

# BULLETIN

## **FLATHEAD ELECTRIC CO-OP REBRANDS FOR THE FIRST TIME IN 80 YEARS**





**FLATHEAD ELECTRIC  
COOPERATIVE**  
Community. Innovation. Reliability.



**On the cover:** With a rebranding endeavor, FEC has been completely transformed, vastly improved in terms of member services, and made readier than ever to take on the challenges and opportunities that abound in the power industry.

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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12

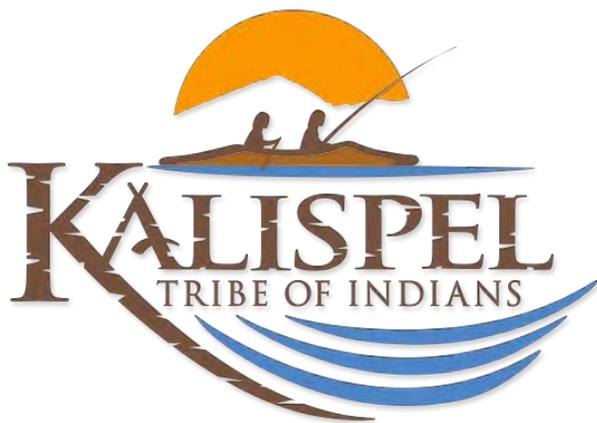


16

## SEPTEMBER 2017 | VOLUME 71 | NUMBER 9

- 3 NWPPA News
- 8 Training Opportunities
- 11 Human Resources
- 12 Community Outreach
- 14 Legal
- 16 Marketing and Communications
- 18 Member News
- 22 Associate Member News
- 24 Washington, D.C., Report
- 26 Cover Story
- 30 Job Opportunities

## NWPPA Welcomes Kalispel Tribal Utilities



**K**alispel Tribal Utilities is a newly formed electric utility that will begin service on the Airway Heights, Wash., portion of the Kalispel Reservation on October 1, 2017. Initially, the electrical loads will include loads currently served by Inland Power and Light (principally the Northern Quest Resort and Casino). Certain loads currently served by Avista Corporation will be transferred to KTU in a planned orderly manner during KTU's first six months of operation. KTU will take preference power from the Bonneville Power Administration to supply its full power requirements.

The Kalispel Tribe of Indians owns approximately 400 acres of land adjacent to the Northern Quest Resort and Casino, and the Tribe is actively developing this land. The master plan calls for a family-friendly, town-center-type small city with a wide variety of retail stores, restaurants, recreational venues of many types, and multi- and single-family residential homes. When its service begins, KTU will have about 16 meters; by the spring of 2018, about 250 meters will be in service. In about five years, KTU expects about 1,500 to 2,000 meters will be in service.

Loren Baker heads up the utility as its general manager.

NWPPA



## Share Your Upcoming #PublicPowerWeek Activities



OCTOBER 1-7, 2017

Powering Strong Communities

**A**re you aware that the annual Public Power Week celebration is less than a month away!? This year the celebration takes place the week of October 1-7 and emphasizes the idea of Powering Strong Communities. This year marks the 31<sup>st</sup> anniversary of Public Power Week, an annual country-wide program developed by the American Public Power Association. APPA represents not-for-profit, community-owned electric utilities that power homes, businesses, and streets in nearly 2,000 towns and cities, serving 47 million Americans.

For social media, APPA asks everyone to continue using the hashtag #PublicPowerWeek. If you do so, APPA may share and retweet your activities on its social media pages for extra exposure. Also, if you tag @NWPPAssoc, we will retweet/share your posts on our pages, too.

For ideas and resources for celebrating Public Power Week, visit [www.publicpower.org](http://www.publicpower.org) to download the Public Power Week logo, public power fact sheets, and many sample documents such as a news release, a proclamation, social media messages, and an employee recognition letter. APPA also has several short videos about public power that you can download and share with your customers and members during this week—or any time!

If your utility does have plans to celebrate public power during October 1-7, let NWPPA know so we can highlight your activities in the November 2017 issue of the *Bulletin*. Send Public Power Week news releases and photos to Brenda Dunn at [brenda@nwppa.org](mailto:brenda@nwppa.org) before October 20. NWPPA



## Two Tools Available for Disaster Management Planning

In the wake of Hurricane Harvey, disaster management has again become a very hot topic amongst utilities. Here in the Northwest we experience devastating fires, snow, and flooding, and we know there is the potential for earthquakes that will do unprecedented damage. NWPPA and the American Public Power Association are offering ways to help you access resources that will enable your utility to be more prepared if a disaster should hit your territory.

First, NWPPA will host a *Disaster Management for Electric Power Systems* class in Vancouver, Wash., October 10–11. This two-day class will focus on the interdependencies between electric power systems and other critical infrastructure sectors; it will also provide training to electric systems managers, operators, supervisors, and employees to prepare for, respond to, and recover from a natural or manmade incident affecting electric power facilities and systems.

This course introduces various natural, technological, and civil hazards to which electric power systems may be vulnerable as well as the potential effects from hazards. Measures to reduce risk will be discussed along with the importance of integrating the full range of capabilities and emergency response organizations when developing a response plan. Attendees will learn the

responsibilities of utilities during incident recovery; review the organization of information for presentation to the public and media during the incident; and participate in a discussion of planning activities involved in disaster planning.

This class is part of the FEMA Incident Command Structure (ICS) series and will be taught by two FEMA-certified instructors.

If you have any questions about this class, please contact Jenny Keesey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 901-3131. To register please visit [www.nwppa.org](http://www.nwppa.org).

Second, NWPPA is pleased to be able to share the Emergency Preparedness Tabletop Exercise in a Box developed by the American Public Power Association. This is a comprehensive electronic resource kit to help you conduct emergency planning exercises.

APPA is making the Emergency Preparedness Tabletop Exercise available to all NWPPA members (municipalities, PUDs, cooperatives, and Crown corporations) **at no charge**. If you are not an APPA member, you will need to sign in and create your credentials to access and download the resources. It is in the APPA Product Store, so it will look like you are purchasing it, but there is no cost.

This is a well-developed resource for utilities with easy to use step-by-step instructions and templates. NWPPA encourages your consideration of using this valuable tool. **NWPPA**

## NWPPA's 2018 Event Catalog Coming Soon!



Keep an eye out for the 2018 NWPPA Event Catalog in early October.

New this year, the catalog will have expanded search options for an even easier way to find your favorite classes and events.

Need to budget now for next year? A list of proposed events can be found on [www.nwppa.org](http://www.nwppa.org). Go to the Training and Education tab, select Find an Event, and click on the 2018 Proposed Events button on the left-hand side to see the 2018 proposed events.

The 2018 Event Catalog will be housed on [www.nwppa.org](http://www.nwppa.org) and we will announce its release in an upcoming eBulletin. **NWPPA**

**The 2017–2018 Northwest Electric Utility Directory is now available online at [www.nwppa.org](http://www.nwppa.org).**

Log in, go to the Member Resources tab, and click on Communications.

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# NEW FACE IN LEADERSHIP SKILLS PROGRAM

Brings Fresh Perspective to Sessions 1 and 3

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**N**WPPA's longstanding and popular Leadership Skills series has a new instructor, Betsy Blee, for *Session 1: Situational Leadership II* and *Session 3: Personalities and Attitudes in the Workplace*. In addition, Blee has worked diligently with NWPPA to refresh both classes.

Blee is a consulting partner with The Ken Blanchard Companies. She brings 20 years of experience in the field of learning and development.

She brings a deft mix of passion and compassion to every training initiative, and aspires to help people achieve their highest potential and enjoy success beyond what they believed possible.

When asked about her approach Blee said, "Notions about adult learning are some of the things I try hard to hold up as standards when I facilitate the topics and content at hand. I like to ensure that the best in adult learning principles are applied, and that participants are better equipped to put lessons learned in class into place once they return to work."

While in the United States Marine Corps, Lieutenant Colonel Blee held the distinction of being the first woman to command a reserve unit. Upon retirement from the military, she used her leadership skills in a successful career in the pharmaceutical industry. She trained salespeople; led a winning sales team; and as senior director, group leader of Leadership Education and Development at Pfizer Inc., led her department to earn significant internal acknowledgment. She earned external recognition in the Linkage Best Practices for excellent learning strategy, design, development, and delivery, and made significant contributions to Pfizer's distinction as *Training* magazine's top training company for two consecutive years.

Her certifications include Situational Leadership II, First-time Manager, Self Leadership, Building Trust, and Situational Team Leadership. She is qualified to interpret the Leadership Action Profile, Myers-Briggs Type Indicator, and Bar-On Emotional Quotient Inventory.

## What's in store for Leadership Sessions 1 and 3?

Beginning in 2018, NWPPA is moving to the newer Situational Leadership II material and moving components of the first session into the third session. A post-session learning system has been added, so that when participants return for Session 3 they will have been in touch with their learning partner and checking in to see how things are progressing since attending Session 1. This learning component will help to sustain classroom lessons learned in Session 1 so that participants are more prepared to share with others, such as their peers, direct reports, and supervisors, and convey the investment made by the utility.

Improving the content and instruction in *Session 1: Situational Leadership II (SLII)* has been the focus. Going forward, the *21 Days to Becoming an Effective Situational Leader* booklet will be introduced in a much more intentional way at the right time after Session 1 is delivered and during Session 3 after a good amount of explanation. In prior sessions, this material was given to participants as a job aid only.

During Session 3, participants will have already received a thorough two days of learning that will include practicing the new knowledge and understanding the SLII concepts. This process will assist attendees to be ready to apply those new principles when they return to their respective utilities.

"The benefit of the changes we have made to the Leadership Skills Sessions 1 and 3 are that we stand a better chance of stickiness," Blee said. "In other words, there is a higher likelihood of success with having the participant leaders go back to the job; having had a good experience; knowing and understanding a new model of leadership; putting it to work on the job; and having it make a difference in getting results."

The end goal is that participants will take an active role in their own learning by sharing their own unique relevant professional and life experiences during the sessions; and be clear about any goals they want to achieve as a result of having been a participant in the program. At the end of every class, participants will be able to demonstrate the new principles in practice with the help of their learning partner and the tools provided.

Sessions 2 and 4 remain unchanged in this program.

If you have any questions about the Leadership Skills program, please contact Jenny Keesey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1458. **NWPPA**



## NWPPA's 2018 Resolutions Process Will Kick Off in Salt Lake City

**D**uring this month's Government Relations Committee meeting in Salt Lake City, Utah, the 2018 NWPPA resolutions process will formally begin. On September 14, the GRC will solicit new resolutions, seek comments on current resolutions for consideration by GRC members, and ask committee members to volunteer to serve on the Resolutions Committee.

All utility members have until **January 18, 2018**, to submit new and revised resolutions to Nicole Case at [Nicole@nwppa.org](mailto:Nicole@nwppa.org). The January deadline allows time for changes to be considered by the Resolutions Committee and for resolutions to be sent to all GRC members prior to the March Government Relations Committee meeting in Anchorage, Alaska. Below is a timeline of Resolutions Committee milestones for your reference:

**January 4**—All authorized representatives will be noticed of the opportunity to submit new resolutions or revisions/amendments to existing resolutions. This memo also serves as a preliminary notice and resolutions will be accepted until January 18.

**January 18**—Newly proposed and revised/amended resolutions are due from the membership.

**January 18**—All authorized representatives will be noticed with copies of all resolutions submitted for consideration by the GRC, asked for input prior to the GRC meeting, and invited to participate in a conference call of the Resolutions Committee to discuss the resolutions; verbiage changes; staff recommendations for resolutions to be archived or removed from archive; and other matters related to the resolutions under consideration.

**February 1**—All comments on noticed resolutions are due, including archive status and recommended adoption process (en bloc or individually).

**February 8**—On or about this date, the Resolutions Committee will convene by conference call or other electronic means to discuss and resolve all outstanding issues related to resolutions under consideration and review by the GRC. An additional conference call may be scheduled.

**February 15**—On or about this date, presentation-ready resolutions prepared by the Resolutions Committee will be noticed to all authorized representatives with recommendations as to whether they should be considered en bloc or individually.

**March 14, at the March GRC Meeting**—The presentation-ready resolutions will be presented to the GRC by a representative of the Resolutions Committee who will summarize the reasoning behind the wording of each new or revised resolution. Authorized representatives may make one of four motions related to the presentation-ready resolutions:

- **Option A:** Move to accept a resolution or a set of resolutions as presented;
- **Option B:** Move to refer a resolution back to the GRC Resolutions Committee by requesting further refinement in specific areas;
- **Option C:** Move, by a two-thirds majority vote of those present, to re-open a resolution for modifications at the GRC Meeting; or
- **Option D:** Take no action or vote to reject the resolution.

