would like to increase knowledge and efficiency applying calculations and database tools.

**MARCH 9, 2016 — VANCOUVER, WASH.**

### ELECTRIC UTILITY SYSTEM OPERATIONS

**Who Should Attend:** Any electric utility industry employee (utility or vendor) whose job performance will benefit from a basic understanding of the operations side of the utility business.

**MARCH 9-10, 2016 — SACRAMENTO, CALIF.**

### FOREMAN LEADERSHIP SKILLS #2 — EFFECTIVE PROBLEM SOLVING; TRANSITIONING FROM EMPLOYEE TO FOREMAN

**Who Should Attend:** Foremen and crew leaders.

**MARCH 9-10, 2016 — RICHLAND, WASH.**

### IT CONFERENCE: PARTLY CLOUDY WITH A CHANCE OF RECOVERY

**Who Should Attend:** IT professionals and others who are responsible for information technology programs as well as members of the operations and engineering functions who would like to build a stronger relationship with IT.

**MARCH 9-11, 2016 — RENO, NEV.**

### NUTS AND BOLTS OF WORK ORDERS

**Who Should Attend:** Employees involved in any aspect of preparing and/or processing work orders for their electric utility, or employees outside the accounting area who want a better understanding of the work order process.

**MARCH 10-11, 2016 — ANCHORAGE, ALASKA**

### ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: DAY 1 — CRITICAL-THINKING AND DECISION-MAKING SKILLS

**Who Should Attend:** Executive secretaries, administrative assistants, and secretaries.

**MARCH 15, 2016 — COEUR D'ALENE, IDAHO**

### ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: DAY 2 — POSITIVE ASSERTIVENESS

**Who Should Attend:** Executive secretaries, administrative assistants, and secretaries.

**MARCH 16, 2016 — COEUR D'ALENE, IDAHO**

### NEW! ONLINE — LISTENING FOR SUCCESS

**Who Should Attend:** Anyone who wants to increase communication skills to be more effective working with both internal and external customers.

**MARCH 16, 2016 — ONLINE PRESENTATION**

### NEW! SUBSTATION SERIES: PRINT READING

**Who Should Attend:** Line and substation personnel and distribution engineers who have responsibility for distribution and transmission substations.

**MARCH 16, 2016 — SPOKANE, WASH.**

### INCREASING COLLECTION EFFECTIVENESS

**Who Should Attend:** Members within the customer service, credit, and collections departments of public power utilities.

**MARCH 16-17, 2016 — PORTLAND, ORE.**

### LEADERSHIP SKILLS SERIES (formerly Front Line Leadership) SESSION #1: SITUATIONAL LEADERSHIP

**Who Should Attend:** Supervisors and managers, and employees who will be transitioning to a supervisory or managerial role in the future.

**MARCH 16-17, 2016 — COEUR D'ALENE, IDAHO**

### ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: DAY 3 — ORGANIZATIONAL SKILLS; TIME & STRESS MANAGEMENT

**Who Should Attend:** Executive secretaries, administrative assistants, and secretaries.

**MARCH 17, 2016 — COEUR D'ALENE, IDAHO**

### NEW! SUBSTATION SERIES: SUBSTATION TRANSFORMER & REGULATOR MAINTENANCE

**Who Should Attend:** Line and substation personnel, as well as engineers who have responsibility for distribution and transmission substations.

**MARCH 17, 2016 — SPOKANE, WASH.**

### ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: DAY 4 — PERSONAL STRATEGIES FOR NAVIGATING CHANGE

**Who Should Attend:** Executive secretaries, administrative assistants, and secretaries.

**MARCH 18, 2016 — COEUR D'ALENE, IDAHO**

### NWPPA LABOR AND EMPLOYEE RELATIONS MEMBER MEETING (formerly the Northwest Wage & Hour Group)

**Who Should Attend:** Members of the NWPPA Labor and Employee Relations Group, which includes general managers, labor relations managers, and human resources professionals.

**MARCH 18, 2016 — RICHLAND, WASH.**

### NEW! SUBSTATION SERIES: SUBSTATION BATTERY MAINTENANCE & TESTING

**Who Should Attend:** Line and substation personnel and engineers who have responsibility for distribution and transmission substations.

**MARCH 18, 2016 — SPOKANE, WASH.**

*Continued on page 8*

# TRAINING OPPORTUNITIES

## REVENUE METERING: INTRODUCTION AND APPLICATION

**Who Should Attend:** Metering, service, engineering, and operations personnel; service and meter sales representatives; purchasers of meter products; supervisors; and other individuals who require an understanding of revenue meters.

**MARCH 22-23, 2016 — VANCOUVER, WASH.**

## DISTRIBUTION ENGINEERING SERIES: SESSION 2 — OVERCURRENT PROTECTION

**Who Should Attend:** Engineers and senior technical personnel involved in selecting and coordinating overcurrent protection devices.

**MARCH 30-31, 2016 — VANCOUVER, WASH.**

## SENIOR LEADERSHIP SKILLS (formerly Pathways to Leadership) #2, SERIES 4: LEAD YOUR TEAM(S)

**Who Should Attend:** Directors, managers, graduates of the Leadership Skills series (formerly Front Line Leadership), and newly appointed senior leaders.

**APRIL 5-6, 2016 — COEUR D'ALENE, IDAHO**

## ENVIRONMENTAL TASK FORCE MEETING

**Who Should Attend:** Utility environmental professionals (new and experienced), government agency staff, vendors, and anyone who is tasked with or interested in environmental issues, regulatory compliance, or mitigation in the environmental arena of electric utilities.

**APRIL 11, 2016 — SPOKANE, WASH.**

## ENGINEERING & OPERATIONS CONFERENCE AND TRADE SHOW

**Who Should Attend:** Electric utility engineering and operations personnel, as well as those in information technology, safety, purchasing, environmental, accounting, communications, or any area where a more in-depth knowledge of engineering and operations would be beneficial. For more information, see page 4.

**APRIL 11-15, 2016 — SPOKANE, WASH.**

## NEW! ONLINE — COACHING FOR PERFORMANCE: A WINNING RECIPE

**Who Should Attend:** Managers, supervisors, and human resources personnel.

**APRIL 14, 2016 — ONLINE PRESENTATION**

## NEW! HIRING AND ONBOARDING GREAT TALENT

**Who Should Attend:** Managers, supervisors, and human resources personnel.

**APRIL 19-20, 2016 — VANCOUVER, WASH.**

## NEW! ONLINE — KEEPING OTHERS IN THE LOOP

**Who Should Attend:** Anyone who wants to increase his or her communication skills to be more effective working with both internal and external customers.

**APRIL 20, 2016 — ONLINE PRESENTATION**

## NEW! ONLINE — EMPLOYEE RE-ENGAGEMENT: CLEARING THOSE NEGATIVE "ODORS IN THE FRIDGE"

**Who Should Attend:** Managers, supervisors, and human resources personnel.

**APRIL 21, 2016 — ONLINE PRESENTATION**

## TELEPHONE EXCELLENCE

**Who Should Attend:** Customer service professionals and others who work with customers by phone.

**APRIL 26-27, 2016 — VANCOUVER, WASH.**

## NEW! INTRODUCTION TO RATE MAKING

**Who Should Attend:** Staff/analysts who are new to rate setting or the

utility industry, as well as those new to demand response or interested in developing a demand response program for their utility.

**APRIL 27, 2016 — SEATTLE, WASH.**

## NEW! ADVANCED RATE MAKING

**Who Should Attend:** Analysts/managers who are interested in developing new rates or updating the rate structures for their utility.

**APRIL 28, 2016 — SEA TAC, WASH.**

## NEW! ONLINE — TERMINATIONS: PAST THE PERFORMANCE EXPIRATION DATE

**Who Should Attend:** Managers, supervisors, and human resources personnel.

**APRIL 28, 2016 — ONLINE PRESENTATION**

## SUBSTATION SERIES: SUBSTATION OVERVIEW & INSPECTIONS

**Who Should Attend:** Line and substation personnel, distribution engineers, and supervisors who have responsibility for transmission and distribution substations.

**MAY 3-4, 2016 — ROSEVILLE, CALIF.**

## SENIOR LEADERSHIP SKILLS (formerly Pathways to Leadership) SESSION 5, SERIES 3: LEAD YOUR ORGANIZATION, SUSTAIN EXCELLENCE, AND MANAGE CHANGE

**Who Should Attend:** Directors, managers, graduates of the Leadership Skills Series (formerly Front Line Leadership), and newly appointed senior leaders.

**MAY 4-6, 2016 — STEVENSON, WASH.**

## NEW! SITUATIONAL SELF-LEADERSHIP

**Who Should Attend:** Supervisors and managers, and employees who will be transitioning to a supervisory or managerial role in the future.

**MAY 10, 2016 — RICHLAND, WASH.**

## DISTRIBUTED GENERATION FOR ENGINEERING PERSONNEL

**Who Should Attend:** Engineering managers, supervisors, senior system planners, and engineering consultants.

**MAY 10-11, 2016 — VANCOUVER, WASH.**

## LINEMAN SKILLS SERIES: AC TRANSFORMER THEORY AND APPLICATION; AND REGULATORS AND CAPACITORS

**Who Should Attend:** Linemen, linecrew foremen, substation personnel, electrical engineers, safety managers, and all personnel that would benefit from a theoretical and practical knowledge of AC transformers, regulators, capacitors, and grounding.

**MAY 10-12, 2016 — VANCOUVER, WASH.**

## NEW! ONLINE — CREATIVE DIALOGUE, CREATIVE OUTCOMES

**Who Should Attend:** Anyone who wants to increase his or her communication skills to be more effective working with both internal and external customers.

**MAY 11, 2016 — ONLINE PRESENTATION**

## NEW! OPTIMAL MOTIVATION

**Who Should Attend:** Any employee interested in learning the skill of activating optimal motivation in order to achieve and sustain high performance.

**MAY 11, 2016 — RICHLAND, WASH.**

## LEADERSHIP SKILLS #2: LEADERSHIP CHALLENGES

**Who Should Attend:** Supervisors and managers, and employees who will be transitioning to a supervisory or managerial role in the future.

**MAY 11-12, 2016 — RICHLAND, WASH.**

## WRITING EFFECTIVE JOB DESCRIPTIONS

**Who Should Attend:** Anyone who needs to write job descriptions for positions, including board members, utility managers, and human resources staff.

**MAY 11-12, 2016 — RICHLAND, WASH.**

#### **NWPPA LABOR AND EMPLOYEE RELATIONS MEMBER MEETING**

**Who Should Attend:** Members of the NWPPA Labor and Employee Relations Group (formerly named the Northwest Wage and Hour (NWWH) group), which include general managers, labor relations managers, and human resources professionals.

**MAY 13, 2016 — EUGENE, ORE.**

#### **ANNUAL MEETING PRE-CONFERENCE COURSE: SUCCESSION PLANNING: DEVELOPING THE PURPOSE-DRIVEN ORGANIZATION**

**Who Should Attend:** General managers, policy makers, and senior staff. Note that attendees are eligible for NRECA Board Leadership Certificate credit.