This is your opportunity to define where NWPPA stands on crucial policy issues. We encourage your input and participation to help direct the Association's legislative activities for 2018. Additionally, please contact Case if you are interested in serving on the Resolutions Committee. [NWPPA](http://NWPPA.org)

# A Look Back at Public Power

## 50 YEARS AGO – 1967

Gus Norwood assumed the position of Alaska Power Administration's administrator on September 7 ... An electric heat installation program available to all Seattle City Light employees provided a \$25/kilowatt allowance for permanently installed electric heating equipment in total electric homes (Wash.) ... Harold Sudduth was appointed assistant general manager of Central Lincoln PUD (Ore.) ... For its fourth year, Matanuska Electric Association granted a \$500 scholarship to a graduating senior at each of the four high schools in its service area (Alaska) ... Okanogan County Electric Cooperative joined the Association as our 129<sup>th</sup> member (Wash.).

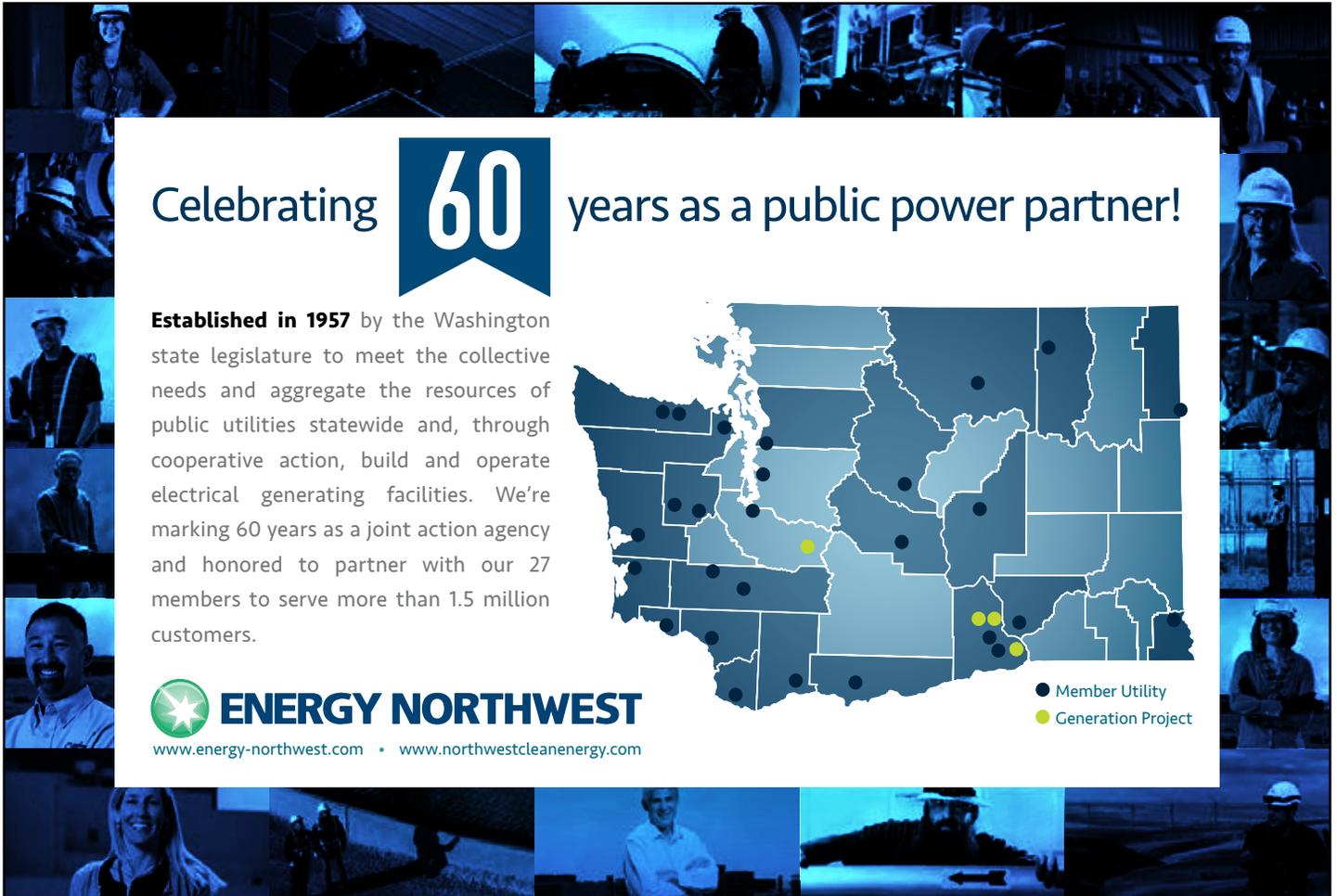
## 25 YEARS AGO – 1992

Using the Northwest utility program called Radio Help, Vera Water and Power teamed up with the Central Valley School District to offer emergency assistance to children in their local neighborhood (Wash.) ... Umatilla Electric Cooperative led other members of the Pacific Northwest Generating Cooperative in growth for 1991 (Ore.) ... Fall River Rural

Electric Cooperative continued work towards construction of a 4.8-megawatt hydro project to be installed in the existing Island Park Dam (Idaho) ... Tacoma Public Utilities' City Light was named best all-around large employer for electrical engineers in the Northwest in the IEEE's annual awards program (Wash.).

## 5 YEARS AGO – 2012

Nadine Yurraspe retired from Clearwater Power Company after 33 years (Idaho) ... Kootenai Electric Cooperative announced the addition of Monica McLean to the staff as human resources administrator (Idaho) ... Grays Harbor PUD announced the completion of the sale of renewable generation assets and a substation to Harbor Paper LLC (Wash.) ... King Estate Winery celebrated the completion of a 4,144-panel solar array; Lane Electric has a 15-year contractual commitment to purchase all of the power from the King power plant with an option to extend (Ore.) ... 25 high school interns completed a six-week summer internship at SMUD (Calif.). **NWPPA**



**Celebrating 60 years as a public power partner!**

**Established in 1957** by the Washington state legislature to meet the collective needs and aggregate the resources of public utilities statewide and, through cooperative action, build and operate electrical generating facilities. We're marking 60 years as a joint action agency and honored to partner with our 27 members to serve more than 1.5 million customers.



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# October, November, and December 2017

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

### ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: ALL FOUR DAYS

**Who Should Attend:** Administrative assistants, executive assistants, or employees in administrative or service-oriented roles.

October 3–6, 2017—Richland, Wash.

### ONLINE — ENGINEERING WEBINAR SERIES: UNDERSTANDING CONDUCTOR CHARACTERISTICS

**Who Should Attend:** Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

October 10, 2017—Online

### NEW! DISASTER MANAGEMENT FOR ELECTRIC POWER SYSTEMS

**Who Should Attend:** Utility commission personnel, including management, supervisors, foremen, utility disaster coordinators, security personnel, field personnel, and public information staff. For more information, see page 4.

October 10–11, 2017—Vancouver, Wash.

### LOAD FORECASTING

**Who Should Attend:** Analysts and managers who are new to forecasting and statistic analysis, or anyone who needs a refresher course in evaluating load forecasts developed for their utility.

October 11, 2017—Vancouver, Wash.

### NRECA CCD 2600—DIRECTOR DUTIES AND LIABILITIES

**Who Should Attend:** Directors, policy makers, and general managers.

October 11, 2017—Eugene, Ore.

### NEW! SUBSTATION SERIES: SUBSTATION TRANSFORMERS & LTC DIAGNOSTICS

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

October 11, 2017—Richland, Wash.

### LINEMAN SKILLS SERIES: AC TRANSFORMERS, ADVANCED THEORY, AND PRACTICAL APPLICATION

**Who Should Attend:** Journeyman linemen, foremen/supervisors, engineers, and those involved in planning, scheduling, and engineering operations for a utility.

October 11–12, 2017—Richland, Wash.

### LABOR AND EMPLOYEE RELATIONS GROUP ANNUAL MEETING

**Who Should Attend:** Members of the NWPPA Labor and Employee Relations Group, which includes general managers, operations managers, labor relations professionals, and human resources professionals. Non-LERG members may attend if they are part of a utility and are members of NWPPA.

October 11–13, 2017—Spokane, Wash.

### NRECA CCD 2620—BOARD OPERATIONS AND PROCESS

**Who Should Attend:** Directors, policy makers, and general managers.

October 12, 2017—Eugene, Ore.

### SUBSTATION SERIES: SUBSTATION BATTERY MAINTENANCE AND TESTING

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

October 12, 2017—Richland, Wash.

### DEMAND RESPONSE

**Who Should Attend:** Analysts/managers who are new to demand response or interested in developing a demand response program for their utility.

October 12, 2017—Vancouver, Wash.

### LEADERSHIP SKILLS #3: PERSONALITIES AND ATTITUDES IN THE WORKPLACE

**Who Should Attend:** Supervisors and managers, and employees who will be transitioning to a supervisory or managerial role in the future, and have completed *Leadership Skills Session #1: Situational Leadership*.

October 18–19, 2017—Meridian, Idaho

### SENIOR LEADERSHIP SKILLS SERIES SESSION 4, SERIES 5: LEAD YOUR ORGANIZATION

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

October 18–19, 2017—Vancouver, Wash.

### STAKING TECHNICIAN CERTIFICATION PROGRAM: BASIC SURVEYING

**Who Should Attend:** Staking technicians.

October 23–25, 2017—Sacramento, Calif.

### NEW! 3 Cs CONFERENCE PRE-SESSION CLASS: CRAFTING STRATEGIC STAFFING PLANS; SOLUTIONS FOR NOW AND THE FUTURE

**Who Should Attend:** Customer service and credit/collections managers and supervisors as well as managers from other departments who are challenged with staffing shortages.

October 24, 2017—Spokane, Wash.

### MANAGERIAL ACCOUNTING WITH KEY RATIOS

**Who Should Attend:** Anyone who has completed at least two modules of NWPPA's Utility Accounting Certificate Program, or anyone with significant utility accounting/finance experience.

**October 25–26, 2017—Kennewick, Wash.**

### 3Cs CONFERENCE: CREDIT/COLLECTIONS AND CUSTOMER SERVICE

**Who Should Attend:** Customer service, credit, and collections managers, supervisors, and employees.

**October 25–27, 2017—Spokane, Wash.**

### STAKING TECHNICIAN CERTIFICATION PROGRAM: EASEMENT ACQUISITION

**Who Should Attend:** Staking technicians.

**October 26–27, 2017—Sacramento, Calif.**

### FOREMAN LEADERSHIP SKILLS #3—REDUCING CONFLICTS; COMMUNICATION AND CUSTOMER SERVICE

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

**November 7–8, 2017—Portland, Ore.**

### INTRODUCTION TO THE EPA AND ENVIRONMENTAL COMPLIANCE OVERVIEW FOR UTILITY EMPLOYEES

**Who Should Attend:** Managers (not just environmental managers), attorneys, project engineers, and others responsible for recognizing potential compliance issues or allocating resources required to maintain compliance with complex environmental regulations. Those who implement environmental plans and initiatives, maintain required records, compile environmental reporting data, and guide environmental management resources will also find this course useful, regardless of how long they may have worked in the area of environmental compliance.

**November 8, 2017—Seattle, Wash.**

### WOMEN IN PUBLIC POWER CONFERENCE

**Who Should Attend:** Women in the power industry.

**November 8–9, 2017—Portland, Ore.**

### **NEW!** ALASKA PRE-CONFERENCE CLASS: SUBSTATION SERIES: SUBSTATION OVERVIEW & INSPECTIONS

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

**November 13, 2017—Anchorage, Alaska**

### ALASKA PRE-CONFERENCE CLASS: ELECTRIC UTILITY SYSTEM OPERATIONS FOR MEDIUM TO SMALL UTILITIES

**Who Should Attend:** Any electric utility industry employee (utility or vendor) whose job performance will benefit from a basic understanding of the operations and distribution side of the utility business, including engineering; operations; safety; purchasing; information technology; regulatory and rates; customer service; public relations; legal; accounting; as well as utility commissioners and board members. Civil and mechanical engineers, line workers, substation workers, apprentices, and support staff that have direct responsibility for the construction, operation, and maintenance of the utility's distribution system can also benefit.

**November 13–14, 2017—Anchorage, Alaska**

### ALASKA PRE-CONFERENCE CLASS: LINEMAN SKILLS SERIES: AC TRANSFORMERS, ADVANCED THEORY, AND PRACTICAL APPLICATIONS

**Who Should Attend:** Journeyman linemen, foremen/supervisors, engineers, and those involved in planning, scheduling, and engineering operations for a utility.