**MAY 15, 2016 — TULALIP, WASH.**

#### **ANNUAL MEETING PRE-CONFERENCE COURSE: ELECTRIC UTILITY SYSTEMS OPERATIONS**

**Who Should Attend:** Any industry (utility or vendor) employee whose job performance will benefit from a basic understanding of the operations side of the utility business, including engineering, operations, safety, purchasing, information technology, regulatory and rates, customer service, public relations, legal, and accounting employees. Note that attendees are eligible for NRECA Board Leadership Certificate credit.

**MAY 15, 2016 — TULALIP, WASH.**

#### **NWPPA ANNUAL CONFERENCE AND MEMBERSHIP MEETING**

**Who Should Attend:** Policy makers, general managers, and senior staff. For more information, see page 3.

**MAY 15-18, 2016 — TULALIP, WASH.**

#### **DIVERSIFIED COMMUNICATIONS**

**Who Should Attend:** Customer service professionals and any others who need to communicate effectively with customers and members.

**MAY 17-18, 2016 — PORTLAND, ORE.**

#### **EMPLOYEE REVIEWS, DEVELOPMENT, AND RISK MANAGEMENT**

**Who Should Attend:** Managers, supervisors, and human resources staff.

**MAY 18-19, 2016 — VANCOUVER, WASH.**

#### **VIOLENCE PREVENTION SKILLS: STAYING SAFE AND SECURE AT WORK**

**Who Should Attend:** Anyone who potentially may need to deal with violence in the office or in the field, including customer engineers, foremen, line superintendents, safety personnel, and customer service representatives.

**MAY 24-25, 2016 — VANCOUVER, WASH.**

#### **ACCOUNTING & FINANCE FUNDAMENTALS FOR UTILITY PERSONNEL**

**Who Should Attend:** Administrative professionals and anyone who wants to understand how each role in the utility impacts the budget and financial statement.

**MAY 25-26, 2016 — VANCOUVER, WASH. NWPPA**

## **Mark your calendars to attend NWPPA's 2016 conferences!**

### **Annual IT Conference**

March 9-11, 2016

Peppermill Resort

Reno, Nev.

### **Engineering & Operations Conference and Trade Show**

April 11-14, 2016

DoubleTree by Hilton Spokane City Center

Spokane, Wash.

### **Annual Conference and Membership Meeting**

May 15-18, 2016

Tulalip Resort

Tulalip, Wash.

### **Power Supply Conference**

August 1-2, 2016

Marriott — Portland Waterfront

Portland, Ore.

### **Northwest Communications & Energy**

#### **Innovations Conference (NIC)**

September 11-14, 2016

DoubleTree by Hilton

Missoula, Mont.

### **New! Western Distributed Energy Resources Conference**

October 12-13, 2016 (**New date!**)

Northern Quest Resort

Airway Heights, Wash.

### **Labor and Employee Relations Group Annual Meeting and Conference**

October 12-14, 2016

Coeur d'Alene Resort

Coeur d'Alene, Idaho

### **3 Cs Annual Conference**

October 26-28, 2016

Tulalip Resort

Tulalip, Wash.

## CUSTOMER OUTREACH

by Kristen Langham and Erica Erland

# Races help raise money for neighbors in need



In 2007, more than 750 participants registered for EWEB's inaugural Run to Stay Warm, more than doubling the required break-even point of 300 registrants; in 2015, more than 1,350 people registered and participated. Photo provided by EWEB.

**T**wo public utilities in the Northwest have harnessed employee creativity, energy, and innovation to raise money for low-income customers who struggle each year to pay their utility bills.

An event that started with one employee's passion for running and helping others has become the Eugene Water & Electric Board's premier sponsored event. Over the last nine years, EWEB's Run to Stay Warm has raised more than \$170,000 for the utility's low-income customer assistance program — enough money to aid more than 850 households.

"I wanted to help raise awareness for our Customer Care program," said Shelley Stephenson, the race director, champion for the event, and an energy management specialist at EWEB. "I have run hundreds of races, but few where 100 percent of the proceeds go back to the cause. I thought there could be an opportunity to create a family-friendly event that in turn puts the money directly back into our community."

EWEB managers gave the idea the thumbs-up back in 2007, provided the event broke even. More than 750 participants registered for the inaugural race, more than doubling the required break-even point of 300 registrants.

For years, Stephenson planned and managed the event almost single-handedly, due to it being a homegrown concept and not yet an official EWEB-sanctioned event.

Fast forward to 2013, when EWEB management declared the Run to Stay Warm event would be the utility's premier sponsored event, which is held on the Sunday before Thanksgiving each year. Since then, the core planning team has more than quintupled in size, helping to streamline the planning, brand the event, expand promotional activities, and add race options (such as a half-marathon). In 2015, more than 1,350 people registered and participated.

### Public power community

In 2014, Clark Public Utilities' employee Heather Allmain suggested a fundraising run for Operation Warm Heart, the utility's customer assistance program. That's when EWEB and Clark Public Utilities connected.

"We produce several large events, but the running community has high standards, and we weren't sure where to start," said Communications Coordinator Maxie Lofton. "We knew EWEB had been putting on a similar event for many years with great success, so we reached out for help."

The folks at EWEB were more than willing to share

information with the Clark team and invited Lofton to shadow Stephenson the day of the 2014 Run to Stay Warm. Armed with first-hand experience, Lofton returned with new ideas to make Clark's own event successful and appeal to a variety of audiences.

Eight years after EWEB's inaugural race, Clark Public Utilities held its first annual Race for Warmth 5K/10K run and walk on February 8, 2015. With more than 600 participants, the utility was able to add nearly \$20,000, a 19-percent increase, to the Operation Warm Heart funds from 2014. The program helps many local families in crisis situations pay their electric bill each year.

### A little something for everyone

One thing that has set the Run to Stay Warm aside from many other races is there really is something for everyone. In addition to three distances — a 5K, 10K, and half marathon — the event also features a free Kids' 400 Meter Dash, after party at a nearby local tavern/restaurant, raffle prizes, finishers' awards, and more. Regardless, the most important reason behind participants' decision to register is because it benefits EWEB's Customer Care program.

Clark followed EWEB's lead by incorporating more than just a single-distance race into the Race for Warmth. In addition to the 5K and 10K routes, Clark incorporated a fun run for kids with prizes for all who participated. Afterward, participants enjoyed coffee and snacks donated by local businesses, and many gathered at a local brewery for the awards ceremony while enjoying a free pint and pretzel.



Grace Ireland was one of more than 600 runners/walkers who participated in Clark Public Utilities' inaugural Race for Warmth last year. Photo provided by Clark Public Utilities.

"Part of what makes the public power community so unique is the willingness to share ideas and offer support," Lofton said. "In the end, it's the customers who benefit from this generosity."

A week before the 2015 event, a customer in the EWEB lobby said, "Run to Stay Warm goes to the Customer Care program? That program helped me last year. I think I'll participate this year."

There you have it — sharing ideas, offering support, and giving customers help when they need it so they can turn around and pay it forward for others. That's the reason we do this.

The Race for Warmth celebrated its second event just last month with over 900 participants; the Run to Stay Warm will celebrate its 10-year anniversary on November 20, 2016.

For more information, visit [eweb.org/runtostaywarm](http://eweb.org/runtostaywarm) and [raceforwarmth.com/](http://raceforwarmth.com/). **NWPPA**

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EWEB's Run to Stay Warm event will celebrate its 10-year anniversary on November 20, 2016. Photo provided by EWEB.

## EXECUTIVE DIRECTOR

by Anita J. Decker



*First aid training has been around for years and most, if not all, of our members require some level of annual training on first aid. Less prevalent is personnel who are also trained on the ICS. As an industry, we would be well to add ICS to our personnel training requirements.*

# Let's all start this new year with safety on our minds

**H**ere at NWPPA, 2015 went by in a flash! We made several changes: we updated our website, changed our association membership software, delivered more training closer to where our members are located, and changed our membership investment formula. Suffice it to say, we made a lot of member-facing improvements to improve the effectiveness and ease of doing business with NWPPA. Just as you put your members first when thinking about how you spend time and money, so do we.

However, we also did some things internally to NWPPA. Almost daily we read about disaster preparedness. We hear about it, but are we acting on it? While NWPPA is not a critical organization and doesn't house critical infrastructure, we do house people. And that our staff is prepared for an emergency is critical, whether it's each person's individual preparedness or for the interests of the association.

To that end, we brought in a disaster planning expert for the education and emergency preparedness of our staff. Subsequently, we also have employees that are taking the Federal Emergency Management Administration's Incident Command System (ICS) training and updating their Red Cross first aid certifications.

First aid training has been around for years and most, if not all, of our members require some level of annual training on first aid. Less prevalent is personnel who are also trained on the ICS. As an industry, we would be well to add ICS to our personnel training requirements.

The ICS is a standardized approach to the command, control, and coordination of emergency response that provides a common hierarchy within which responders from multiple agencies can be most effective.

ICS was initially developed to address problems of interagency responses to wildfires in California and Arizona back in the 1970s. In March 2004, the Department of Homeland Security, in accordance with the passage of Homeland Security Presidential Directive 5 (HSPD-5), called for a standardized approach to incident management amongst all federal, state, and local agencies. ICS is now a component of the National Incident Management System (NIMS) in the U.S. and it has evolved into use in all-hazards situations, ranging from active shootings to hazmat scenes. Additionally, it was mandated that NIMS (and thus ICS) must be utilized to manage emergencies in order to receive federal funding.

What sets ICS apart is the standardization of approach. This can be critical when relying on mutual aid — a standard approach. It can also be critical when working with other responding agencies that are trained in ICS — a standard approach. Standard approaches enable efficiency and improved communication through understanding terms, roles, and responsibilities, and how an effective incident command and response operates.

The utility industry has had little exposure to ICS and its standards and protocols. Outage and disaster management has evolved with each utility having its own unique processes for triage and response. ICS could be a new standard that could take our existing practices to a more uniform approach through the certification of personnel who can better work within the roles, responsibilities, structure, and protocols being required by other emergency responders.

In 2016, NWPPA will be investigating how we take these internal learnings to support utilities who are interested in disaster preparedness and ensuring their personnel are best prepared to interface with other agencies (federal, state, and local), including other utilities when mutual aid is called upon. As incidents continue to occur, whether raging fires as we saw throughout the Northwest and Northern California, a tsunami, or other extreme weather events, or the predicted and feared Cascadia Subduction event, standard, coordinated disaster training and planning are key to effective multi-agency response, including public power personnel who are critical emergency responders.

A handwritten signature in blue ink that reads "Anita J. Decker".