**November 13–14, 2017—Anchorage, Alaska**

### ALASKA PRE-CONFERENCE CLASS: STAKING CERTIFICATION PROGRAM: UNDERGROUND LINE DESIGN AND SUBDIVISION LAYOUT

**Who Should Attend:** Staking engineers.

**November 13–14, 2017—Anchorage, Alaska**

### **NEW!** ALASKA PRE-CONFERENCE CLASS: SUBSTATION SERIES: SUBSTATION TRANSFORMERS & LTC DIAGNOSTICS

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

**November 14, 2017—Anchorage, Alaska**

### ONLINE — ENGINEERING WEBINAR SERIES: UNDERSTANDING DISTRIBUTION GROUNDING

**Who Should Attend:** Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

**November 14, 2017—Online**

### NWPPA/APA ALASKA ELECTRIC UTILITY CONFERENCE

**Who Should Attend:** Utility engineering and operations personnel in distribution, transmission, power supply, substations, as well as those in safety and environmental, information/operations technology, materials and fleet, or any area where a more in-depth knowledge of these areas would be beneficial.

**November 15–16, 2017—Anchorage, Alaska**

### ENTERPRISE RISK MANAGEMENT: CUSTOMIZE YOUR ERM PROGRAM

**Who Should Attend:** Utility professionals who are responsible for developing, implementing, managing, and/or sponsoring enterprise risk management within their organizations.

**November 15–16, 2017—Seattle, Wash.**

### INCREASING COLLECTION EFFECTIVENESS

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

**November 29–30, 2017—Vancouver, Wash.**

### EMPLOYER COLLECTIVE BARGAINING TEAM PREPARATIONS

**Who Should Attend:** General managers, operations managers, members of the employer bargaining team, and chief negotiators. We recommend that you send more than one team member to this class.

**December 4–5, 2017—Vancouver, Wash.**

## TRAINING OPPORTUNITIES

### FOREMAN LEADERSHIP SKILLS #4: DEVELOPING MANAGEMENT SKILLS; BUILDING AN EFFECTIVE WORK GROUP

**Who Should Attend:** Foremen and crew leaders.  
December 5–6, 2017—Vancouver, Wash.

### ENTERPRISE RISK MANAGEMENT: A SUCCESSFUL IMPLEMENTATION

**Who Should Attend:** Chief financial officers, senior-level accounting staff, auditors, general managers/CEOs, policymakers, and legal counsel. (Please note that *ERM: Adding Value to Your Organization* is not a prerequisite for this class.)

December 6–7, 2017—Sacramento, Calif.

### LEADERSHIP SKILLS #5: SUPERVISING UNION EMPLOYEES

**Who Should Attend:** Operations directors, managers, line superintendents, labor relations professionals, and human resource managers who supervise union employees and deal with stewards and officers of the union. This is an optional course in the Leadership Skill Series.

December 6–8, 2017—Vancouver, Wash.

### SENIOR LEADERSHIP SKILLS SERIES SESSION 5, SERIES 5: LEAD YOUR ORGANIZATION, SUSTAIN EXCELLENCE, AND MANAGE CHANGE

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

December 12–13, 2017—Vancouver, Wash.

### ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3: ALL FOUR DAYS

**Who Should Attend:** Administrative assistants, executive assistants, or employees in administrative or service-oriented roles.

December 12–15, 2017—Seattle, 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.

December 13–14, 2017—Seattle, Wash. **NWPPA**



**2018's PROPOSED EVENTS  
ARE NOW AVAILABLE ONLINE  
AT [WWW.NWPPA.ORG](http://WWW.NWPPA.ORG).**

Schedule your 2018 training now to make sure you don't miss any of our great training opportunities.

Women in  
Public Power

NOVEMBER 8–9, 2017  
PORTLAND, ORE.

EMBASSY SUITES PORTLAND AIRPORT

**NWPPA/APA**  
**2017**  
Alaska Electric  
Utility Conference

**NOVEMBER 15–16**  
ANCHORAGE, ALASKA

**3C<sup>S</sup>**  
October 25–27, 2017  
Spokane, WA

**NWPPA**

# CHANGE HAPPENS: FIVE EFFECTIVE STRATEGIES FOR COPING WITH WORKPLACE CHANGE

By Jennifer Bouman-Steagall

Change takes many forms in the workplace. Have you experienced changes in pay, benefits, position, job duties, schedule, resources, technology, leadership, or team members? We each view, anticipate, and work through change differently. How change feels depends on how we move through it, and sometimes the moving through it is the hardest part. I know; I've been there. These top five strategies may help ease the pain the next time you find yourself moving through difficult workplace change.

### Acknowledge change is happening and let go of how things used to be

You are not an ostrich. Sticking your head in the sand and pretending change is not happening will not stop the future. It is possible to have a great past **and** a great future! Each chapter in our lives retains its own unique character, identity, and meaning while offering important lessons for our future selves. Looking forward to the future does not betray your past. We honor the past by using our life lessons to make better decisions going forward. Carrying the torch for how things used to be leaves our hands and hearts unavailable to accept the benefits change may bring. As hard as it is, try to let go of how things used to be. Be present in the now and tomorrow, and be open to opportunities.

### Face your fears

Resistance to change is rooted in fear—the fear of failure, criticism, rejection, the unknown, and even success. More success means more responsibilities and uncharted territory. We know the rules of this game, and our comfort zone is not too keen on mixing things up. What if I can't learn the new system? What if the new boss hates me? What if I fail to meet the new expectations? Obsessing about negative “what if...” scenarios creates anxiety and keeps us locked in place, afraid to take the next step forward. Try this reflection exercise to work through your work fears:

### Worst Fear | Plan B | Solutions

List one of your worst fears in column 1. In column 2, assume the worst fear has come true—what is your Plan B when it happens? Be creative, be realistic, and be practical. Research your options and logistics for the Plan B plan so that you have a clear vision of what you would do next. Once you have a solid Plan B option, bring your mind back to the present and consider solutions for what you can do now to prevent the worst fear from happening in the first place. These are the solutions that go in column 3. A clear, well-defined Plan B and actionable solutions may alleviate the overwhelming anxiety of change because you know what to do next and that things will work out. This exercise is **not** recommended for serious or significant emotional or mental disorders or fears that may require the assistance of a health care professional to manage or overcome.

### Stay informed

Change can be logistically difficult and emotionally painful. Whenever possible, alleviate fear of the unknown by providing information to explain the why behind a change initiative. If you are not a decision maker, guessing and gossiping about why change

is happening or what the results may be could actually increase your anxiety and frustration, or the anxiety and frustration of others, about the pending change. It is natural to disagree with change on occasion, and granted, not all change is good, but change is always harder for people who remain uninformed and stuck in their negative assumptions and worries. Make room for differing opinions in your discussions and try to understand the perspectives behind the change initiative. If you have questions, ask them. If you have concerns, raise them. Meaningful collaboration diffuses fear, encourages optimism for what the future holds, and helps define a more positive path forward.

### Don't worry, be happy

Change is hard enough without the added weight of stress. Increased stress contributes to diminished memory, reduced performance, lower morale, and decreased engagement levels. Take back control of our mind and body. Pause here and take three deep breaths. Walk more, meditate, exercise, laugh more, scowl less, and take at least 30 minutes a day just for you. Avoid the news and social media; it can be emotionally toxic. Disconnect. Get out in nature, and enjoy the silence and peace of mind that comes with it. If all else fails, fake it 'til you make it, plain and simple. Be optimistic and maintain a positive attitude, even if you are not currently happy. It's not easy, but it is well worth it.

### Be flexible and seek out new challenges

Have you ever noticed how exhausting resistance can be? That's a lot of emotional energy, especially when change is out of your control. Conserve energy by remaining flexible and open to change. What new opportunities might await you on the other side of change? Perhaps you have been stuck in the status quo for so long that you can't imagine what the future might hold. This is normal, and it means it is time to seek out new challenges, learn new skills, and set goals to ensure you continue to grow in a positive direction. As hard as we try, the only things we can really control are ourselves and our effort. Live your purpose within your organization, focus on being your best you, and lean into your next great opportunity for success. It's yours for the taking!

Even with these strategies, proposed change may not sit well with you, and it may be time to transition to another great opportunity elsewhere. If you choose to stay in your current situation, focus on things you can do now to accept and embrace your new reality with a positive attitude. Harboring negative feelings hurts on many levels. I invite you to let those feelings go. The choice is yours. Choose wisely. **NWPPA**

*Jennifer Bouman-Steagall is a defense attorney, owner of Red Kite Employment Law, and an NWPPA trainer. She is the instructor for Employee Law for Managers, FAQs as part of NWPPA's Learning on Demand Program. She also teaches in-house classes for NWPPA members on harassment, FMLA, Red Flag rules, workplace investigations, and how to write effective job descriptions. She can be contacted at (503) 941-5212 or Jennifer@redkiterising.com.*



# ENGAGING THE NEXT GENERATION OF ENERGY PROFESSIONALS IN THE CLASSROOM

By Sarah Burczak

**H**ow do we get the next generation interested in the energy field or STEM careers? By teaching students early. Every year, Bonneville Power Administration employees teach hundreds of students about energy through fun and educational classroom presentations.

STEM stands for science, technology, engineering, and math. STEM is an important area in the energy industry where much of the infrastructure hinges on having engineers, designers, and analysts to ensure its resiliency. BPA offers classroom presentations that provide lessons that are both fun and educational.

“BPA believes there is value in providing classroom presentations to schools so students can learn at an early age about where they get their power from and how it works,” said Heather Bain, a public affairs specialist in BPA Communications. “Our interactive program educates students on math and science education, energy conservation, and environmental stewardship.”

Presentations are available to classrooms throughout BPA’s service territory

and can be tailored for classrooms from as young as kindergarten through high school and even college. They include a short talk about the energy system in the Northwest and a hands-on learning experience. Materials focus on hydro-power, electricity, renewable energy, energy efficiency, and fish and wildlife.

“These presentations are given by BPA employees who volunteer their time to give back to the communities we serve,” said Bain. “It is also great because they can share their unique personal experiences working in the energy industry with the class.”

Presentations are easy to request by going to BPA’s Involvement and Outreach Web page and filling out an online request form that allows teachers to indicate their preferred dates and times as well as which presentation would best fit their class. BPA then works with its volunteers to find a match.

“I remember being a kid and the excitement of getting a break from the norm when we got to watch movies in the classroom,” said Matt Weaver, a BPA volunteer. Weaver is a civil engineer in BPA’s Transmission Services’ Structural

Design group. “But these presentations do that with a fun, mostly educational project. And the kids love it too—I have had kids come up, give me high-fives, and tell me what a fun time they had.”

Most importantly, everyone involved gets to have a great time doing it.

“I always wished that we had these types of offerings when I was a kid. I am just giving back the way I always wanted to learn as a kid,” said Weaver.

For high schoolers and college students, BPA offers tailored presentations that can cover any of the following topics: renewable energy; the energy grid and how it works; smart grid; energy in the news; and careers in energy and engineering. **NWPPA**

*Sarah Burczak is a public affairs specialist in Communications at Bonneville Power Administration. She can be reached at either (503) 230-3264 or [seburczak@bpa.gov](mailto:seburczak@bpa.gov). More information and the presentation request form are available at [www.bpa.gov/goto/Classroom](http://www.bpa.gov/goto/Classroom).*

## Popular Classroom Presentations

### How to build a tower (grades K-4)

Students become engineers as they design and construct their own transmission towers out of Popsicle sticks and tape. For an added challenge, students can try to balance a real piece of conductor on their completed towers.

### How to build a turbine (grades 4-8)

The activity includes how a turbine creates power and then teams build a large, bladed windmill. Teams test their completed windmills by seeing how many times they rotate in the wind or by trying to use them to lift a weight.

### How to build a motor (grades 4-8)

Classes design a motor out of everyday materials like paper clips, a battery, and a rubber band.

### The great marble drop (grades 4-8)

Through problem solving, students learn how to conduct and refine their approach by designing a way for a marble to drop down a string and hit a target.



*Eisenhower Elementary School students work together to design a windmill as part of the how to build a turbine lesson. All photos provided by BPA.*



*Students at Eisenhower Elementary School in Vancouver, Wash., look on as their windmill is tested.*



*Completed Popsicle stick transmission towers are connected by string in place of conductor.*



*BPA volunteer Jenny Vickery simulates wind to test students' windmill designs.*



*Students are hands on at Eisenhower Elementary School in Vancouver, Wash., as they test their windmills with Vickery as their teacher looks on.*



# GETTING LARGE RETAIL CONTRACTS RIGHT

By Richard Lorenz

Many people view large commercial or industrial retail power service agreements as sort of mini wholesale power purchase agreements. Every significant commercial or industrial retail load should have a contract setting forth the terms and conditions of service. And while some of the underlying legal issues may be similar to a wholesale power purchase agreement, retail service agreements should be carefully tailored to the utility-customer relationship. Below are four points to consider when negotiating and drafting retail power service agreements.

## Term and termination

Most contracts state that the effective date of the contract is when it is signed by both parties. Retail power service agreements will almost always need an additional trigger—which is the date on which retail power service under the agreement will commence. It is important to set out the date and time on which the utility will begin delivering power. If the utility is already delivering power,

then the agreement should state the date and time on which such power deliveries will become subject to the terms and conditions of the new agreement. If there is an existing or prior retail service agreement, then the new agreement should expressly state that it is terminating, replacing, and superseding in its entirety the old contract.

The retail power service agreement should have a defined term. It is not uncommon for utilities to unearth decades-old contracts with large customers that have no express termination or expiration date. Given that the utility industry is constantly changing, it is prudent to have retail power purchase agreements expire periodically to allow both sides to evaluate and adapt to such changes. For utilities that have wholesale power purchase agreements with BPA, it is a good practice to have long-term retail contracts expire on or before the expiration of the BPA contract. It is difficult for such utilities to predict whether and how they will be able to serve large retail customers when the current BPA contract period expires.

Some consideration must also be given to the customer's obligations upon the expiration or termination of the retail service agreement. The contract should include standard "survival" language that states that any obligations due and owing upon the expiration or termination of the agreement shall survive until satisfied in full. In addition, many retail service agreements should also require the customer to pay a termination payment that would be equal to any utility investments or costs that would otherwise be "stranded" due to the early termination of the agreement. For example, if the utility has executed a long-term power purchase agreement to serve the customer, then the termination payment should cover the utility's cost to liquidate its position in that long-term power purchase agreement.

## Distribution facilities

While every utility has a line-extension policy applicable to retail customers taking service under standard tariffs, the distribution facility costs associated with a large commercial or industrial load can be much more significant. Any time a utility has to improve or build a substation to handle a single load, for example, the costs can reach tens of millions of dollars.

The best practice for any utility facing facility costs of this magnitude is to require the customer not only to pay the entire amount—but to pay the entire amount prior to undertaking the work. This can be done by having the customer pay an estimated cost upfront subject to a true-up upon installation of the facilities. If the actual costs are greater than the estimate, then the customer would be required to pay the balance within a specific deadline. If the actual costs are less than the estimate, then the balance can either be returned to the customer in a cash payment or credited against the customer's account going forward.

The retail power service agreement should also specify that the customer has no ownership interest in the utility's distribution facilities—even those that have been funded by the customer. The agreement should state that the utility is solely responsible for designing, installing, operating, and maintaining the facilities. The agreement should also

expressly state that the utility is the sole owner of such facilities—and that the agreement does not result in the “dedication” of any part of the utility’s facilities to the customer or to its loads.

### **Financial security**

Every retail power service agreement with a large commercial or industrial customer should include financial security provisions. The amount of the financial security should be tailored to the utility’s potential cost exposure. For example, the financial security should be sufficient to pay any termination costs associated with liquidating a wholesale power purchase agreement executed to serve the customer’s load and to pay any unrecovered distribution facility costs. The retail power service agreement should state that the amount of the financial security required to be posted may be changed from time to time by the utility in its reasonable discretion.

The form of the financial security is also important. Many utilities require customers to make a cash deposit. While a cash deposit is great for ensuring the timely payment of a few months’ wholesale power costs, there may be some drawbacks for a utility to hold cash in amounts that are greater than that. For example, the utility might need to get and perfect a security interest in such cash to make sure that it cannot be clawed-back by other current or future creditors of the customers. What works well in most cases is a modest cash deposit layered with an irrevocable parent guarantee or letter of credit from a highly credit-worthy guarantor.

### **Limitations of liability**

Utilities should make sure that they have expressly and appropriately limited their liability to the customer. There are several ways to do this. First, the retail service agreement should include an appropriate standard of care that the utility must meet. A good starting point is to state that the utility shall install all facilities and deliver power to the customer consistent with “prudent utility practices.” Prudent utility practices is typically defined in terms of a common or accepted practice in the industry but with no obligation to provide the “best” or “optimal” outcome. In other words, the prudent utility practices standard

leaves the utility with a bit of wiggle room in connection with the exercise of its business judgment.

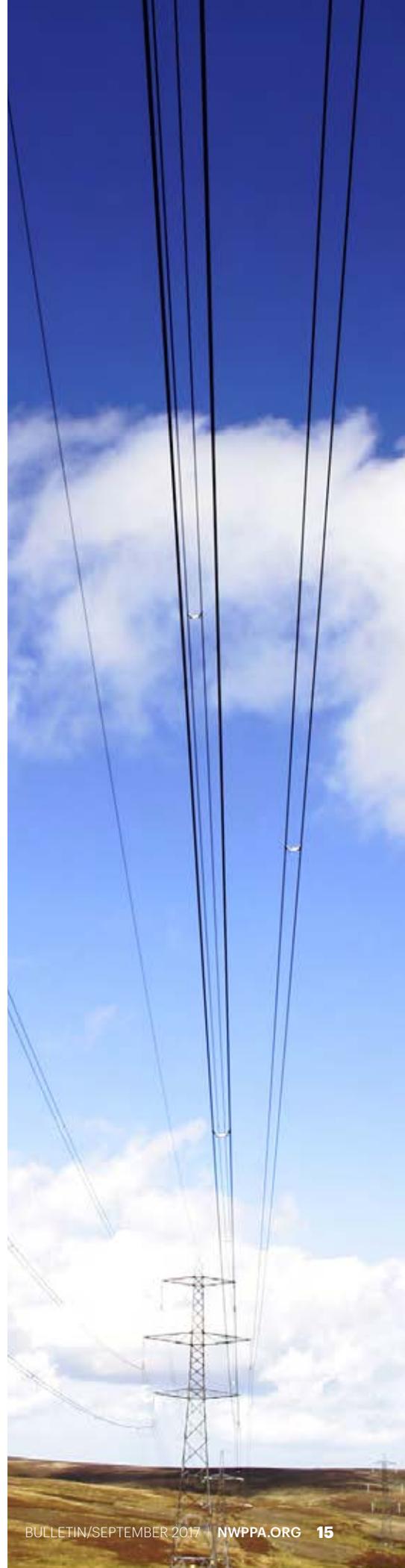
The second way in which to limit the utility’s liability to a retail customer is to have the customer expressly acknowledge and agree that—subject to the utility’s obligation to observe and comply with prudent utility practices—there is no guarantee that there will not be power outages affecting the customer. The agreement shall state that the provision of electric power is inherently risky and the utility makes no guarantee of delivering all the electric power required by the customer in all hours.

The retail power service agreement should also expressly disclaim any liability that the utility may have for lost revenues or lost profits that the customer may suffer as a result of a power outage. In some cases, even a momentary outage of electricity may have dire financial consequences to the customer. Every retail power service agreement should therefore have a broadly worded prohibition against the payment of any consequential or indirect damages.

Finally, the utility should ensure that the limitations of liability provisions negotiated into the agreement are not undone by an uncapped indemnity provision. Indemnity provisions should be limited to third-party claims only. The amount that the utility may be liable to indemnify a customer against third-party claims should also exclude any consequential or indirect damages. And for utilities that are government entities subject to the state’s tort claims act, the indemnity obligation should be no greater than the tort claim limit that would apply if the third party had proceeded directly against the utility.

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Ruralite Services Graphic Designer Duy Mai taps Adobe Color CC for fresh color palettes. See the facing page for more about Adobe Color CC.

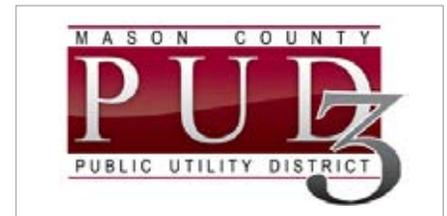
Photo by Megan McKoy-Noe.



Umatilla Electric's logo is another fun example of a bright, friendly color palette. The utility uses one primary color—a bright teal—on its logo and website. A lighter shade of the color is used on the back of the magazine, complementing the primary color.



Mason PUD 3 opted for two shades of dark red in their logo. Complementary shades of steel blue and bright green join forces in the PUD's newsletter color palette. In a recent annual report and on the website, shades of red dominate. Staff often wears shades of gray, red, or blue in photos, adding to the cohesive look and feel.



# WHY COLORS MATTER

By Duy Mai

Your colors—whether used in a logo, brochure, or website—are part of your company's brand. Colors can make people feel hungry or sated, happy or sad. People bring individual experiences to the meaning of colors, too. For fun examples, watch a video of your peers explaining their favorite colors at [Vimeo.com/Ruralite/color](https://vimeo.com/Ruralite/color).

Once you pick your brand's set of colors—your palette—tie those colors into all the materials produced throughout the year.

## Less is more

How many colors should your brand's color palette include? Follow the rule of thumb designers use for fonts and stick to two or three colors for consistency.

Pick a primary color, then add a color or two that complement or contrast the primary color. Use those colors when you want to draw attention to something.

Remember that less is more. It is nice to have color options when designing for your utility, but you do not need to use all of your options all of the time.

## Colorful examples

Although a few pastels or neon colors are used by utilities in the Northwest, utilities typically opt for safe, traditional colors. But as we work to connect with younger consumers, consider modern design colors, too.

Consumers Power Inc.'s choice of blue and orange is bold and bright—a good example of a fresh color palette. The complementary colors work well on the logo. The website and magazine pages play the colors off each other to draw attention to headlines and calls to action.



## Be color blind, too

Not all communications are in color (business forms, for example), and some utilities do not use color regularly on their magazine pages.

Although powerful, always remember design does not start with color. Some people are so tied to color that it blinds them to the actual design. Color can be a distraction in the early stages of designing a logo or other graphic.

Working on a design? First, see what it looks like in black and white. An easy way to test a design's strength is to use a photocopier to make a black and white copy of your work. See how the bones of the design or layout—not the color—stand out. **NWPPA**

*Duy Mai is the graphic designer at Ruralite Services in Hillsboro, Ore. He can be reached at [duym@Ruralite.org](mailto:duym@Ruralite.org).*



## DISCOVER THREE WAYS ADOBE COLOR CC DELIVERS FRESH COLOR MIXES

Trying to pick colors for a page layout, or looking for inspiration to freshen your brand hues? Designers use color wheels to determine which colors work well together. Adobe Color CC takes the color wheel online, offering three ways to find fresh color combinations.

### Browse for bright ideas

Start at [Color.Adobe.com/Explore](http://Color.Adobe.com/Explore). You will see sample color mixes from designers around the world. On the top left drop-down menu, select “Most popular” to find current color trends.

Need to evoke a specific feeling? Search palette names in the top right search box. The feature is hit or miss, since color names are highly subjective. But you might find a fun, unexpected mix.

Looking for the colors for a brand (Seahawks or 49ers fans, anyone?) or a palette to match an occasion? You can search for brand names or generic events, too.

### Pull colors from a picture

Upload an image to find five colors that convey a colorful, muted, or deep meaning.

After adding a picture, use the left drop-down navigation pane to set a mood (colorful, bright, muted, deep, or dark). Each option picks five different colors from the picture to help evoke a feeling. You can also use the custom option to handpick five colors from the picture.

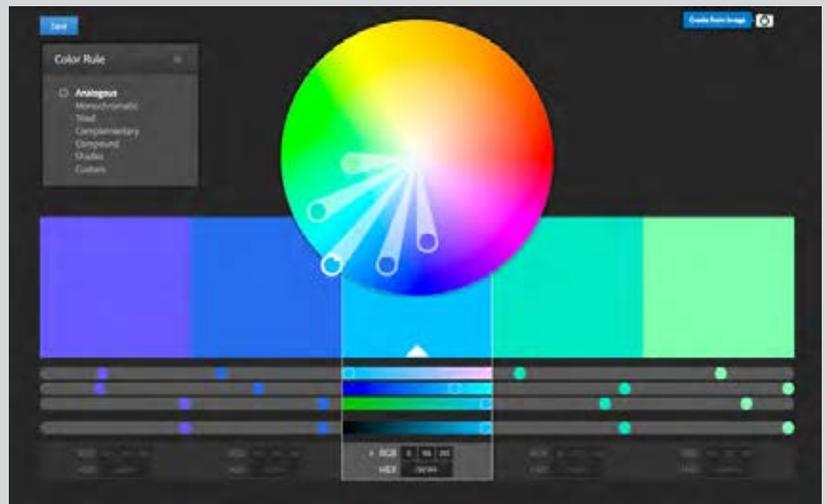
### Custom blends

Ready to create your own color combinations? Use the manual color wheel at [Color.Adobe.com](http://Color.Adobe.com).

Enter a color you want to work with. Use the drop-down color rule menu to view analogous, monochromatic, triad, complementary, or compound colors. Want to stay close to home? Opt for shades of the selected color. You can also pick five colors you think pair well with each other, using the custom option.