Anita J. Decker  
NWPPA Executive Director

## + Here's how to get started

1. At a minimum, every utility should have an emergency plan; this is a basic template and can be found at [www.nwppa.org/wp-content/uploads/EMERGENCY-ACTION-PLAN-December-28-2015.docx](http://www.nwppa.org/wp-content/uploads/EMERGENCY-ACTION-PLAN-December-28-2015.docx).
2. Determine what level of disaster plan is necessary for the safety of your workforce and your community, including how you work with other city, county, state, and federal agencies:
  - FEMA's *Continuity Plan Template and Instructions for Non-Federal Entities* is available at [www.fema.gov/pdf/about/org/ncp/coop/continuity\\_plan\\_non\\_federal.pdf](http://www.fema.gov/pdf/about/org/ncp/coop/continuity_plan_non_federal.pdf)
  - FEMA's *Continuity Plan Template for Federal and Non-Federal Entities* is at [http://www.fema.gov/pdf/about/org/ncp/coop/continuity\\_plan\\_federal\\_and\\_non\\_federal.pdf](http://www.fema.gov/pdf/about/org/ncp/coop/continuity_plan_federal_and_non_federal.pdf)
3. Engage in ICS pre-work and certification: 100B, 700A, and 200B. These first three basic FEMA Incident Command System courses that can be taken online at any time can be found at:
  - *IS-100.B: Introduction to Incident Command System, ICS-100* — [www.training.fema.gov/is/courseoverview.aspx?code=IS-100.b](http://www.training.fema.gov/is/courseoverview.aspx?code=IS-100.b)
  - *IS-700.A: National Incident Management System (NIMS) An Introduction* — [www.training.fema.gov/is/courseoverview.aspx?code=IS-700.a](http://www.training.fema.gov/is/courseoverview.aspx?code=IS-700.a)
  - *IS-200.B: ICS for Single Resources and Initial Action Incidents* — [www.training.fema.gov/is/courseoverview.aspx?code=IS-200.b](http://www.training.fema.gov/is/courseoverview.aspx?code=IS-200.b)

NWPPA



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# Tacoma Power and its partner agencies fight to protect fish during historic drought year

**W**hen it comes to protecting fish, the 2015 drought was a story of priorities, compromise, and collaboration for Tacoma Power and some of its partner agencies in Washington state.

Thanks to thoughtful planning and coordinated reservoir and river flow management, the teams fended off some potentially catastrophic effects on salmon, the consequences of which could have been felt for years to come.

## Balancing act

Tacoma Power's four hydroelectric projects include the Cowlitz River Project in Lewis County, the Cushman Hydroelectric Project in Mason County, the Nisqually River Project in Pierce and Thurston counties, and the Wynoochee River Project in Grays Harbor County.

Each project has unique requirements and must operate within the parameters of its federal licenses, including maintaining minimum river flows for fish. The projects each have an advisory committee that comprises federal and state agencies and tribes.

The unprecedented drought raised tough questions about how to balance the needs of fish with recreation and generation. One thing, though, was always clear.

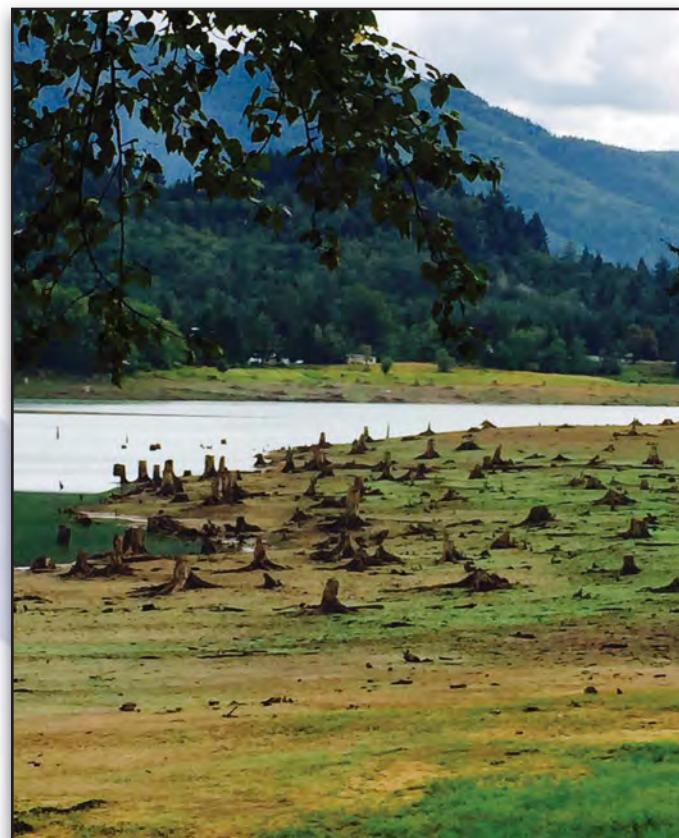
"Our top priority is maintaining minimum flows for fish," said Matt Bleich, Tacoma Power fisheries biologist. "Our Power Management team did a great job of proactively filling our reservoirs in the spring to give us a running start before the drought hit."

Power Management's resource operations staff closely monitored hydrologic conditions and recognized early on that 2015 springtime runoff could be the lowest on record. The team developed a plan to store winter rains and fill the reservoirs well above normal levels. The plan was implemented through careful coordination with the U.S. Army Corps of Engineers and state and federal natural resource agencies.

"Due to their commitment and strong analytical capabilities, the team was able to successfully manage the lowest runoff on record and help minimize downstream impacts to the environment," said Todd Lloyd, Tacoma Power assistant section manager, Power Management.

## In hot water

Fish in many Washington rivers and hatcheries struggled in 2015; warmer water wreaks havoc on their systems and can increase the likelihood of disease outbreaks.



*A surreal landscape was unveiled at Alder Lake in Pierce County, Wash., during the state's historic 2015 drought. Photos provided by Tacoma Power.*

"The main issue wasn't the amount of water, but the temperature of it," Bleich said. "We are fortunate, because managed rivers can provide thermal refuges for fish when we are able to supplement instream flows with cooler water stored at the reservoirs."

Still, while Tacoma Power actively manages all of the rivers its hydro projects run on, employees could not apply a one-size-fits-all approach. For example, the utility had to mitigate on the fly for the drought's effects at Cushman.

"The environmental conditions took us by surprise at Cushman, where we had just launched new fish facilities," Bleich said. "Learning to operate them for the first time in the midst of the extreme drought created unexpected condi-

tions. We switched gears and applied modified handling techniques in order to protect fish health."

At Wynoochee, the surface of the reservoir heated up quickly. To meet downstream water temperature standards, employees had to blend warm surface water with cool water at depth using the project's mixing towers.

Cowlitz went relatively unscathed thanks to its large water storage capacity and thus became a safe haven for fish from other basins.

"Virulent disease outbreaks fueled by high water temperatures claimed many of our region's fish in 2015," said Sam Gibbons, Cowlitz hatchery operations and reform manager, Washington Department of Fish and Wildlife Region 5. "As conditions continued to worsen, our backs were against the wall. The fish at the Toutle and Grays River hatcheries, for example, had to be moved or we would have lost all of the remaining ones."

In all, more than 470,000 coho from those hatcheries were trucked to Tacoma Power's Cowlitz Trout Hatchery where they stayed from mid-summer to late October.

"It not only had the space to handle that many fish, but also the proper water quality; they did really well there," Gibbons said. "Thanks to the reservoirs, the Cowlitz system benefits from cooler water temperatures relative to other regions."

Gibbons added that the drought impacted fish populations all over Washington.

"This drought was a rare event with wide-ranging impacts, not just in hatcheries but in wild populations as well," Gibbons said. "We appreciate the cooperation and partnership we have with Tacoma Power; we were able to work together and solve problems during dire times."

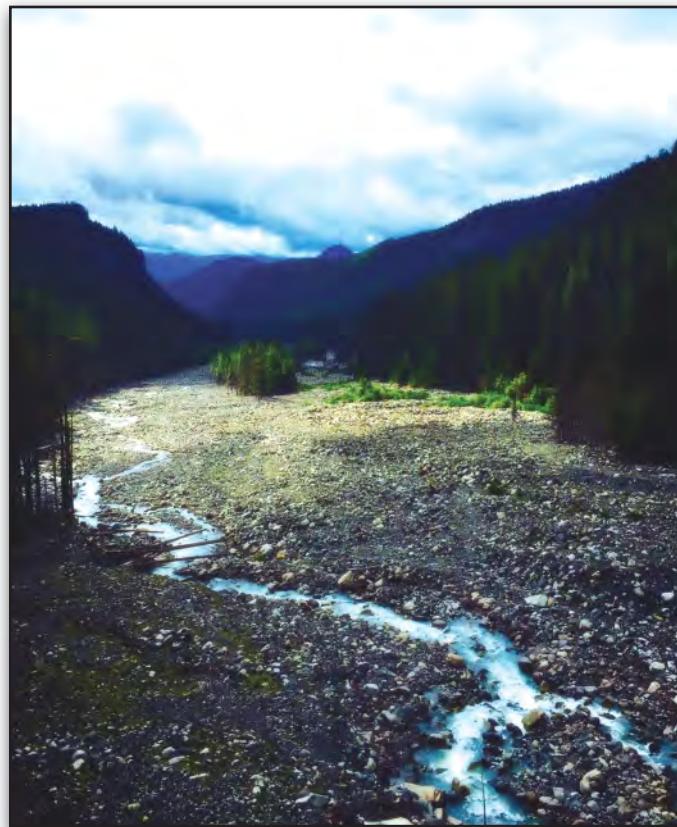
### Avoiding a catastrophe

At the Nisqually project, compromise was the name of the game.

"We faced a delicate balancing act between providing water for fish habitat and preserving as much cool water as possible," said Florian Leischner, Tacoma Power fisheries biologist.

Nisqually River Coordinating Committee members worked together to quickly come up with a solution that would most benefit fish. Each organization on the committee made compromises, from reduced power generation to reduced fish habitat.

"I have worked on Nisqually River environmental issues for more than 35 years; the 2015 summer flow and stream temperatures were the worst I've seen," said George Walter, environmental program manager for the Nisqually Indian Tribe. "We narrowly avoided a salmon catastrophe because the natural resource and hydroelectric managers communicated clearly about the impending threat and took steps to reduce the risks. We agreed to a flow management regime that kept more water in Tacoma's Alder Lake reservoir, which extended the amount of time available to supplement flow and moderate temperatures."



*Flows on the Nisqually River in Washington state were well below normal during last year's drought.*

Walter added that the committee benefitted from relationships built over many years.

"The important thing is our long historical patterns of interaction," Walter said. "We understand each organization's objectives and recognize that the best way to solve problems is to look at them from other points of view. We have worked to strengthen our relationships, so when problems come up, we work together to come up with solutions."

### Lessons learned

"We learned a lot from the drought. We are better prepared to manage our reservoirs to maintain good habitat and healthy fish should a similar situation arise," Bleich said.

"Part of our resiliency hinges on our good relationships with the utilities," Walter said. "I encourage every utility, whether it's mandated or not, to proactively develop these type of forums for pursuing adaptive management in the face of crisis situations." **NWPPA**

*Monika Sundbaum is a communications specialist for Tacoma Power. She can be contacted at either msundbaum@cityoftacoma.org or (253) 502-8636.*

by Anne Raffetto

# Advancing leadership through mentoring excellence

**A**mong Energy Northwest's variety of mentoring programs is a two-year group program geared toward supervisors who demonstrate greater leadership potential. Although the first class of 12 mentees has yet to graduate, 25 percent have already been promoted to the next level of management.