### Save your colors

Find an inspiring color palette? You do not need an Adobe membership to use Adobe Color CC, but you must be a member to save the colors you discover. If you are an Adobe Creative Cloud member, save your palettes to other Adobe software (i.e. Photoshop, InDesign, Illustrator). Otherwise, take a screen shot and jot down the formulas (RGB or CMYK) for your favorites. **NWPPA**



### We Remember: Marlene F. Amen

Yellowstone Valley Electric Cooperative Director **Marlene F. Amen** passed away from metastatic malignant melanoma on July 29, 2017, at St. Vincent's Hospital. She was 78 years old.



Amen was born on December 12, 1938, and married George Amen on November 16, 1957. Together they had two children and four grandchildren. After graduation from high school in Park City, she worked at the City of Billings Water Department and attended Eastern Montana College.

Amen, the first female on the Yellowstone Valley Electric Cooperative Board of Directors, served on the board for over 24 years. At the time of her death, she was the secretary/treasurer. She was very involved in the cooperative's scholarship program, and was instrumental in helping raise money for ACRE, Montana's statewide grassroots program that helps with electric co-op issues at the state and national level. Her handmade afghans were always among the most popular items at the ACRE auction each year. Amen also served on several Montana Electric Cooperatives' Association committees.

Her community work extended to the Nile, 4-H, school elections, and Junior Fed Program for 30 years. She was a house wife and enjoyed farming, ranching, and tending to her yard and flowers.

She is survived by her husband of 59 years, George; daughters, Rhonda and Arla; grandchildren, Shawntell, Skylar, Shelbie, and Cearra; brother, Larry (and Nancy) Frank; and their adopted son, Shawn Hooker.

Condolences may be left for the family by visiting [smithfuneralchapels.com](http://smithfuneralchapels.com). A memorial can be made to the Yellowstone Valley Electric Scholarship Fund or of your choice. **NWPPA**

## Columbia Generating Station Back Online

Energy Northwest's Columbia Generating Station reconnected to the regional power grid at approximately 2:30 p.m. on September 2, following nearly 13 days offline. The nuclear facility shutdown on August 20 when an air removal valve located in the station's turbine building closed, causing a loss of vacuum pressure necessary to pull steam through a condenser.

As part of the generation process, 80,000 gallons of water flow through nuclear fuel rods, which boil the water into steam. The high-pressure, fast-moving steam turns a series of turbines in a separate building to generate up to 1,207 gross megawatts of electricity. As part of the plant's closed cooling system, the steam is then condensed back into water and returned to the station's reactor building to repeat the boiling process. **NWPPA**

## CRPUD Board Adopts New Rates

At their August 15 meeting, the Columbia River PUD (Deer Island, Ore.) Board of Directors adopted new rates. These rates will take effect for all bills rendered after October 1, 2017.

The new rates represent a system-wide rate increase of 5.1 percent. Residential, small general service, and irrigation classes will see a 5.5-percent overall increase. Large general service and industrial classes will see a 4.6-percent overall increase.

Under the new rates, the monthly residential customer charge will increase from \$10 to \$12.50. The energy charge will increase from 6.8¢ to 7.04¢. The amount a customer's bill will increase depends on the customer's monthly usage.

The new residential rates are about 23 percent lower than the statewide average. They are about 35 percent lower than the national average.

The PUD will continue to offer discounts for customers who meet income qualifications. Customers on the Special Waiver program will pay a monthly customer charge of \$2.50, instead of \$12.50. Customers on the Senior Discount program will pay a \$2.50 customer charge and receive a 10-percent discount on their energy charge.

"I don't like to have rate increases. I don't like to see them on my bill either. I think we came up with the best option, taking into account our seniors and our low-income customers," said Board Member **Debbie Reed**. **NWPPA**

## Chelan's New Contracts Will Add \$40M in Revenue

On August 7, Chelan County PUD (Wenatchee, Wash.) commissioners heard the good news that two new power sales contracts will boost forecasted PUD revenue by \$40 million starting in 2019. Each sale is for a 5-percent slice of power generated at Rocky Reach and Rock Island dams.

**Gregg Carrington**, Energy Resources managing director, said the sales are for five years to Avangrid Renewables LLC of Portland, Ore., starting in 2019; and for 10 years to Avista Corp., based in Spokane, Wash., starting in 2021. The sales extend the PUD's successful hedging strategy that returns value to customer-owners by locking in revenue, reducing risk from price swings in the wholesale market, variable streamflow and from operations, which help keep electric rates stable.

The report came as Energy Planning and Trading updated board members on second-quarter results. So far for 2017 net wholesale revenue and other energy-related revenue is forecast to end the year at \$124.2 million, which is \$2.3 million ahead of budget.

Revenue so far is higher due to below-average winter temperatures and the cost-plus long-term power contracts, while operating costs have been lower. Finance staff recommended staying the course on strategic priorities of investing in key assets and employees, paying down debt (\$52 million in 2017), and continuing the Public Power Benefit program. **NWPPA**

## Heat Wave Shatters BPA's Summer Record

Several days of intense heat pushed Northwest temperatures above the 100-degree mark sending regional summertime power consumption to record highs. As the mercury soared, air conditioners and fans hummed along, breaking the Bonneville Power Administration's record for peak summertime electricity consumption three days in a row.

BPA customer power usage broke the 2014 peak of 7,861 megawatts on Tuesday, Wednesday, and Thursday, August 1, 2, and 3, with Wednesday being the highest. BPA's customers consumed 8,048 MW on Tuesday, 8,226 MW on Wednesday, and 8,208 MW on Thursday. For reference, just one megawatt can power an estimated 700 Northwest homes or 1,200 megawatts can power an entire city the size of Seattle.

BPA, in concert with its federal partners, prepared for the heat wave by safely delaying routine-maintenance activities, ensuring the turbines in federal dams were optimized for power generation and working closely with the Columbia Generating Station, a nuclear plant that generates up to 1,200 MW of clean, reliable power.

BPA transmission crews also stood ready to quickly address outages and kept in constant contact with firefighters as wildland fires across the region threatened transmission lines. However, so far, problems on BPA's transmission system have been kept to a minimum.

"Our crews have done an outstanding job preparing for this stretch of hot weather. And not just the equipment and the system, they've also been watching out for each other's safety in this sweltering heat. We've not had a single injury, heat-related or otherwise, during this event," said **Robin Furrer**, vice president of Transmission Field Services for the Bonneville Power Administration. "Our mission is to keep the lights on even under the most extreme conditions. So this is a job well done."

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## Benton PUD Invites Customers to Plug Into Your Future Meetings

Benton PUD (Kennewick, Wash.) has scheduled three informational meetings to encourage customers to *Plug Into Your Future* with Benton PUD and learn more about the utility's challenges and opportunities.

"Like other utilities across the region, our utility world is changing. As a customer-owned public utility, our customers' input is important to us as we identify how to respond to the challenges and opportunities we face. Challenges include the rising cost of power; integrating wind and solar into our electric system; threats to our low-cost, carbon free hydropower; broadband opportunities; the growing interest in electric vehicles; and others," said **Chad Bartram**, Benton PUD general manager.

Customers are invited to learn more about Benton PUD and provide input at the following meetings: *The Changing Utility* (occurred on August 30); *Benton PUD Broadband: Connecting our community* (September 20); and *Emerging Technologies: The next era of electricity use* (September 27).

The meetings take place in the Benton PUD Auditorium.

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## Kim Girdler Honored at Douglas PUD

Douglas County PUD Commissioners **Ronald E Skagen**, **Molly Simpson**, and **Aaron J. Viebrock** awarded Customer Accounting Supervisor **Kim Girdler** with her 25-year service award during the August 14 Commission meeting held at the District's East Wenatchee, Wash., office. Commissioner Skagen thanked Girdler on behalf of the citizens of Douglas County for her years of service.

"I'm truly blessed," she said. "I have enjoyed every step along the way. I have a great staff to work with." NWPPA



Douglas County PUD Commissioner Aaron Viebrock, Commissioner Ronald Skagen, Kim Girdler, and Commissioner Molly Simpson.

## SVP Recognized as Top 10 Green Power Leader

Silicon Valley Power's (Santa Clara, Calif.) green power program, Santa Clara Green Power, has once again been honored as one of the Top 10 utility green power programs in the nation by the National Renewable Energy Laboratory (NREL), the U.S. Department of Energy's primary national laboratory for renewable energy and energy efficiency research and development. This is the 11<sup>th</sup> year that SVP's Santa Clara Green Power program has made the esteemed Top 10 list.

"Recognition as an industry leader by NREL for the 11<sup>th</sup> year in a row is quite an acknowledgement of SVP and our program," said **Larry Owens**, senior division manager of Customer Services at SVP. "We are committed to offering a high-quality, 100-percent renewable energy choice for our customers, but the program would not be where it is today without customers themselves stepping up to a greener pathway forward for their home or business."

This is also the second year in a row SVP has ranked in the top 10 in three out of four green power categories: they placed fourth for their green power participation rate with 8.13 percent of customers participating in Santa Clara Green Power in 2016; placed third for green power sales as a percentage of total electricity sales; and placed ninth for total green power sales—selling 206,692 MWh of green power in 2016.

"This was a true community effort," said Owens. "A number of our large commercial customers, including the City of Santa Clara itself, joined hundreds of small businesses and thousands of Santa Clara residents in purchasing up to 100 percent renewable energy through Santa Clara Green Power."

NWPPA

### Umatilla Announces Newest Director

**S**teven Platt of Pilot Rock has been appointed to fill an unexpired term on the Umatilla Electric Cooperative Board of Directors (Ore.).

Platt will represent UEC's District 6, an area east and southeast of Pendleton that also includes the upper Umatilla River, Weston Mountain, and Meacham areas, and a small portion of northwest Union County.

"I'm honored to be chosen for the board and look forward to representing the members of District 6," he said.

UEC's board of directors selected Platt from a field of candidates who applied for the opening. Platt was a candidate for the District 6 seat in April against **RoseEtta Ansotegui**, who was re-elected to a fifth term. Ansotegui stepped down effective July 15 due to family issues.

Platt is a third-generation rancher who has owned and operated a commercial cattle operation for 30 years with his wife and son. He is active in the community and has served as the Umatilla County Cattlemen's Association treasurer.

He earned an Associate of Applied Science degree in production agriculture from Blue Mountain Community College, and his educational experience at BMCC led to full-time employment at the college.

Through the years, his career progressed from a lab technician at the Agriculture Complex to positions in groundskeeping and maintenance, and then one in facilities management. He worked at BMCC for 30 years, spending the last 23 as the facilities manager. **NWPPA**



### New Phone Scam Targeting Grays Harbor Customers

**T**elephone scammers are trying a new tactic in their efforts to gain personal information from Grays Harbor PUD (Aberdeen, Wash.) customers. PUD Customer Service has received reports of callers contacting customers, claiming to represent the PUD and offering a gift card in exchange for completing a survey on their home security system.

"The PUD has not agreed to or offered such a survey and customers who receive these calls should under no circumstances give out information on their homes or personal finances," said Communications and Government Relations Director **Ian Cope**. "This is just another method to try to scam customers by gaining access to their homes, bank accounts, and personal information."

In the past, PUD customers have received several waves of calls from people claiming to represent the PUD and threatening to shut off their power if they did not receive immediate payment on reportedly overdue account balances. **NWPPA**

### Bill Gaines to Retire in December

**T**acoma Public Utilities (Wash.) Director (CEO) **Bill Gaines** has informed the Public Utility Board of his desire to retire from his current position effective in December 2017. On August 7, the Public Utility Board approved an arrangement that facilitates such a leadership transition.

Gaines has served as TPU's director (CEO) for the past 10 years, after previously serving in senior executive roles at Seattle City Light and Puget Sound Energy. During the next several months, Gaines will continue to serve as TPU director (CEO) while the Public Utility Board begins its process for recruitment, selection, and onboarding a new director.

During Gaines' tenure, TPU has accomplished many milestones, including completion of the federal relicensing of its several hydroelectric projects; construction of a \$200 million water filtration plant on the Green River; entering into a long-term rail operating agreement with the Port of Tacoma; establishing a forward trading and risk management capability with its wholesale power sales activities; and building a strong and capable management team and employee group. Importantly, TPU has also launched a broad initiative to increase its focus on service to customers, and on economic development in its service area. **NWPPA**

### SMUD to Roll Out Bill Scenario Analysis Tool

**S**MUD (Sacramento, Calif.) and GridX, Inc. will partner to roll out a new bill scenario analysis tool that will allow SMUD's customer service representatives to help customers learn more about how the transition to time-of-day rates will impact their bills.

Under a traditional tiered rate system, bills are calculated based on the volume of energy customers use; under time-of-day rates, when customers use energy will be just as important as how much they use.

After SMUD transitions all its customers to time-of-day plans by the end of 2019, about 44 percent of customers will pay less over the course of a year than they do under the current system, even if they make no changes to their energy use. About 49 percent of customers will pay about \$2 more per month on average under the new plan, and about 8 percent will pay about \$6.80 more per month. If these customers adjust when they use energy, they may be able to reduce their bills and save money on a time-of-day plan.

The new bill scenario analysis tool will allow a SMUD CSR to accurately calculate a specific customer's bills on a new rate. It will also allow the CSR to discuss various energy use scenarios with the customer and calculate how their bills will be impacted by shifting energy use to different time periods, adding or removing programs, deploying rooftop solar, adding an electric vehicle, or possibly switching to SMUD's fixed rate option. The bill scenarios are personalized to each customer and calculated in real time while customers are on the phone. **NWPPA**

## Wet Year Boosts Middle Fork Generation

At the August 3 meeting of the Placer County Water Agency (Auburn, Calif.) Board of Directors, the board received an update on 2017 Middle Fork Project hydropower generation. Midway through the year, the forecast for year-end generation is 1,435,000 megawatt-hours; the forecast represents a 79-percent increase over the 800,000 megawatt-hours anticipated in 2017.

The uptick in hydropower generation is the result of this year's record-setting precipitation combined with warm summer temperatures. In addition to melting the Sierra snowpack, hot temperatures have increased the demand for energy generation.

The increased runoff, however, is also contributing to the collection of more sediment from the 2014 King Fire. PCWA staff has expedited several sediment removal projects along the Middle Fork Project, allowing turbines to run 24 hours a day, 7 days a week. It is expected hydropower plants will continue to run at maximum output through September.

In related news, the PCWA Board received the Draft 2018 Power Division Budget, which totals \$34.9 million and is comprised of \$22.3 million in operating expenses and \$12.6 million in capital project appropriations. The Power Division Budget will be incorporated into the Middle Fork Project Finance Authority Budget later this year. **NWPPA**

## EPUD Awards Five EmPOWERing Scholarships

The Emerald People's Utility District (Eugene, Ore.) Board of Directors recently recognized the five recipients of the 2017 EmPOWERing scholarships.

The scholarship is awarded to individuals interested in pursuing a rewarding career in the utility industry. They are available to high school seniors and adults interested in pursuing second-career training in the utility industry.

The recipients and their families attended an Emerald PUD board meeting to accept the \$1,250 award and celebrate their accomplishments.

The recipients of the 2017 EmPOWERing Scholarships are: **Evan Clark**, Oregon Institute of Technology; **Jarob Harold**, Oregon State University; **Ty Mendoza**, Northwest Lineman College—Lineworker Training Program; **Daniel Rogers**, Oregon State University; and **Garren Taylor**, Vocational Outside Line Training Academy (VOLTA)—Lineworker Training Program.

Emerald PUD has offered annual scholarship opportunities to its customer-owners and their family members since 1990.

**NWPPA**

## SCL Begins Advanced Metering Upgrade

Seattle City Light (Wash.) began upgrading existing electricity meters on July 31 with advanced meters that will enhance services for customers and help the publicly owned utility operate more efficiently.

"Today's installation is a big step toward modernizing the service Seattle City Light provides its customers," City Light Customer Care Director **Kelly Enright** said. "Upgrading our metering technology will put more power into our customers' hands so they can better manage their energy use and it will empower our employees to provide even better service."

City Light will replace more than 420,000 meters across its service territory by the end of 2018.

The new meters will provide more accurate billing by eliminating the estimated reads currently used to generate a bill when a meter reader is unable to access a customer's meter or complete a route. Once the advanced metering data is connected to other utility computer systems, power outages will be reported automatically and customers will be able to access their energy use information online. The new meters also create opportunities for additional enhancements in the future, such as account balance alerts, monthly billing, and optional time-of-use rates to support electric vehicle charging.

"Advanced metering will be good for the environment too," Enright said. "Eliminating the need to send a meter reader to your home or business cuts out 200,000 miles of driving and 72 tons of carbon emissions."

There is no charge for a customer to receive an advanced meter. City Light will provide three notifications before exchanging an existing meter with an advanced meter. Customers who do not wish to participate in advanced metering can opt out of the program. **NWPPA**

## Pend Oreille PUD's Scott Reappointed to Public Works Board

Governor **Jay Inslee** has reappointed Pend Oreille PUD Water Systems Manager **Mark "Bubba" Scott** to a second four-year term as the WPUDA representative on the Washington State Public Works Board.

Scott is active in WPUDA as a member of the association's Water Committee and on the planning committee for the association's annual Water Workshop.

"Bubba is a leader among water-service PUDs in his knowledge of water system operations and technical issues. He also is an expert on accessing state and federal project funding programs, which has benefited Pend Oreille PUD and other PUDs who seek his advice," said WPUDA's **John Kounts**. "For these reasons he's an excellent person to represent PUDs on the Public Works Board." **NWPPA**

### The Brown & Kysar, Inc. Team Is Growing

**B**rown & Kysar, Inc. has five new faces at the BKI office. **Scott Lindsay** and **Doug Rotella** joined the Client Relations team; **Guy Colpron** and **Troy Foley** joined the Design team; and **Heidi Seburnia** joined BKI to provide office support for the expanding team.

Lindsay joins BKI as its new director of Business Development & Client Relations. While helping to maintain the high level of service BKI clients have come to expect, he serves as a member of the executive team and will help position BKI for future growth. Lindsay brings over 18 years of utility industry experience, along with marketing, strategic planning, and energy technology expertise to the team.

Rotella is BKI's new Client Relations technical manager. He has an electrical engineering background and is a journeyman electrician. He also has extensive experience managing field services on electric apparatus, working with line crews, and supporting operations personnel.

"Scott and Doug are both well-known and respected in the region, and their respective talents create a complimentary team," said **Erik Kysar**, BKI owner.

Colpron is BKI's new director of design and is another member of the executive team. This new position was created to add expertise, mentor BKI's growing design staff, and organize design operations for increased efficiency and maintained quality. He joins BKI after 28 years with Idaho Power.

Foley joins the BKI design team with an engineering degree, as well as a background as an electrician and carpenter. He replaces **Jeff Kaiser**, who accepted a job with Portland General Electric.

**Ralph Oñate** recently transitioned over to the design team to expand his technical expertise. He, along with all other BKI team members, stand ready to serve your utility service needs.

Brown & Kysar provides engineering and operations support for small- and mid-sized public utilities in Oregon and Washington. For more information, visit [www.bki.cc](http://www.bki.cc). **NWPPA**



Top row (L-R): **John Halver**, **Bert Peterson**, **Thatcher Gordon**, **Jeremiah Waugh**, **Dan Tuominen**, **Scott Lindsay**, **Heather Cook**, **Erik Kysar**, **Doug Rotella**, and **Eddie Jackson**. Bottom row (L-R): **Ralph Oñate**, **Abby Bak**, **Byron Woltersdorf**, **Peter Grushevskiy**, and **Troy Foley**.  
Not pictured: **Heidi Seburnia**.

### NoaNet's CEO Announces Retirement

**A**fter over 17 years of service, Northwest Open Access Network (NoaNet) founder and CEO **Greg L. Marney** has announced his retirement effective December 31, 2017. Back in 2000, Marney saw an untapped opportunity to bridge the Internet digital divide by connecting the capacity of isolated fiber networks deployed by PUDs; his plan was to link them and build a high-capacity backbone network connecting major cities to many rural areas. Marney worked with the NoaNet Board of Directors, and member utilities worked to expand open access broadband in all counties in the state.

**Dave Spencer**, who has served as NoaNet's chief operating officer since NoaNet's launch, will be acting CEO effective August 1, 2017, while Marney enjoys accrued vacation time through the year's end. A permanent CEO is to be selected by the NoaNet Board of Directors in the coming months.

Northwest Open Access Network (NoaNet) is a wholesale only telecommunications provider. For more information, visit [www.noanet.net](http://www.noanet.net). **NWPPA**

### S&C Conducts 24-Hour Islanding Test on Microgrid

**A**long with Ameren Corporation, a Midwest-based utility, S&C Electric Company conducted a successful 24-hour islanding test last month at the recently deployed Ameren microgrid in Champaign, Ill. The microgrid—one of the most technologically advanced utility-scale microgrids in North America—has been operational since May and has now proven it can provide a seamless transition from grid-connected to island mode.

The test focused specifically on the 50-kilowatt microgrid at the site, which powers an Ameren research facility. The complete microgrid includes 225 kilowatts of renewable generation (PV solar and wind) and 250 kilowatts/500 kilowatt-hours of battery energy storage.

The test began at 8 a.m. on August 3, 2017, with the battery's state of charge at 97-percent capacity. Once the battery was depleted to 90-percent capacity, solar and wind generation kicked in, simultaneously carrying the load and charging the battery. This pattern continued throughout the day, never letting the battery fall lower than 88-percent capacity. In short, the microgrid functioned without any human interaction, automatically coordinating resources and ensuring power never faltered. Upon conclusion of the 24-hour test, the microgrid successfully moved back into grid-connected mode without any loss of power for end users.

During the test, the Ameren microgrid functioned on 100-percent renewable energy throughout the day. Many microgrids of this scale need to rely on rotating machines or generators, which prevent 100-percent penetration of renewable energy in these situations. At the Ameren microgrid, when the generation exceeds the load, the excess powers the battery.

S&C Electric Company is a global provider of equipment and services for electric power systems. For more information, visit [www.sandc.com/en/](http://www.sandc.com/en/). **NWPPA**

## FCS GROUP Hires Mumm for Colorado Office

On August 28, FCS GROUP announced that **Jason Mumm**, a nationally recognized expert in municipal utility finances and rate making, will join the firm as an executive consultant.

Company President **Scott Bash** announced the addition: “We are extremely excited to add Jason to our already strong and reputable team. This move will help us expand both geographically and in terms of our overall capabilities.”

Mumm brings 21 years of professional expertise in the areas of water, wastewater, and stormwater finances and rates. With FCS GROUP, he will lead the firm’s expansion initiatives and enhance its broader utility consulting practice by integrating financial concepts with the firm’s growing asset management capabilities. Mumm has authored nearly 100 published articles in various industry press outlets, including significant contributions to the latest edition of the American Water Works Association M1 Manual, a comprehensive utility industry guideline document for water utility rate setting. He resides near Boulder, Colo., and will lead a new FCS GROUP office there.

FCS GROUP, established in 1988, provides utility rate and fee consulting; asset management consulting; financial planning and analysis; and economic services to public sector clients inclusive of city and county governments, municipal corporations, ports, special purpose districts, and state agencies. For more information, please visit [www.fcsgroup.com](http://www.fcsgroup.com) or contact **Scott W. Lester** at (425) 615-6485 or [scottl@fcsgroup.com](mailto:scottl@fcsgroup.com).



## Stanley Consultants Appoints New Chief Mechanical Engineer

Stanley Consultants has appointed **Tom Lothspeich** as the firm’s chief mechanical engineer. Chief engineers provide technical leadership in their engineering/architectural discipline in quality control and assurance; training; procedures and standards; and employee development.

Lothspeich has over 25 years of experience in power plant design, project management, and construction management. He has worked on some of the largest and most complex power generation projects in the company’s portfolio, including East Kentucky Power Cooperative Gilbert and Spurlock units, Empire District Electric Company Asbury Air Quality Control Project, and Alliant Energy Edgewater and Ottumwa Air Quality Control Projects.

He joined Stanley Consultants in 2001, was appointed associate mechanical chief in 2006, and elected vice president in 2014. In addition to his technical chief title, he also serves as a senior project manager; the technology and innovation leader for the power market; and as power generation mechanical group manager.

Stanley Consultants provides program management, planning, engineering, environmental, and construction services worldwide. For more information on Stanley Consultants, please visit [www.stanleyconsultants.com](http://www.stanleyconsultants.com). **NWPPA**



## SEL Donates \$150K to American Red Cross

Schweitzer Engineering Laboratories has donated \$150,000 to the American Red Cross for Hurricane Harvey relief efforts. The company is also offering customers a price reduction, and expedited shipping, for products bound for the affected areas.

“Our employees, customers, and the communities impacted by this hurricane are in our thoughts and prayers,” said SEL President **Edmund O. Schweitzer, III**, who, along with his wife **Beatriz**, made a \$100,000 personal donation to the American Red Cross.

SEL has five branch offices in Texas, with 52 employees in Houston. The company also has sales representatives and numerous customers in the affected region.

“Our customers in the electric power industry really go above and beyond in times of need, working under the most difficult circumstances and often sending their personnel into harms’ way to get the lights back on,” said **David Costello**, VP of Sales and Customer Service, who works out of SEL’s office in Fair Oaks Ranch, Texas. “We are proud to do our part by making it easier for them to get the products they need by cutting the prices, expediting deliveries, and mobilizing employees to be on call for technical support.”