Brad Sawatzke, Energy Northwest's chief operating officer, first envisioned a program that would provide a "50,000-foot-level" view of the organization within an informal, candid environment.

"We want our mentees and mentors engaged in topics like long-range planning, strong oversight, risk management, and all other areas that contribute to sustaining organizational excellence," said Sawatzke. "And we want those topics intertwined with career guidance and other information helpful for the mentee's success."

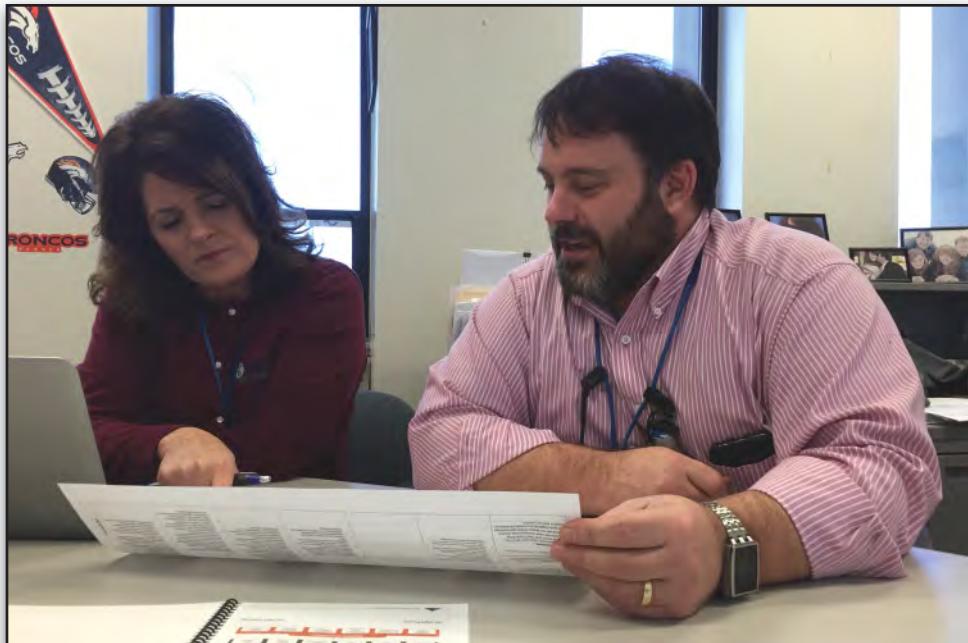
The mentees are asked to meet for an hour once a quarter with their mentor and document the meeting with the program coordinator.

The array of topics covered between a mentee and mentor are mutually agreed upon and directed by the needs of the mentee. Participants develop a mentoring action plan and set specific developmental goals and expectations.

"The best mentees request help solving current problems aligned with their mentoring action plan and development goals," said Bob Schuetz, plant general manager for the Columbia Generating Station nuclear facility.

Mentors change every quarter and are outside of the mentee's leadership. They provide feedback on topics that may be difficult to talk about in a supervisor-staff relationship, which often includes moral support and advice to the mentee on how to deal with various situations.

"We're invested in the success of our employees," said Brent Ridge, vice president of Corporate Services and chief financial officer. "During the mentoring sessions I've supported, I like to remind supervisors that the key to our team's success will always hinge upon employee engagement."



*Lisa Poznanski, operations support specialist, and Danny Stephens, assistant operations manager, review a new tool that combined Energy Northwest's Enablers of Excellence and Operator Fundamentals for Utilization within the Operations team. Photo provided by Energy Northwest.*

An inherent aspect of the group mentoring program is the increase in communication skills and networking skills that are developed during the mentoring period.

"I learned to focus on my communication skills, specifically learning more, speaking less, and communicating clearly," said Danny Stephens, assistant operations manager.

Many current mentees plan to continue their mentoring relationships beyond graduation.

"The more time and effort I put into the mentoring program the more I got out of it," said Julie Marboe, labor relations and employee relations manager. "My mentors have been very generous with their career guidance."

All of Energy Northwest's various mentoring programs are voluntary and any employee may participate, including high school students in the agency's work-based learning program and college interns. **NWPPA**

*Anne Raffetto is an HR generalist at Energy Northwest in Richland, Wash. She can be contacted at either amraffetto@energy-northwest.com or (509) 377-4152. For more information about Energy Northwest's mentoring programs, contact Energy Northwest Human Resources at (509) 377-5200.*

### Salem Electric helps communities local and beyond



(L-R) Ed Johnson, Adam Deshon, Tanya Swinford, Bud Lenker, and Cindy Lenker.

**C**oopératives are historically good community partners and Salem Electric (Ore.) is no exception. What helps to make a good community partner? Having employees who are willing to give their best during the work day and put in extra effort when needed.

In early December, Salem Electric employees Ed Johnson, Adam Deshon, and Cindy Lenker traveled to Cap-Haitien, Haiti, as part of a group working to help provide improved electrical service to Bethesda Medical Clinic. The clinic is a ministry of One Mission Society (OMS), a non-denominational Christian organization who has served in Haiti for over 50 years. Although the clinic provides some of the best medical care available in Northern Haiti, consistent, reliable electricity was illusive.

In 2015 OMS started the installation of a new, underground electrical system for their 32-acre campus. The design and installation of the clinic's electrical service is one of the last pieces of the project. Deshon, an electrical engineer, and Johnson, a journeyman lineman, both volunteered their time and expertise to work on the project. Lenker provided the connection between sharing the clinic's electrical need and inviting her co-workers to Haiti.

"My husband and I love Haiti. Being able to provide a resource for a need is a great feeling," said Lenker. "Adam and Ed were both willing to step in, using their vacation time, and help out. Having those kinds of co-workers make working at Salem Electric even better." **NWPPA**

### Lassen names Doug Smith as GM

**J**anuary 1, 2016, marked the changing of the guard at Lassen Municipal Utility District (Susanville, Calif.) as General Manager Bill Stewart retired from the utility and Doug Smith took the helm.

Stewart has served as the district's general manager since March 2011; prior to his appointment as general manager, Stewart was the district's accounting and finance manager for nine years.

Smith, who joined LMUD in May 2014 as assistant general manager, was named as general manager by the LMUD Board of Directors through a contract negotiated earlier in 2015 in anticipation of Stewart's retirement.

Prior to joining LMUD, Smith, who has an extensive utility industry background, served as assistant general manager at Grays Harbor PUD in Aberdeen, Wash. His duties included overseeing customer service, human resources, communications, and government relations.

Before joining Grays Harbor, Smith spent four years as a key account services engineer at Platte River Power Authority in Fort Collins, Colo., providing energy efficiency and power quality services to Platte River's four member municipal utilities. Prior to that, he worked for Energy Engineering Associates in Austin, Texas, performing comprehensive energy audits and providing mechanical design services for industrial and institutional clients.

"I feel very fortunate to be assuming the role of general manager at a time when LMUD is on sound financial footing and well-positioned for the future," said Smith. "I'm also fortunate to have an excellent staff and board members that are committed to serving our community." **NWPPA**

### Jackie Flowers to lead UAMPS

**I**daho Falls Power General Manager Jackie Flowers was elected chair of the board of directors of the Utah Associated Municipal Power Systems (UAMPS) at the recent 2015 UAMPS Member Meeting in Salt Lake City. Flowers is the first woman to be elected chair of the UAMPS Board of Directors.

As the general manager of Idaho Falls Power, Flowers manages a staff of 68 employees and a \$70-million budget. In addition to providing electric service, the utility owns and maintains four hydropower plants; maintains nearly 450 miles of transmission and distribution lines; and manages the city's dark fiber optic network. She is a registered professional engineer with a background in civil engineering and more than 20 years of experience, 13 of which involve managing publicly owned utilities. Flowers



*Continued on page 18*

is also the current secretary/treasurer of the NWPPA Board of Trustees.

"This honor demonstrates the faith that her professional colleagues from UAMPS' other 44 member utilities have in her judgement and leadership ability. The expanded board role comes at a time when UAMPS is poised to lead out with the Carbon Free Power Project. Among other things, this project is exploring the development of small modular reactor technology and could impact the electric power options for hundreds of thousands in eight western states," explained Mayor Rebecca Casper. "I have full confidence in Director Flowers' ability to add value to all of these discussions."

Other UAMPS officers elected at the Member Meeting, included Jason Norlen, Heber Light & Power, as vice chair; Les Williams, Beaver City, as secretary; and Dwight Day, Oak City, as treasurer. **NWPPA**

### Yancey marks 40 years at Fall River

In this day and age it is a bit unusual to find an employee who spends 40 years with the same company, but that's the case for Trent Yancey at Fall River Electric Cooperative (Ashton, Idaho).

Yancey, a native of St. Anthony, Idaho, first came to work as a summer laborer and said, "The first day on the job I knew this is what I wanted to do." And do it he has, advancing first to an apprentice lineman, then to a journeyman lineman for nearly 30 years, followed by advancements to foreman, staking technician, and being promoted to operations manager just over five years ago.

According to Yancey, the greatest challenge in all those years was after the Teton Dam burst in June 1976. Fall River Electric lost all of its transmission and distribution system from north of Wilford in Fremont County down to Plano in western Madison County. Using their own crew and just a small number of outside contractors, the system was rebuilt in less than six months.

"The work ethic of the staff of this co-op combined with their comradery is what has made this career so great," added Yancey. "It has been a great career and it is not over yet." **NWPPA**



(L-R) Fall River Rural Electric Cooperative General Manager Bryan Case presents Trent Yancey with a plaque celebrating his 40 years of service to the cooperative.

### NRU selects new CEO

Northwest Requirements Utilities (NRU) has selected Roger Gray, a senior Northwest public power executive, as its incoming chief executive officer. Earlier this year, John Saven, the NRU CEO since its formation in 2002, announced that he will retire in April 2016.

Currently, Gray is the general manager (CEO) of the Eugene Water and Electric Board (EWEB), Oregon's largest municipally owned power and water utility, a position he has held since April 2010. He is responsible for providing safe, reliable, sustainable, and economic power and water supply to 200,000 people. He provides the leadership, management, safety, and development of 525 employees at an entity with \$900 million in assets and \$300 million in annual revenues.

Between 1985 and 2004, Gray held a variety of senior level positions at Pacific Gas and Electric Company (PG&E), including vice president and CIO. From 2004 through 2010 he founded an electric utility management consulting practice, Great Northern Exchange Consulting. Gray has a B.S. in electrical engineering and a B.S. in computer science from the University of California, Berkeley. Over the course of his career, he has been involved in a wide variety of civic activities.

"In Roger Gray we have found an ideal blend of senior-level Northwest public power experience combined with a thorough understanding of the issues that are facing our industry in the years ahead," said Doug Elliott, NRU Board president and general manager of Kootenai Electric Cooperative. **NWPPA**

### BPA's Mitman announces retirement

Chief Financial Officer Nancy Mitman announced on January 11 that she will retire from the Bonneville Power Administration (BPA) in July 2016.

Mitman, who was appointed executive vice president and chief financial officer in September 2014, began her career at BPA in 1988 as an accountant and steadily rose through the ranks of financial management and leadership. As CFO, Mitman oversees capital and debt management, accounting, cash management, and budgeting for BPA's \$4.3-billion total budget.

"The Northwest has benefited greatly from Nancy's incredible wealth of knowledge of federal budgeting and BPA's financial infrastructure," said BPA Administrator Elliot Mainzer. "Throughout her tenure, Nancy has kept a steadfast focus on keeping our costs low, maintaining thorough and transparent financial records, and building business practices that are both modern and efficient. In addi-



tion, she has brought a longer-term perspective to the comprehensive financial health of our organization that will bring even more benefits to the region for decades to come.”

Before serving as CFO, Mitman acted as BPA’s executive vice president and chief financial officer for more than a year. During that period, BPA conducted the first Capital Investment Review, a public process that involves a new, cross-agency capital prioritization and allows interested parties the opportunity to comment on BPA’s draft asset strategies and 10-year capital forecasts. In addition to multiple stints as acting chief financial officer, she also served as BPA’s treasurer and deputy chief financial officer. **NWPPA**

## Mason PUD 3 Commission officers set for 2016

For 2016, Linda Gott, commissioner from District One, will serve as Mason PUD 3 (Shelton, Wash.) Board president. Bruce Jorgenson, District Three commissioner, will act as vice-president; and Tom Farmer, District Two commissioner, will be secretary.

The commissioners serve as the governing board for PUD 3, which has about 600 square miles of service territory, with nearly 33,000 electricity customers. The PUD also operates a wholesale fiber optic telecommunications network, which supports the operation of its electric distribution services. **NWPPA**



(L-R) Mason PUD 3 Commissioners Tom Farmer, Linda Gott, and Bruce Jorgenson.

## Lane Electric energizes first-of-its-kind solar project

Energized on December 28, 2015, Lane Electric Cooperative (Eugene, Ore.) has flipped the switch on Oregon’s first electric cooperative community solar project.

“The 27.5-kilowatt, 84-panel solar system has been in the works for almost a year now,” said Lane Electric Manager of Member Services Dave D’Avanzo.

Renewable energy, specifically solar, is not new to the co-op. They have offered rebates to their members for home and business-based solar installations since the mid-90s; in

2012, Lane Electric partnered with King Estate Winery and SolarCity to install a one-megawatt solar system consisting of over 4,100 panels on a parcel of land donated by the winery.

The cooperative-based community solar project is projected to generate approximately 31,000 kilowatt-hours annually, which is equivalent to the energy use of two average households in Lane Electric’s service area. Subscription costs are \$600 for the output from a half-panel and \$1,200 for the output from a full panel. Lane Electric members have the option of financing the cost over 12 months on their electric bills. Subscribing members can realize a credit on their electric bill of between \$3 and \$5 per month depending on the sun’s rays.

The co-op’s community solar garden has been well received by its members. Many of the participants in the solar project are participants in the utility’s MemberChoice Green Power Program and are interested in, and committed to, renewable energy resources. To date, 61.5 of the 84 panels have been subscribed. **NWPPA**

## Grant PUD announces potential leadership changes

On January 12, Tony Webb announced a succession plan to Grant PUD (Ephrata, Wash.) commissioners which outlines his transition out of the general manager role.

Per the proposed plan, Webb recommended that current Chief Financial Officer Kevin Nordt assume the general manager position effective June 2016. The succession plan fulfills a longstanding request by the board to ensure a seamless transition in anticipation of Webb’s eventual retirement from the utility. After Nordt assumes the position of general manager, Webb will continue to serve in a senior leadership capacity.

Webb was appointed as general manager in 2013 after serving in various leadership roles within the utility since 1990.

“I want to make sure that I leave this place in good hands,” said Webb. “The board has always wanted assurance that there would be strong leadership in place when I leave and I believe Kevin has the experience and abilities necessary to lead. I think this is an example of proactive succession planning which is critical to maintaining the continuity of operations here at Grant PUD.”

A resolution regarding the proposed succession plan was reviewed by commissioners at their January 26 meeting before any formal action can be taken.

Nordt has over two decades of experience in the Northwest energy industry and has held various leadership roles within Grant PUD since his arrival to the utility in 2004. **NWPPA**

### Clatskanie linemen receive heroism awards



(L-R) Board President Don Hooper, General Manager Marc Farmer, and Journeyman Linemen Darin Welter and Lonnie Marcum.

**A**t the December 21, 2015, Clatskanie PUD (Ore.) Board meeting, CPUD Journeyman Linemen Lonnie Marcum and Darin Welter were recognized for their bravery and heroism. General Manager Marc Farmer and Board President Don Hooper presented Marcum and Welter with framed Heroism Award certificates to thank them for their extraordinary efforts during the lifesaving rescue of Richard Forrest.

During the flooding event on December 9, 2015, Marcum and Welter were flagged down by a local resident on Highway 30. They were informed that someone was out in the flood waters and had been yelling for help. The linemen quickly drove up Lost Creek Road as far as possible until the water stopped them. They couldn't see anyone or a car in the water, but they could hear Forrest yelling for help and they began to talk to him.

The linemen waded out in the water and then could see Forrest clinging to a tree. They continued out into the deep water where they were up to their necks and treading water to stay afloat themselves as they tried to get closer. Using rescue techniques from their safety trainings, they made several attempts to get a rope to Forrest so that they could get him out of the water. After a few throws of the rope, they connected and were able to safely pull him to the shallow water. The linemen helped him out of the water and to the care of emergency responders from the Clatskanie Fire Department who had just arrived on the scene. Although they were able to save Mr. Forrest from the flood water, Marcum and Welter were saddened that they couldn't reach Mrs. Forrest as she was trapped in the car under 10 to 12 feet of water at the time.

The entire Clatskanie PUD Board of Directors and employees are proud of the heroic efforts that the linemen demonstrated during this rescue. Marcum and Welter are true heroes! [NWPPA](#)

### Fall River Electric announces plan to consolidate

**L**ast month, the Fall River Rural Electric Cooperative (Ashton, Idaho) Board of Directors, in conjunction with the board of Lower Valley Energy in Afton, Wyo., jointly announced its intention to investigate joining the two cooperatives together into one. The next step in the process is for the two boards to agree to the terms of such a consolidation. If that step is successfully completed, each cooperative would take the consolidation plan to its respective members for a vote of approval.

The idea of working together for the mutual benefit of both cooperatives has been considered for several decades, but changing national energy policies and regional policies planned by the Bonneville Power Administration (BPA) make the idea of consolidation more practical than ever. In considering this proposal, two consolidation studies were conducted which concluded that a consolidated operation could save members nearly \$4 million annually, or an estimated \$38 million over a 10-year period.

Additionally, a consolidated cooperative would mean greater financial strength to be proactive in a changing electrical industry; an opportunity to expand natural gas and propane services to more members; and to create greater workforce efficiencies.

In agreeing to move forward, both boards stated that the potential consolidation would not result in employee layoffs or reductions in pay for the existing staffs. Much more work is needed on the consolidation plan before it is presented to the owner-members of each cooperative for a vote later this year. If approved by members, implementation of the entire consolidation plan could take two to three years. [NWPPA](#)

### Vejraska named president, Gadeberg recognized at Okanogan PUD

**T**he January 11, 2016, regular Okanogan PUD (Wash.) Board of Commissioners meeting was a busy one. First, it was determined that District #1



Scott Vejraska



Ron Gadeberg

Commissioner Scott Vejraska will serve as Okanogan PUD Board of Commissioners president for the 2016 year. District #2 Commissioner Steve Houston will act as vice president and District #3 Commissioner Ernie Bolz will be secretary.

Second, the PUD honored Ron Gadeberg for 10 years of service to the utility. Gadeberg joined the Okanogan PUD on January 9, 2006, as a power resource analyst. In January 2008, he was awarded the managing director of power supply position. His title changed in 2012 to director of power resources and broadband services, and is the position he currently holds.

Congratulations to both! **NWPPA**

## Cowlitz PUD names Kern as new GM

The Cowlitz PUD (Longview, Wash.) Board of Commissioners has appointed Steve Kern as their general manager effective January 2016. He was selected after a nationwide search from Slavin Consulting Firm.

Kern has worked as an energy consultant throughout the Northwest. Prior to that he served as the power supply and environmental affairs officer for Seattle City Light. He holds a Bachelor of Science degree in geological science with an emphasis in hydrology from the University of Washington; and has completed graduate-level business courses in accounting, finance, economics, statistics, and information systems management from Seattle University.

He has over 35 years of experience working for utilities and energy companies, including Duke Energy and PNGC Power, where he was senior vice president. Throughout his career he has specialized in power supply management, portfolio risk management, and renewable resources.

As Cowlitz PUD's general manager, Kern will manage a team of 164 employees, 49,000 customers, and an average load of approximately 600 megawatts. **NWPPA**



## Chelan removes second denil fish passageway

Chelan County PUD (Wenatchee, Wash.) contractors have successfully removed the second of three denil fish passageways. PUD and contractor crews worked through both a Saturday and Sunday night with good river conditions to complete the work. The Rock Island reservoir is now back to normal levels.

The reservoir was lowered about two feet in order to reduce river flow on the downriver side of the dam to allow safe removal of the second denil. The first denil on the right bank was removed on January 9, 2016. The third denil on the left bank will be removed within the next several weeks. It's not anticipated that the reservoir level will be affected for removing the third denil. Power House 2 is back in full operation.

The three denils were installed to aid fish passage in 2014 in response to the Wanapum Dam situation. They were intended to be a temporary measure until the Wanapum reservoir levels returned to normal. The removal of the denils now is optimal since fish passage and irrigation are not an issue and was planned for after the reservoir situation stabilized early in 2015. **NWPPA**

## Douglas PUD Commission reorganizes

The Douglas County PUD Board of Commissioners was reorganized during its commission meeting on January 11 at the District's East Wenatchee office. T. James Davis was elected to be president, Molly Simpson will be vice president/assistant secretary, and Ronald E. Skagen will be secretary/treasurer.

At the meeting, Commissioner Simpson also received her one-year service award. Commissioner Davis congratulated her on her first of many years of service and said it has been an honor to serve with her. In thanking everyone, Simpson said the year has gone fast and she appreciates all the support. **NWPPA**



(L-R) Commissioners Molly Simpson, James Davis, and Ronald Skagen.

## Umatilla names Echenrode as new GM

Umatilla Electric Cooperative (Ore.) Engineering Manager Robert Echenrode has been promoted to general manager and CEO of UEC; he will begin his new duties on March 8, 2016.

Echenrode has worked at UEC since March 2013 and has worked for rural electric cooperatives since 1988.

The UEC Board of Directors hired a recruiting firm and conducted a national search for a new manager because Steve Eldridge, the current general manager and CEO, will retire on March 8 after 44 years with UEC. The board reviewed the resumes of 22 candidates from eight states that were provided by the recruiting firm; they then interviewed eight candidates before making the final decision.