SEL serves the power industry worldwide through the design, manufacture, supply, and support of products and services for power system protection, monitoring, control, automation, communications and metering. For more information, visit [www.selinc.com](http://www.selinc.com). **NWPPA**





# SAGE-GROUSE

## AND THE TRUMP ADMINISTRATION'S NEW INITIATIVE

By Anna Leieritz

In a sweltering D.C. summer, Department of the Interior Secretary Ryan Zinke turned up the heat by announcing a controversial review of the federal greater sage-grouse conservation management plans.

Following through on one of President Trump's early Executive Orders, Zinke wanted to determine if the Obama-era plans hinder energy production on public lands, and he assembled a team of scientists from the U.S. Geological Survey, Bureau of Land Management, and U.S. Fish and Wildlife Service to study these management plans. They were directed to consider "creative approaches and ideas" to sage-grouse management.

The final product focuses on giving more authority to the states, which is good—but some Western governors have been doing some grousing of their own, saying the new effort undermines the regulatory certainty of the plans developed under the prior administration and may lead to the bird being listed after all.

### A history of controversy

The greater sage-grouse is a large, ground-dwelling bird with a spiky tail meant to blend in with sagebrush—making the bird's habitat an important consideration—that inhabit 11 western states with sagebrush-steppe habitats. Efforts to preserve the birds date back to the 1950s; for the past 20 years, state and federal agencies have coordinated their efforts to conserve the sage-grouse and its habitat.

In 2005, the U.S. Fish and Wildlife Service determined that the sage-grouse was not threatened or endangered, and that there was no reason to list the bird under the Endangered Species Act. In 2010, the Obama-era FWS determined that there was a need to list the sage-grouse, identifying habitat loss as cause for concern, though the bird ultimately was not listed after other species were determined to have a higher priority. In 2015, the BLM and USFS revised land use plans across the western states to address the inconsistencies in which state plans and federal plans did not line up, determining again that the bird need not be listed.

These actions drew criticism from western members of Congress who wanted the federal government to let states manage the issue. Congressional Republicans continue attaching riders to bills to bar FWS from reversing the 2015 decision not to list the sage-grouse. Currently, Sen. Mike Lee (R-Utah) has proposed a sage-grouse amendment to the 2018 National Defense Authorization Act, set to be debated this fall. His amendment regionalizes the sage-grouse conservation and implements state management plans while preventing FWS from listing the bird until at least 2027.

### Impact of listing

The decision to list the sage-grouse would have a tremendous impact on western rural communities due to the federal lands that fall under ESA jurisdiction. The sage-grouse habitat



is used by oil and natural gas producers, renewable energy developers, and, of course, electric utilities. If the bird were to be listed, the cost of business would be considerably increased.

For utilities, the price of a listing would be significant. Miles of transmission and distribution lines are the hallmark of rural utilities, and many of these lines cross western federal lands. In order to provide routine operation, maintenance, and construction on these lines, federal permits would need to be obtained. The BLM has suggested a preferred alternative of burying, modifying, or relocating these transmission and distribution lines to benefit sage-grouse preservation, but utilities have resisted this top-down approach that won't work for many of the communities in question.

The energy developers who hold federal leases to work in the sagebrush-steppe habitats are regulated by the BLM and USFS to safeguard the birds' survival. However, many westerners say the current plan goes too far and that states can better manage the population themselves without federal government interference.

### **Zinke's findings inform a new way forward**

To address these concerns, Zinke's team recommended allowing states to develop their own population objectives to comply with the land management plans. His plan would allow for some flexibility in drawing the boundary lines of a recognized habitat as well as for setting the population goals of the sage-grouse.

Zinke's recommendations also include removal or modification of the sagebrush focal areas—the habitat critical to the survival of the sage-grouse—and directs the BLM to make the specific sage-grouse population numbers the deciding factor of their health. These population goals are drawing some concern, as they represent a less reliable methodology for counting the

birds—especially in years of inconsistent weather, which can factor heavily on the health of the species.

### **States react**

Some western governors—notably Matt Mead (R) of Wyoming, home of the largest North American population of sage-grouse—have expressed concerns that Zinke's abandonment of the federal plans may lead to a future listing and plan to focus on habitat protection.

Mead and Colorado Governor John Hickenlooper (D), co-chairmen of a federal-state Sage-Grouse Task Force that helped develop the Obama-era plans, have expressed concerns about changes to the land management plans before. The governors sent a letter to Zinke in May to caution him against “moving from a habitat management model to one that sets population objectives for the states,” foreshadowing their disapproval of the decision.

The Western Association of Fish and Wildlife Agencies released a white paper a month before the Zinke report was released that said the prioritization of state-by-state population goals instead of focusing on habitat conservation could be detrimental. The report also noted that it would take time to appropriately develop a reliable method to count the birds' population, which are notoriously cyclical and can change drastically from one year to the next.

In short, the new developments have upended a tacit if imperfect agreement and interjected a new approach that has divided traditional stakeholder groups. From the Obama-era plans to the Zinke proposal, one thing is certain: the issue of sage-grouse population is far from over. **NWPPA**

*Anna Leieritz is a principal at Meguire Whitney LLC, NWPPA's Washington, D.C., consulting firm. She can be reached at eiber (864) 423-0534 or [anna@meguirewhitney.com](mailto:anna@meguirewhitney.com).*

# FLATHEAD ELECTRIC CO-OP REBRANDS FOR THE FIRST TIME IN 80 YEARS

As told to Wendy Ostrom Price



**FLATHEAD ELECTRIC**  
**COOPERATIVE**  
Community. Innovation. Reliability.

**W**hen Flathead Electric Cooperative in Kalispell, Mont., hired Katie Pfennigs in 2016 as their new marketing supervisor, they knew things were about to change. What they didn't know, however, was the extent of those changes or the form they would take. Remarkably, just one year later, FEC has been completely transformed, vastly improved in terms of member services, and made readier than ever to take on the challenges and opportunities that abound in the power industry. FEC Public Information Officer Wendy Ostrom Price sat down with Pfennigs to talk about the daunting—yet exciting—process of rebranding a company for the first time in its 80-year history.

**Ostrom Price: Explain the impetus for a new, refreshed logo.**

**Pfennigs:** One of the initial drivers was the desire to improve our website, which hadn't been redesigned in far too long. We needed new tools for our members, many of whom are younger and prefer efficient, electronic forms of communication (something we weren't currently offering). It was also driven by a general desire to help members of all ages better understand and appreciate the cooperative model. The rebranding

effort was a foundation to provide these new tools in a way that is both effective and supportive of the image we want to portray to our members.

**Ostrom Price: If someone wants to rebrand a company, what's the first thing to do?**

**Pfennigs:** The first thing you need to do is to determine your objective. What is it that you're trying to accomplish? Rebranding is a huge effort, and while I also think it's a lot of fun, you need to have valid reasons behind making the investments required and well-thought-out objectives to meet. You also need to determine a baseline for how your members currently view you. Brands are determined not by the marketing department at a company, but by the reaction your customers (or members) have when they see your brand. You'll need to determine if there's a disconnect between how you want to be viewed and how you're currently being viewed. Effective branding can help close that gap.

**Ostrom Price: Was there reluctance from staff or trustees?**

**Pfennigs:** We actually had a lot of support. Our board and management

were very supportive and were the drivers of the project. Of course, there are a few naysayers (among both staff and members) who don't understand the importance of branding and the impact it can have on the future of your business, but we're doing what we can to help educate them as we go. That said, I find that it's almost always much more productive to focus on providing information to the positive/supportive/open-minded groups than a minority of less enthusiastic individuals.

**Ostrom Price: Was this a companywide effort of employees?**

**Pfennigs:** Yes and no. Employees in all departments can provide valuable insight into current brand practices, especially regarding what's worked and what hasn't in the past and in determining the current member perception. We have some really creative and talented employees at Flathead Electric who come up with some great marketing ideas, but it's a balancing act (especially when it comes to something as important as developing a brand). Too much input can be debilitating, and trying to make everyone happy can leave you with a watered-down version of your brand that lacks focus. While you do want input from employees on some things, you also want to be careful not to design by committee (especially if that committee includes people who don't understand marketing). You want professionally trained marketers making brand decisions, the same way you want professionally trained linemen tending to an outage. That said, there was a lot of support from member services, IT, and several other departments to complete the project, which really made it a group effort.

**Ostrom Price: What steps can someone take to make the process feel less overwhelming?**

**Pfennigs:** Well, to be completely honest, it is overwhelming. If you're going to rebrand, you want to do it right, so it's important that you give it the focus and dedication it deserves. Getting started is the hard part, but it's easier once you've identified your objectives. I recommend



*Above: Flathead Electric Cooperative proudly highlights the bright new logo front and center on its headquarters.*

*Left: Katie Pfennigs, Flathead Electric Cooperative's marketing supervisor.*

doing a lot of planning and research on the front end so you can have a clear set of objectives to work toward. Starting with a survey of employees and/or members to determine the current member perceptions and areas for improvement is a good place to start identifying those objectives. This will also help you avoid scope creep (delving into other parts of the business that aren't directly related to meeting your objectives), which will help keep you focused and on track to meet whatever timeline you establish.

**Ostrom Price: With a wealth of associated costs, how did you make the process as fiscally efficient as possible?**

**Pfennigs:** Obviously, as a co-op, we are very careful about how we spend our money. Rebranding initiatives can be costly, so it pays to know some tricks of the trade. One major area we saved money was in crowdsourcing our logo design. This basically means putting out a logo contest on a graphic design site so designers from all over the world can submit projects in hopes of winning whatever monetary prize you are offering. There are several good

crowdsourced design sites, but we used one called DesignCrowd. We developed specific criteria for the contest (this is a critical step in crowdsourcing to ensure you're getting what you want), and attached a \$300 purse for the winner. We ended up receiving over 350 logo designs to choose from, 8-10 of which we felt could serve us well as our new logo. The beauty of this crowd sourcing site was that if you didn't get a logo you wanted to buy, you weren't out any money. Pretty great deal, right? Remember though, that it takes a lot of time to go through all the submissions and work with the designers to tweak the logo until it's just right. We were really happy with our end result. It also helps to spend time setting your rebranding budget on the front end and really considering what needs to be re-logoed and what doesn't. A lot of marketing materials (like envelopes, letterhead, etc.) are reoccurring costs. You can plan to order smaller quantities or not re-order certain things until you release your new brand. You can save a lot by just planning well. We also heavily vetted our suppliers, got bids for everything, and took advantage of non-profit discounts

wherever possible. Our website developer, Ruralite Services, is a co-op as well that specializes in electric utility websites. Their bid came in under bids we got from local designers, and we were also thrilled to partner with them because of their understanding of our industry. There are a lot of ways to make rebranding more affordable if you are just thoughtful about it.

**Ostrom Price: What were some challenges?**

**Pfennigs:** One of our challenges was in addressing questions about why rebranding is important. We had several people (both staff and members) asking why we were putting effort into branding when we're the only option for our members. We always appreciated having the opportunity to help people understand that concept. There were a few major factors. First, we needed a brand that complemented the innovative, high-level work our employees are doing. Flathead Electric Cooperative truly is on the cutting edge of the utility industry, yet our look hadn't been updated in years to help us tell that story. Another major driver in the decision was the future outlook of our cooperative. The energy industry is changing rapidly, and we need a brand that can change and grow with us as we continue to offer services that meet the shifting needs of our evolving member base.

*Continued*



New Year. New Look. Still your Co-op.

*FEC communicated that the rebrand was coming and the reasons for it in their member newsletter/bill stuffer the month before the rollout. When they went live in the beginning of the year, they used the above tagline and images for the rollout.*

**Ostrom Price:** How did FEC’s services change along with the new look?

**Pfennigs:** If we’re going to talk the talk, we have to walk the walk. It’s not just about looking modern. Your service has to actually be modern as well. If we had this hip logo and brand and talked about being innovative, but then didn’t offer a mobile app, or if we had a website that didn’t work well on a smartphone, or if we required people to print and write in an application—we would have inconsistency in our brand. Inconsistency creates distrust, which is a very difficult thing for a brand to recover from. So, with the launch of our new brand, we also launched a new modern website, a rebranded mobile app, and an email version of our newsletter (previously, we were only sending printed newsletters out as bill stuffers, so many of our

members who were paperless never even received it). Those new offerings were only the foundation. We are continuously working on process improvements and new tools that will keep us and our brand modern and fresh.

**Ostrom Price:** Did you find it a rewarding experience?

**Pfennigs:** Oh, absolutely! It just doesn’t get any better for a marketing nerd like me. Seriously, though—I found it extremely rewarding. We viewed the objective of this project as creating tools to help us educate our members on what it means to be part of a co-op and how the cooperative business model is a benefit to them. We truly care about providing a great service to our members and making a positive impact on the

communities we serve. When you can help your members understand that through effective branding (and especially when you can help them transition from thinking of you as just another utility), there’s nothing more rewarding.

**Ostrom Price:** Should we anticipate some kinks for a while and continued tweaking?

**Pfennigs:** Oh, sure. There are always kinks. Our logo couldn’t be added to our bills for six months due to some software complications. Our truck decals came in the wrong material and wrong size, then we ended up short-staffed and had to go to plan B to get them installed on our vehicles. There are always kinks. The key is to accept that reality so you’re ready to take them on when they inevitably come up and don’t let them completely halt your progress. When challenges do arise, keep your eye on the prize and remind yourself that a year from now, your branding initiative will be complete, even if you’re a bit slowed by bumps in the road.

**Ostrom Price:** Did you get buy-in from members or roll it out afterwards?

**Pfennigs:** We actually didn’t get buy-in from our members specifically for this project. We used member feedback from our member services team and from past member satisfaction surveys to set a baseline on the current perception of our co-op. If you need help determining your current brand perception, it would be a good idea to elicit feedback directly from your members via focus groups or surveys. In our case, we felt like we had a good handle on current perception and good data to support it. The majority of our members’ reactions have been positive and grateful, which has been really rewarding as well.

**Ostrom Price:** How did you roll out the rebranding?

**Pfennigs:** We wanted as much of the new branding to roll out at the same time as possible, but we also tried not to surprise our members on the day of the rollout. The last thing we wanted to do was to



Flathead's old black-and-white logo.

have someone come to our website (which looked drastically different) and think we sold or merged with someone. We communicated that the change was coming and the reasons we were refreshing our brand in the member newsletter/bill stuffer the month before the rollout. Once we did go live, we incorporated a communications plan focused on explaining the rebranding. We decided to go live in the beginning of the year, and we used a tagline for the rollout "New Year. New Look. Still your Co-op." We explained that our new look was "more than a fresh coat of paint," and that our new brand would "help us serve you better with easy-to-use digital tools while still providing the same reliable service our members have come to trust."

**Ostrom Price:** When refreshing a brand, should you think about how far it might take you into the future?

**Pfennigs:** No—that's not something you can really plan for. There are a number of reasons companies choose to rebrand, but good branding is timeless. Think about the really effective brands like Coca Cola and Nike. They don't re-brand. They might update or refresh their look a little bit, but they continue to build on the brand and create more brand loyalty and brand awareness as the years go by. Our goal was to create a foundation that would allow us to do some important branding work—educating our members and fostering the understanding that we are their co-op, that we work hard to provide affordable and reliable electrical service, that we are an active and valuable part of their community, and that we are at the forefront of innovation in our industry. The re-branding project may be over, but our work is only beginning. NWPPA

*Wendy Ostrom Price is the public relations officer at Flathead Electric Cooperative in Kalispell, Mont. She can be reached at (406) 751-1820 or [W.Ostrom-Price@flathead.coop](mailto:W.Ostrom-Price@flathead.coop). Katie Pfennigs is FEC's marketing supervisor and can be reached at either [K.Pfennigs@flathead.coop](mailto:K.Pfennigs@flathead.coop) or (406) 751-4401.*

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- Job Opportunities ads are also accepted from non-members. Ads are \$350 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.

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**POSITION:** **NWPPA Adjunct Instructor—Accident Investigations**  
**COMPANY:** NWPPA (Vancouver, Wash.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** October 13, 2017  
**TO APPLY:** Send your résumé to NWPPA, 9817 N.E. 54th St., Ste. 200, Vancouver, WA 98662 or by email to [NWPPA@NWPPA.org](mailto:NWPPA@NWPPA.org).

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**POSITION:** **General Manager of Electric Utilities**  
**COMPANY:** City of Denton (Denton, Texas)  
**SALARY:** \$200,000 per year  
**DEADLINE TO APPLY:** October 1, 2017  
**TO APPLY:** Visit [www.ralphandersen.com](http://www.ralphandersen.com).

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**POSITION:** **Electronic Integrated Systems Mechanic (Meter and Relay Craftsman)**  
**COMPANY:** Western Area Power Administration, Desert Southwest Region (Phoenix, Ariz.)  
**SALARY:** \$46.94 to \$48.89 per hour  
**DEADLINE TO APPLY:** September 22, 2017  
**TO APPLY:** Visit [www.usajobs.gov/GetJob/ViewDetails/477931900](http://www.usajobs.gov/GetJob/ViewDetails/477931900).

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**POSITION:** **Superintendent of Distribution Dispatch Services**  
**COMPANY:** Homer Electric Association (Homer, Alaska)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** October 29, 2017  
**TO APPLY:** Visit <http://homerelectric.applicantpro.com/jobs>.

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**POSITION:** **Distribution Engineering Technician**  
**COMPANY:** Central Lincoln (Newport, Ore.)  
**SALARY:** \$69,291–\$84,224 per year  
**DEADLINE TO APPLY:** September 27, 2017  
**TO APPLY:** Visit [www.governmentjobs.com/careers/cencoast](http://www.governmentjobs.com/careers/cencoast).

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**POSITION:** **Staff Accountant**  
**COMPANY:** Consumers Power, Inc. (Philomath, Ore.)  
**SALARY:** \$63,000–\$81,900 per year  
**DEADLINE TO APPLY:** September 22, 2017  
**TO APPLY:** Visit [www.cpi.coop](http://www.cpi.coop).

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**POSITION:** **Power Generation Engineer**  
**COMPANY:** Copper Valley Electric Association (Glennallen, Alaska)  
**SALARY:** \$110,000–\$125,000 per year  
**DEADLINE TO APPLY:** September 24, 2017  
**TO APPLY:** Visit [www.cvea.org/aboutUs/careers.htm](http://www.cvea.org/aboutUs/careers.htm).

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**POSITION:** **Transmission Design Engineer**  
**COMPANY:** Electric Power Systems, Inc. (Anchorage, Alaska)  
**SALARY:** \$75,000–\$145,000 per year  
**DEADLINE TO APPLY:** September 25, 2017  
**TO APPLY:** Email your résumé to [jobs@epsinc.com](mailto:jobs@epsinc.com).

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**POSITION:** **Protection Electrical Engineer II/III**  
**COMPANY:** Portland General Electric (Portland, Ore.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** October 22, 2017  
**TO APPLY:** Visit [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=R17-425](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=R17-425).

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**POSITION:** **Engineer T&D**  
**COMPANY:** Pend Oreille Public Utility District (Newport, Wash.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** September 30, 2017  
**TO APPLY:** Visit [www.popud.org](http://www.popud.org).

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**POSITION:** **Regulatory Analyst I/II**  
**COMPANY:** Modesto Irrigation District (Modesto, Calif.)  
**SALARY:** \$93,371 per year  
**DEADLINE TO APPLY:** September 23, 2017  
**TO APPLY:** Visit [www.mid.org/careers](http://www.mid.org/careers).

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**POSITION:** **Testing and Energizing Engineer (Engineer III)**  
**COMPANY:** Portland General Electric (Portland, Ore.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** September 21, 2017  
**TO APPLY:** Visit [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=R16-713](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=R16-713).

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**POSITION:** [Lineman](#)  
**COMPANY:** Nespelem Valley Electric Cooperative (Nespelem, Wash.)  
**SALARY:** \$43.46 per hour  
**DEADLINE TO APPLY:** September 30, 2017  
**TO APPLY:** Visit [www.nvec.org](http://www.nvec.org).

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**POSITION:** [Controller](#)  
**COMPANY:** Coos-Curry Electric Co-op (Port Orford, Ore.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** September 29, 2017  
**TO APPLY:** Visit [www.ccec.coop](http://www.ccec.coop).

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**POSITION:** [SPEC II/III Service Design Program Manager](#)  
**COMPANY:** Portland General Electric (Portland, Ore.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** September 16, 2017  
**TO APPLY:** Visit [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=R17-266](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=R17-266).

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**POSITION:** [Journeyman Lineman](#)  
**COMPANY:** OPALCO (Eastsound, Wash.)  
**SALARY:** \$43.98 per hour  
**DEADLINE TO APPLY:** October 20, 2017  
**TO APPLY:** Visit [www.opalco.com](http://www.opalco.com).

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**POSITION:** [Meter Relay Technician](#)  
**COMPANY:** Matanuska Electric Association (Palmer, Alaska)  
**SALARY:** \$46.54 per hour  
**DEADLINE TO APPLY:** October 16, 2017  
**TO APPLY:** Visit [www.mea.coop](http://www.mea.coop).

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**POSITION:** [Engineer III](#)  
**COMPANY:** PUD #1 of Clallam County (Carlsborg, Wash.)  
**SALARY:** \$6,346–\$9,000 per month  
**DEADLINE TO APPLY:** September 21, 2017  
**TO APPLY:** Visit [www.clallampud.net](http://www.clallampud.net).

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**POSITION:** [Substation and Metering Technician](#)  
**COMPANY:** Jefferson County PUD (Port Townsend, Wash.)  
**SALARY:** \$48.42 per hour  
**DEADLINE TO APPLY:** September 18, 2017  
**TO APPLY:** Visit [www.jeffpud.org/employment-opportunities](http://www.jeffpud.org/employment-opportunities).

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**POSITION:** [Journeyman Tree Trimmer](#)  
**COMPANY:** PUD #1 of Ferry County (Republic, Wash.)  
**SALARY:** \$34.43 per hour  
**DEADLINE TO APPLY:** September 29, 2017  
**TO APPLY:** Visit [www.fcpub.com](http://www.fcpub.com).

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**POSITION:** [Manager of Finance & Accounting/CFO](#)  
**COMPANY:** Kootenai Electric Cooperative, Inc. (Hayden, Idaho)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** September 26, 2017  
**TO APPLY:** Visit [www.kec.com/content/job-opportunities](http://www.kec.com/content/job-opportunities).

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**POSITION:** [Analyst III/IV, System Control Center Support](#)  
**COMPANY:** Portland General Electric (Portland, Ore.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** December 31, 2017  
**TO APPLY:** Visit [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=R16-601](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=R16-601).

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**POSITION:** [Senior Cyber Security Specialist](#)  
**COMPANY:** Eugene Water & Electric Board (Eugene, Ore.)  
**SALARY:** \$80,000–\$100,000 per year  
**DEADLINE TO APPLY:** October 1, 2017  
**TO APPLY:** Visit [www.governmentjobs.com/careers/eweb](http://www.governmentjobs.com/careers/eweb).

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**POSITION:** [Manager T&D Planning & Design](#)  
**COMPANY:** Elcon Associates, Inc. (Portland, Ore.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** October 31, 2017  
**TO APPLY:** Send an email to [HR@elcon.com](mailto:HR@elcon.com).

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**POSITION:** [Journeyman Line Worker](#)  
**COMPANY:** Jefferson County PUD (Port Townsend, Wash.)  
**SALARY:** \$44.83 per hour  
**DEADLINE TO APPLY:** September 22, 2017  
**TO APPLY:** Visit [www.jeffpud.org/employment-opportunities](http://www.jeffpud.org/employment-opportunities).

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**POSITION:** [Electrical Engineer VII–X](#)  
**COMPANY:** Electric Power Systems, Inc. (Anchorage, Alaska)  
**SALARY:** \$95,000–\$135,000 per year  
**DEADLINE TO APPLY:** September 25, 2017  
**TO APPLY:** To apply, email your résumé to [jobs@epsinc.com](mailto:jobs@epsinc.com).

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**POSITION:** [IT Technician](#)  
**COMPANY:** Lassen Municipal Utility District (Susanville, Calif.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** September 22, 2017  
**TO APPLY:** Visit [www.lmud.org](http://www.lmud.org) or call HR at (530) 257-4174.

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**POSITION:** [Spec IV, Utility Asset Management](#)  
**COMPANY:** Portland General Electric (Portland, Ore.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** September 25, 2017  
**TO APPLY:** Visit [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=R17-429](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=R17-429).

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**POSITION:** [Technical Meter Sales](#)  
**COMPANY:** Carlson Sales, Inc (Battle Ground, Wash.)  
**SALARY:** DOE  
**DEADLINE TO APPLY:** October 31, 2017  
**TO APPLY:** Send your résumé to [bob.peak@carlson-sales.com](mailto:bob.peak@carlson-sales.com).

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**POSITION:** [Journeyman Lineman](#)  
**COMPANY:** Portland General Electric (Portland, Ore.)  
**SALARY:** \$43.81 per hour  
**DEADLINE TO APPLY:** November 16, 2017  
**TO APPLY:** Visit [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=U17-137](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=U17-137).

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