### Kelly Taylor joins Arnett Industries

**A**rnett Industries would like to welcome Kelly Taylor as their new inside sales representative. Taylor comes to Arnett with over 24 years of experience in selling products and services to power utilities and utility contractors. Taylor is very well known in the industry for her knowledge and support with customers throughout the Northwest. She will be working out of Arnett Industries' Oregon office, located in Tualatin, Ore. She said she "looks forward to working with the contractors and utilities in representing Arnett's manufactured products, testing, and distribution product lines."

By bringing her onboard, Arnett will continue to expand its ability to serve its customers' needs in all aspects of goods, testing, and its continued growth and distribution hotline tools and products.

Arnett Chief Operating Officer Chris Shipley said, "We're excited to bring Kelly onto the team as we continue to expand our services and promote our growing product offerings for our new and existing customers."

Arnett Industries, since 1971, has served the needs of the utility industry throughout North America by manufacturing state-of-the-art diagnostic tools and equipment. Arnett also provides comprehensive dielectric testing services; repair of hotline tools and equipment; and distribution of other personal protection product offerings. For more information, visit <http://hjarnett.com/>. **NWPPA**



### NEEA announces 2016 board of directors

**O**n January 7, 2016, the Northwest Energy Efficiency Alliance (NEEA) announced that Bob Stolarski, director of Customer Energy Management of Puget Sound Energy, will be its new board chair for 2016.

Stolarski succeeds Greg Delwiche, who retired from the Bonneville Power Administration (BPA) in December as deputy administrator. Mark Gendron, senior vice president of Power Services, will serve as the interim board member from BPA. Clay Norris, power section manager of Tacoma Power, also joins the board in 2016, succeeding Chris Robinson, chief operating officer of Tacoma Power.

Other members currently serving on NEEA's board include Larry Blaufus, Clark Public Utilities; John Chatburn, Idaho Governor's Office of Energy Resources; Kevin Christie, Avista Utilities; Theresa Drake, Idaho Power; Jason Eisdorfer, Oregon State Representative; John Francisco, Inland Power; Andrew Grassell, Chelan Public Utility District; Margie Harris, Energy Trust of Oregon;

Gary Huhta, Cowlitz County Public Utility District; Bob Jenks, Citizens' Utility Board of Oregon (CUB); Michael D. Jones, Seattle City Light; Tom Karier, Northwest Power and Conservation Council; Garrett Martin, Montana Department of Environmental Quality; Mike McClenahan, Grant County Public Utility District; Cory Scott, Pacific Power; Jim West, Snohomish Public Utility District; and Deb Young, NorthWestern Energy.

"Here in the Northwest, we are fortunate to have some of the foremost leaders in energy efficiency in the country," said NEEA Executive Director Susan E. Stratton. "We rely on their guidance and direction to steer the organization."

Northwest Energy Efficiency Alliance (NEEA) is an alliance of more than 140 utilities and energy efficiency organizations working on behalf of more than 13 million energy consumers. For more information, visit [www.neea.org](http://www.neea.org). **NWPPA**

### Oregon, Idaho members will lead Council in 2016

**L**ast month, the Council elected Oregon and Idaho members to lead the four-state energy and fish and wildlife planning agency in 2016.

The Council elected Oregon Member Henry Lorenzen as chair. Lorenzen, of Pendleton, is an attorney, licensed professional electrical engineer, and third-generation dry land wheat farmer. He was appointed to the Council in August 2012 and reappointed and unanimously confirmed by the Oregon Legislature in April 2015. Prior to joining the Council, he was a partner in the law firm of Corey, Byler, Rew, Lorenzen & Hojem, LLP, and continues to serve the law firm on an of counsel basis. Lorenzen has served as an assistant U.S. attorney in the United States Department of Justice; a member of the Oregon Fish and Wildlife Commission; and a member and chair of the Oregon Environmental Quality Commission.

The Council also re-elected Idaho member Bill Booth as vice chair. Booth previously served in several Council leadership positions, including two terms as chair in 2008 and 2009. He previously chaired the Council's Fish and Wildlife Committee and was elected vice chair in 2015. Booth, of Coeur d'Alene, was appointed to the Council in January 2007 by Idaho Governor C.L. "Butch" Otter and also serves as a member of the governor's cabinet. He is entering his fourth three-year term on the Council. Booth is a former U.S. Air Force captain, serving as a missile combat targeting officer.

The Northwest Power and Conservation Council's mission is to ensure, with public participation, an affordable and reliable energy system while enhancing fish and wildlife in the Columbia River Basin. For more information, visit <http://www.nwcouncil.org/>. **NWPPA**

## Soetenga to lead Oregon operations for Potelco

Potelco recently announced that **Mark Soetenga**, senior vice president, will lead their Oregon Division effective immediately. Soetenga has been with Potelco for the past 15 years and has served in several key operating roles during his tenure with the company; most recently he was operations vice president responsible for the Puget Sound Energy Service Provider Contract.

Soetenga brings over 40 years of experience in the electric and gas utility industry with a strong background in operations, as well as demonstrated knowledge and experience in utility business practices.

Potelco CEO **Gary Tucci** said, "Mark's appointment to our Oregon Division insures that our customers there will receive the highest level of service and work directly with a leader who has the knowledge and authority to make decisions and implement solutions on their behalf."

Soetenga can be reached at [msoetenga@potelco.net](mailto:msoetenga@potelco.net)

For nearly 50 years, the team at Potelco has been providing engineering and design along with construction and maintenance services to customers throughout the United States. Services include transmission and distribution power lines; specialized civil construction; fiber-optic systems; as well as aerial and underground telecommunications. For more information, visit [www.potelco.net](http://www.potelco.net). **NWPPA**



## Evluma introduces Type III AreaMax

Last month, Evluma announced the release of a Type III AreaMax™, adding to the technologically innovative and award-winning AreaMax product line of outdoor LED luminaires for street and area lighting. The 70W LED Type III luminaire is recommended to replace 100-200W HID pole-mounted lights. The Type III AreaMax is currently undergoing field trials with a release date of March 2016.

Evluma's proprietary Class II driver and Photocontrol Failsafe™ are standard to every AreaMax, ensuring years of sustainable, low-maintenance lighting. "The AreaMax has the lowest cost of ownership of any LED area light," said **David Tanonis**, VP of Sales and Marketing at Evluma.

Wirelessly connect/disconnect, dim, and query all AreaMax LED lights with ConnectLED™ a Bluetooth

application for Android tablet and Windows laptops. With the latest in high-efficiency LEDs and cutting-edge thermal management, the AreaMax is also UL Listed.

Until now, the AreaMax has only been offered in a Type V light distribution. "The Type III distribution is aimed to work with the existing Type V distribution as utilities implement rural and residential roadway LED lighting solutions on a neighborhood by neighborhood basis," said Tanonis. Type III is a lighting distribution type recommended for medium-width roadways, or areas where a large light pattern on the ground is preferred.

Formed in 2008, Evluma is committed to developing affordable, long-lasting, and environmentally low-impact LED lighting solutions that fundamentally change the landscape of the outdoor utility lighting market. For more information, visit [www.evluma.com](http://www.evluma.com). **NWPPA**

## Tantalus named as ECG's preferred AMI solutions provider

**E**lectric Cities of Georgia (ECG), a joint action professional services organization representing the interests of 52 public power systems in Georgia, and Tantalus Systems have jointly announced the formation of a partnership in support of expanding electric and multi-commodity AMI and smart grid application solutions throughout the state of Georgia. The partnership names Tantalus as the preferred advanced metering infrastructure (AMI) solutions provider for ECG member utilities.

Tantalus and ECG will collaborate to offer member utilities a variety of options to deploy AMI and smart grid solutions, including the ability to efficiently migrate existing automatic meter reading (AMR) technology to a robust two-way AMI platform by remotely collecting readings from legacy electric, water, and gas encoder receiver transmitter (ERT) devices. The offering will also provide members with an option to utilize a hosted service to offset the up-front capital investments in IT infrastructure typically required to support AMI deployments. Tantalus will enable ECG utilities to access a wide range of integrated applications such as prepay, remote disconnect/reconnect, outage management, water leak detection, and metering data analytics on a single network.

"Tantalus is honored to work alongside the team at ECG to provide a scalable path to full smart grid automation which is easily attainable by all utilities, regardless of size," said Tantalus President and CEO **Peter Londa**.

Tantalus provides a two-way, multi-purpose platform that enables access to data to power advanced smart grid applications for monitoring and control of electric, water, and gas municipal and cooperative utilities. For more information, please visit [www.tantalus.com](http://www.tantalus.com). **NWPPA**

by Nicole Case

# Collaboration defines efforts on the Endangered Species Act



n the summer of 2014, the NWPPA Board of Trustees met in a strategic planning session, providing direction to staff on efforts to serve the membership through education, advocacy, and communication. A key strategic objective was building and maintaining collaborative partnerships. The NWPPA Board of Trustees stressed the importance of communicating and working with state, regional, and national organizations on common goals.

NWPPA staff readily implemented this strategic objective, regularly communicating with members and other trade association staff on legislative and regulatory efforts. Staff participated in bimonthly and monthly conference calls on regional and national issues like the power marketing administrations, efforts in Congress on the energy bill, cybersecurity, the Clean Power Plan, and the Waters of the U.S. rule.

No issue, however, involves as much collaboration as work on the Endangered Species Act (ESA). The impact of the ESA is unbelievably broad. Since the act's enactment in 1973, 2,280 species have been listed as threatened or endangered. Currently, the U.S. Fish & Wildlife Service (USFWS) manages efforts to protect 1,568 species, 45 percent of which reside in the West (excluding Hawaii).

The implementation of the ESA has impacted — and will continue to impact — electric utility operations. Most visible recently has been the decision by the USFWS on whether to list the greater sage-grouse under the Act. The greater sage-grouse habitat includes 173 million acres across 10 western states, and a potential listing under the ESA threatened the low-cost operation of not-for-profit electric utilities. (See February 2015 *Bulletin*, pp 24-25.) While the USFWS ultimately determined not to list the species, the need to protect the birds' habitat to prevent a future listing under the act has evolved into a costly, multi-state effort.

Efforts in the U.S. Congress to delay ESA-listing decisions and reform the act gathered steam this year. In order to effectively track national activity in Congress and in the Administration, NWPPA joined the National Endangered Species Act Reform Coalition (NESARC). NESARC is a broad-based coalition of farming, mining, energy, agriculture, home building, and irrigation interests across the country whose shared goal is to update and improve the ESA by promoting effective and balanced legislative and administrative improvements that support the protection of fish, wildlife, and plant populations as well as responsible land, water, and resource management.

Through NESARC, NWPPA has participated in joint review and comment on Administration proposals that would

*Tracking and participating in regional and national ESA actions is an on-going effort that will continue in the foreseeable future. Collaborating with other stakeholders will be key to effectively and efficiently represent NWPPA members on this issue.*

change implementation of the ESA in ways that would broaden the geographic reach of the ESA through critical habitat designations. NWPPA has also participated in meetings with key Senate Environment & Public Works committee staff (the committee of jurisdiction over the ESA), and has participated in drafting and commenting on draft legislation to reform the ESA. Through NESARC, NWPPA has a more powerful voice on national ESA implementation and reform issues in the Congress.

On the regional front, NWPPA is participating in the Western Governors' Association's (WGA) Endangered Species Act Initiative. The WGA ESA Initiative was established in August 2015 to help focus the efforts of the Western states on the ESA. The initiative's goal is to take a hard look at the ESA to identify where it has been successful and where it has failed. To accomplish this, the WGA is convening five forums hosted by state governors across the West with broad participation by stakeholders. At these forums, experts are invited to share best practices and case studies on species management. The WGA will compile a report based upon the information shared at the forums to guide legislative, regulatory, and legal actions to improve the efficiency and effectiveness of the ESA.

The WGA effort is unique in that the organization spans 19 Western states and 3 American territories, so the reach is broad and the interest is high. NWPPA was proud to provide a sponsorship for the workshop that was held in Boise, Idaho, on January 19. Harney Electric Cooperative, Inc. General Manager/CEO Randy Whitaker and NWPPA Executive Director Anita Decker attended. The session included multiple panels, government agencies, universities, and other stakeholders. Participant perspectives were wide ranging on topics such as the role of state and local governments in coordination and consultation; best available science; critical habitat designations; policy for evaluation of conservation efforts; and landscape-level conservation and incentivizing private landowners. A common thread for discussion was the need for improvement of implementation of the act and the significant role state governments can — and should — play in the protection of species.

Idaho Governor Butch Otter spoke of his own experience in seeing state agencies take accountability for achieving milestones in species recovery, only to see a federal agency then change the goal. He spoke of the frustration of never really knowing if you're making progress toward recovery or delisting if you can't rely on an approved plan to get there.

On the more positive side, there has been some success with landscape level conservation plans that take into account not only one or more specific species, but all of the other landscape needs such as renewables development, necessary utility infrastructure, recreation, conservation easements, and other identified uses. The call to look at what services support a species, rather than just locking up land in the hopes that the species recovers based on undisturbed existence, was called out as a potential improvement in practice as well as the need to have more flexibility within the plans. Species themselves change as cited in the example of Bonner County, Idaho, where the land restriction is out of proportion to the needs of the four to five caribou that step across the Canadian border from time to time.

The WGA ESA Initiative appears to be on the right track. Utilizing rigorous independently peer-reviewed and best-available science along with practical economic and reality-based experiences and perspectives can help NWPPA and other stakeholders jointly advance solid, balanced proposals to improve implementation of the ESA in an effective and mindful manner. The Initiative will serve NWPPA members well as they engage and support the effort and influence the process as the WGA develops its recommendations.

Tracking and participating in regional and national ESA actions is an on-going effort that will continue in the foreseeable future. Collaborating with other stakeholders will be key to effectively and efficiently represent NWPPA members on this issue. NWPPA will continue to work with other stakeholders, including NESARC and the WGA, that share our goal of a more balanced approach to species conservation.

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*Nicole Case is NWPPA's legislative consultant and can be contacted at [nicole@nwppa.org](mailto:nicole@nwppa.org).*

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## COVER STORY

by Michael Gianunzio and James Leigh-Kendall

# NERC's mandatory standards: SMUD shares lessons learned after eight years

*The critical infrastructure protection (CIP) standards are now in their fifth iteration in just a few years. Because SMUD has so many functions covered by the new regulatory scheme, it must be audited every three years by WECC and NERC. Auditing began in late 2007; in March 2016, SMUD will be audited for the fourth time in nine years.*



In June 2007, mandatory standards went into effect that regulate all electric utility generation and transmission operations that might impact the nation's bulk electric system (BES). Standards that had been voluntary and developed collegially by professionals in our business became mandatory under a national enforcement agency, the North American Reliability Corporation (NERC), and eight regional enforcement agencies operating at NERC's direction. In the nine western states (and parts of Mexico and British Columbia), the Western Electric Coordination Council (WECC) has day-to-day enforcement responsibility, including auditing electric utilities on a regular basis for compliance with 110 standards and thousands of regulations that have been adopted by NERC since 2007.

SMUD (Sacramento Municipal Utility District) is registered in 10 of the 14 operational categories NERC regulates, and also is responsible for operating the Balancing Authority of Northern California. Comprehensive mandatory standards were also added to protect electric operations from cyber hacking and attack. The critical infrastructure protection (CIP) standards are now in their fifth iteration in just a few years. Because SMUD has so many functions covered by the new regulatory scheme, it must be audited every three years by WECC and NERC. Auditing began in late 2007; in March 2016, SMUD will be audited for the fourth time in nine years.

In September 2013, SMUD was one of six utilities invited to participate in a pilot program NERC created to test implementing Version 5 of its CIP standards.

SMUD has learned a lot after eight years of the new regulatory paradigm. Here are five key lessons we learned that utility managers, executives, and board members should know.

### **Lesson I: Executive management support and a coordinated team effort are essential internally and in dealing with regulators**

It takes a lot of effort for utilities to successfully meet the mandatory standards. First, it is essential that the CEO or general manager and his or her executive staff understand NERC standards at a high level and support the creation and implementation of an internal compliance program. A response of "We have this covered, so don't worry about it" from operational managers isn't enough. You need a team or steering committee to meet regularly (not less than once a month) to discuss all aspects of compliance; not just to get ready for an audit which comes around every three to six years. Your reliability steering committee needs to have a select group of managers, experts, or both, supported from the top, to meet and discuss exactly how your utility will comply with all standards. They need an independent manager of compliance to be a good leader with responsibility for setting agendas for each meeting and share lessons learned internally and from other organizations.

Next, you need clearly assigned responsibility for understanding and implementing each of the NERC standards and all of their accompanying regulations. This major task goes to two individuals: 1) a subject matter expert in your company at the operational level who will carry out daily compliance with specific standards; and 2) his or her manager who will have overall responsibility for meeting those standards. Every NERC standard has multiple parts, which typically needs more than one expert for daily implementation; those experts may come from different departments in the utility. You need a management owner for each standard with responsibility for answering all questions, investigations, and audits about the standard, and ensuring there is good coordination between experts.

"Standards" are global commandments that must be strictly adhered to, and they need lots of interpretation; under the standards are many "requirements." For effective compliance, the job description of each subject matter expert should clearly include meeting identified NERC requirements. It took a long time for SMUD's compliance program to come to that understanding, and it still requires daily mapping and assigning those requirements to various subject matter experts who come and go, change jobs, or move as departments get reorganized. Without regular coordination, gaps will result in responsibilities that will appear during an audit when no one can say who is responsible for implementing a particular standard and its requirements.

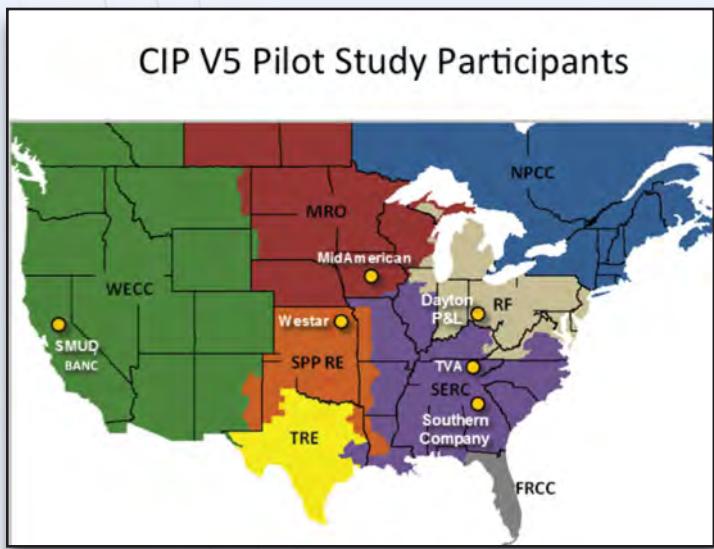
### **Lesson II: Proving compliance is not easy**

As a regulated entity under NERC's domain, your utility must be able to prove that not only it has a paper trail that shows that staff understands NERC standards and requirements, and that it has processes in place to implement them, but it must also be able to prove compliance at any time. For example, if someone breaks into what NERC calls a "medium impact" substation or there is an unforeseen outage for some other reason, it is a potential NERC violation. If you can prove to the regulators when they investigate that you have been following the standards by showing documentation (e.g. logging people in, having a security perimeter, etc.), that there are written policies and procedures, and a good compliance program internally that checks records regularly, then chances are good there will be no fine. Without these, you will probably get a fine and an order to put these compliance processes in place, even if they wouldn't have prevented the break in.

It is also imperative to engage your legal counsel and subject matter experts in documenting your interpretations of standards and requirements, so you can make a good case later to the regulators and auditors if you are challenged.

NERC's regulatory approach in auditing reliability compliance has changed over time. At first, utilities had to prove their compliance with reams of documentary evidence

*Continued on page 28*



SMUD is one of only six CIP V5 study participants, the only utility in WECC, and the only municipal utility.

to avoid violations, regardless of the severity of the potential violation to the BES. Auditors were thorough in looking for non-compliance and all the standards had equal weight. There was no prioritization of what areas of operation your utility might truly impact the BES; there was no risk-based approach.

Eight years later, NERC's approach is much more risk based, by focusing relatively more attention on the standards that are most critical to the BES and keeping the national electric grid up and running. While all standards are still applicable to each registered entity, audits now focus on what set of standards and requirements for the particular entity being audited create the most risk to the BES. In the future, more audit focus will be on what internal controls are in place in your operations to prevent violations. Understanding these trends in audit priorities will help utilities plan future compliance staffing needs.

It's also important to follow what FERC is doing on the NERC reliability standards front. NERC officially reports to FERC and must formally ask FERC to approve all new standards and settlements of violation penalties resulting from audits. And, at times, FERC has given specific direction to NERC on standards development asking that certain standards be fast tracked for development and approval. Recently, FERC said it wants to be involved in auditing compliance with new CIPs Version 5 standards given the political sensitivities of cybersecurity. How NERC audits compliance requirements to protect against hacking into our energy management systems or physical security to stop intrusions may be much different than what we all have planned for.

*For SMUD, the lessons learned in this evolving regulatory structure have been many and will continue to be learned as time goes on. The goal we share with the regulators is to keep the lights on and make these mandatory regulations workable for our industry.*

#### Lesson III: Utilities need management and compliance leadership that does not get entrenched on positions when it comes to standards interpretation and implementation

SMUD has had events where NERC and WECC told us we had violations with fines where we absolutely believed we did not have any violations, but we made changes suggested by the regulators and auditors which ultimately worked out for the best. For example, during an audit of our compliance with an early version of CIPs, the auditors believed that a common data accumulation device in our substations could be externally hacked easily from a remote location and needed to be removed. Our subject matter experts adamantly disagreed, resulting in an impasse at the end of the audit. SMUD executive staff decided to remove the devices. As a result, the data then had to be collected by sending out field staff to record it. This diffused a difficult situation, and it gave us time to work things out with the regulators and come to a common understanding about this device, rather than a confrontation during an audit that would have soured the relationship we were trying to develop with the regulators.

#### Lesson IV: Get involved with NERC and WECC on committees and standards development, and engage with regulators

Development and implementation of standards and requirements are daily exercises for NERC and WECC. At SMUD, we have a senior engineer assigned to monitor, report on, and get involved in the development of new standards and requirements that could impact SMUD. As of this writing, there are several NERC drafting committees working on new standards. New standards are voted on by industry participants. If your utility is registered for a NERC function, you have a vote for everything that is proposed. Nationwide, only a small number of utilities participate and vote; there needs to be more. This regulatory paradigm is unique in that it allows all of us regulated entities to significantly influence the regulation of our business. We all need to take advantage of that privilege. It takes a lot of work, but we believe it has paid off for SMUD in our compliance program and with understanding the nuances of

NERC's interpretation of standards. It has allowed us to be proactive in our compliance internally and we believe we have avoided potential violations of standards and requirements because of our participation.

From time to time, we reach out to the regulators to ask for their interpretation of standards and requirements, before making a decision on how to implement them. While regulators will never tell us exactly how to do something, they have been very willing to comment on whether what we are doing meets the intent of the standard in question and are very willing to answer questions.

SMUD also participates in the Western Interconnection Compliance Forum, where utilities get together to share lessons learned. There are no regulators in those meetings and they have been very insightful. We also regularly attend and participate in the Compliance Users Group (now called the Compliance Workshops), organized by WECC to get utilities and other regulated entities to hear about how WECC is going to audit standards and what entities need to do to meet them.

SMUD has had executive leadership involved at the national level in NERC activities. Our former CEO, John Di Stasio, was a board member on the NERC Members Representatives Committee, which meets with the NERC Board to advise them on how the regulated entities feel about standards being developed and NERC enforcement policies. Another former SMUD CEO, Jan Schori, has been a regular member of the NERC Board of Directors since her retirement.

#### **Lesson V: Participate in pilot programs whenever possible**

In September 2013, SMUD joined a group of six utilities to test drive implementing new CIP Version 5 standards with NERC regulators. The intent was to help NERC work out the ambiguities and bugs in interpreting and applying these new rules in a live, utility setting.

NERC chose SMUD because of the utility's strong history of compliance with NERC standards. In addition,

*Continued on page 30*



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## COVER STORY

SMUD was willing to share challenges and solutions with NERC during the 18-month pilot. While we can't say that all ambiguities with Version 5 standards have been clarified, we certainly did find a lot of them and solved many (though only an audit will tell for certain).

SMUD discovered that there are many ways to protect critical infrastructure assets. What is important is determining if the method used will pass an auditor's review. Of course, regulators and auditors reserve the right to change their minds, develop new interpretations and different auditing methods, as the intent of the language is better understood.

To implement CIP V5, SMUD's first challenge was to figure out which facilities were subject to the revamped, spruced-up rules. Most of the new CIP standards are the same as the old. The big difference now is that all of the "transmission-level assets" will be covered by various CIP rules, depending if a particular asset is declared to be a "high-, medium-, or low-impact facility." A host of new rules determine which of an entity's transmission assets, if any, are "connected to" the newly defined BES. When it comes to identifying critical assets under CIP V5, we suggest that organizations go through their internal identification process, and then they should consult with WECC or

NERC staff assigned as experts on these tasks, and to take their interpretation to heart.

SMUD has succeeded in the implementation of CIP V5 standards and requirements; and SMUD's participation in the CIP V5 Pilot Project was worth all the time and effort. We learned a lot from the NERC experts involved, and they took away first-hand experience in how their new regulations will work in real, operational situations. That is the best way to develop and implement regulations whose goal is a reliable BES.

For SMUD, the lessons learned in this evolving regulatory structure have been many and will continue to be learned as time goes on. The goal we share with the regulators is to keep the lights on and make these mandatory regulations workable for our industry. **NWPPA**

*Michael Gianunzio joined SMUD in 2008 as its chief legislative & regulatory officer. Prior to joining SMUD, he was general counsel and chief legal officer of Snohomish County PUD from 1995 to 2008. Gianunzio can be contacted at Michael.Gianunzio@smud.org. James Leigh-Kendall is a registered professional engineer in electrical power engineering with over 25 years of experience with electric utility systems. He is currently the director of SMUD's internal compliance program. Leigh-Kendall can be contacted at James.Leigh-Kendall@smud.org.*

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# JOB OPPORTUNITIES

The Job Opportunities is a service provided to NWPPA member systems and associate members. Member price is \$110 per listing for a 30-day period.

- Job Opportunities ads are also accepted from non-members. Ads are \$330 per listing for a 30-day period.
- *Copy must be received before the 25<sup>th</sup> of the month prior to the month of publication* (for example, February 25 for March issue).
- The *Bulletin* is mailed by the 15<sup>th</sup> of each month.
- Complete the online Job Opportunities ad placement form at [www.nwppa.org](http://www.nwppa.org).
- NWPPA reserves the right to edit all listings in order to fit size requirements in the publication.

## POSITION: **Groundman/Apprentice Lineman**

COMPANY: Consumers Power, Inc. (Philomath, Ore.)

SALARY: \$17.13 per hour.

DEADLINE TO APPLY: February 17, 2016.

TO APPLY: Submit a cover letter and resumé to Consumers Power, Inc., P.O. Box 1180, Philomath, OR 97370, email to [debg@cpi.coop](mailto:debg@cpi.coop), or fax to (541) 929-8501.

## POSITION: **High-Voltage Line Worker**

COMPANY: City of Redding (Redding, Calif.)

SALARY: \$44.81 per hour.

DEADLINE TO APPLY: February 19, 2016.

TO APPLY: Apply online at [www.cityofredding.org](http://www.cityofredding.org).

## POSITION: **Transmission & Distribution Planner**

COMPANY: PacifiCorp (Portland, Ore.)

SALARY: \$68,800-\$88,400 annually.

DEADLINE TO APPLY: February 19, 2016.

TO APPLY: Apply online at [www.pacificorp.com/car/op/sp.html](http://www.pacificorp.com/car/op/sp.html) for position #151298.

## POSITION: **IT/SCADA Technician**

COMPANY: Public Utility District #1 of Whatcom County (Ferndale, Wash.)

SALARY: \$54,000 annually.

DEADLINE TO APPLY: February 19, 2016.

TO APPLY: Download complete application packet at [www.pudwhatcom.org](http://www.pudwhatcom.org) or contact Ann Grimm, PUD No. 1 of Whatcom County, P.O. Box 2308, Ferndale, WA 98248 or (360) 384-4288, ext. 27.

## POSITION: **Power Dispatcher/Transmission Operator #63634**

COMPANY: Puget Sound Energy (Bellevue, Wash.)

SALARY: DOE.

DEADLINE TO APPLY: February 24, 2016.

TO APPLY: Apply online at [www.pse.com/careers](http://www.pse.com/careers).

## POSITION: **Working Fleet Supervisor**

COMPANY: Midstate Electric Cooperative, Inc. (La Pine, Ore.)

SALARY: DOE.

DEADLINE TO APPLY: February 25, 2016.

TO APPLY: Submit cover letter with resumé to Human Resources, Midstate Electric Cooperative, Inc., P.O. Box 127, La Pine, OR 97739, fax to (541) 536-1423, or email to [sstreeter@mse.coop](mailto:sstreeter@mse.coop).

## POSITION: **Journeyman Lineman**

COMPANY: Copper Valley Electric Association (Glennallen, Alaska)

SALARY: \$47.10 per hour.

DEADLINE TO APPLY: February 26, 2016.

TO APPLY: A completed application packet is required. Include a cover letter and CVEA application, found at [www.cvea.org/aboutUs/careers.htm](http://www.cvea.org/aboutUs/careers.htm).

## POSITION: **General Manager**

COMPANY: Brown & Kysar, Inc. (Battle Ground, Wash.)

SALARY: TBD.

DEADLINE TO APPLY: February 29, 2016.

TO APPLY: Send resumé to [employment@bki.cc](mailto:employment@bki.cc) or call Erik Kysar at (360) 931-4424.

## POSITION: **Senior Financial Analyst**

COMPANY: EES Consulting, Inc. (Kirkland, Wash.)

SALARY: DOE.

DEADLINE TO APPLY: February 29, 2016.

TO APPLY: Send resumé and writing sample to [careers@eesconsulting.com](mailto:careers@eesconsulting.com).

## POSITION: **Journeyman Lineman**

COMPANY: Lakeview Light & Power (Lakewood, Wash.)

SALARY: \$43.76 per hour.

DEADLINE TO APPLY: March 1, 2016.

TO APPLY: Application, resumé, and cover letter can be submitted to Derise Warner, [dwarner@lakeviewlight.com](mailto:dwarner@lakeviewlight.com) or mailed to Lakeview Light & Power, 11509 Bridgeport Way S.W., Lakewood, WA 98499, Attn Derise Warner. Application available at [www.lakeviewlight.com](http://www.lakeviewlight.com).

## POSITION: **Full-Time Instructor**

COMPANY: NW Line JATC (Vancouver, Wash.)

SALARY: DOE.

DEADLINE TO APPLY: March 4, 2016.

TO APPLY: Resumés will be accepted via email at [nwline@nwlinejatc.com](mailto:nwline@nwlinejatc.com).

## POSITION: **Engineering Manager**

COMPANY: Tillamook PUD (Tillamook, Ore.)

SALARY: DOQ.

DEADLINE TO APPLY: March 13, 2016.

TO APPLY: Download and complete application available at [www.tpud.org](http://www.tpud.org), contact Tillamook PUD at 1115 Pacific Ave., P.O. Box 433, Tillamook, OR 97141, or email [jobs@tpud.org](mailto:jobs@tpud.org). One letter of recommendation is required. Resumés are encouraged, but do not replace the required PUD job application.

## POSITION: **Manager, Fuel Supply and Contracts**

COMPANY: Matanuska Electric Association (Palmer, Alaska)

SALARY: DOE.

DEADLINE TO APPLY: April 3, 2016.

TO APPLY: Complete and submit an MEA application, found at [www.me.coop](http://www.me.coop).

## POSITION: **Journeyman Lineman**

COMPANY: Cordova Electric Cooperative (Cordova, Alaska)

SALARY: \$39.40 per hour.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Submit resumé, cover letter, and application (found at [www.cordovaelectric.com](http://www.cordovaelectric.com) under Career Opportunities) detailing your interest and qualifications, to Cordova Electric Cooperative, P.O. Box 20, Cordova, AK 99574-0020 or email to [info@cordovaelectric.com](mailto:info@cordovaelectric.com).

## POSITION: **Engineering Technician**

COMPANY: Columbia REA (Walla Walla, Wash.)

SALARY: DOE.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Send cover letter with a professional resumé to Columbia REA, Attn. Human Resources, P.O. Box 46, Dayton, WA 99328 or email to [jobs@columbiarea.coop](mailto:jobs@columbiarea.coop).

## POSITION: **Substation Tech/Electro-Mechanical Tech**

COMPANY: Electrical Utility Services (Davenport, Wash.)

SALARY: DOE.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Contact Electrical Utility Services at [markt@elutsv.com](mailto:markt@elutsv.com) or call (509) 215-0101. **NWPPA**

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Henkels & McCoy.....	25
National Information Solutions Cooperative (NISC) .....	Back cover
Wagner-Smith Equipment Co.....	30



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