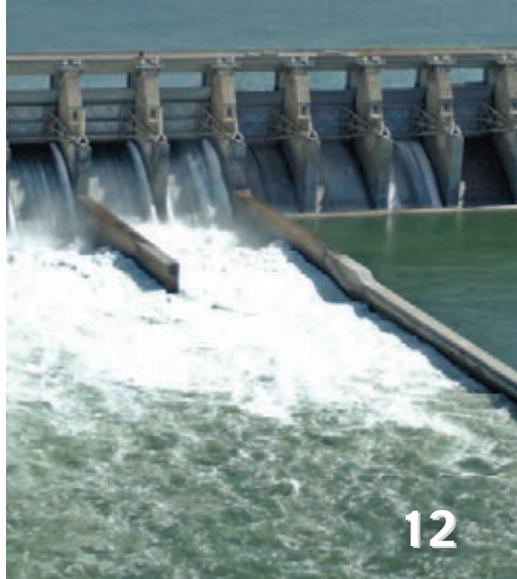


# Northwest Public Power Association **BULLETIN**

February 2014  
Volume 68, Number 2

**Emerald PUD's culture  
of empowerment  
supports its employees'  
international travels**





**On the cover:** Throughout its 30 years, Oregon's Emerald PUD has supported its employees who have been presented with exciting opportunities, many of which included distant travel and extended absences. From top to bottom: Emerald Journeyman Lineman Gene Anderson (sixth from left, wearing the light-colored pants) traveled to American Samoa in 2005 and 2009; Hillary McBride (third from right), Emerald's former community relations officer, traveled to Brazil in 2010; and Emerald Customer Service Representative Caitlin O'Quinn (middle) traveled to Africa in 2013. All photos provided by Emerald PUD.

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The *Bulletin* is a publication of Northwest Public Power Association, a regional organization of diverse utilities. The membership is made up of utility districts, electric cooperatives, municipalities, and crown corporations in Alaska, British Columbia, California, Idaho, Montana, Nevada, Oregon, and Washington. We are also a trade association for nearly 300 companies, individuals, and organizations affiliated with the electric 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.

Editor: Debbie Kuraspediani  
 Associate Editor: Brenda Dunn  
 Design Layout: Glenda Waite  
 Advertising: Brenda Dunn at (360) 816-1453, fax (360) 254-5731, or [brenda@nwppa.org](mailto:brenda@nwppa.org)

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# NWPPA announces theme, topics for its 74<sup>th</sup> Annual Conference and Membership Meeting

**F**ast-moving changes in technologies, investments in distributive generation, and micro-grids — coupled with the changing workforce — are critical topics to our public power members. Our industry is in transition: coal is out, renewables are in, and micro-grids are the rage. Electric loads are flat, load factors are declining, and costs are rising. Are we on the right road, or could we be out positioned? Do we really have the appetite for change or do we identify our interests and create a common voice?

To discuss these and other issues with fellow NWPPA members, plan now to attend NWPPA's 74<sup>th</sup> Annual Conference and Membership Meeting being held in Billings, Mont., May 18-22, at the Holiday Inn Grand Montana. Big Sky Country most definitely played a part in shaping this year's western theme, which is "Partners in Progress: Rounding up the Future of Public Power." Along with the theme, much of the agenda has now been set as well. Here are some of the topics that will be discussed at this year's conference:

- Electric utility and industry changes for the future: will this change the public power business model?
- How wind, solar, and the electric car industry are changing the business model
- How change will impact the public power business model (a CEO/general manager panel discussion)
- Distributive generation: legal and authority pressures
- How does BPA's business model stay relevant?
- State and federal policies; and the development of legislative strategies affecting and driving renewable development
- Finding your next executive: role clarification, responsibilities, and details of an effective plan



- EIM/NWPP update
- When are liberalization and market focus the right answer?
- Why is the smart grid smart?

We are planning a fun and exciting meeting for our members and guests! The annual golf tournament will kick off the conference on Sunday at Lake Hills Golf Club near Billings. Throughout the conference there will be receptions and, of course, our annual celebration banquet on Wednesday evening.

Please join us in celebrating our 74<sup>th</sup> Annual Conference and Membership Meeting. To register or get up-to-date information about the conference, please visit [www.nwppa.org](http://www.nwppa.org). **NWPPA**

## Scott Lindsay earns CAE credential



**T**he American Society of Association Executives (ASAE) has announced that NWPPA Director of Legislative & Regulatory Affairs Scott Lindsay has earned the Certified Association Executive (CAE<sup>®</sup>) credential. The CAE is the highest professional credential in the association industry. Less than five percent of all association professionals have earned the CAE.

To be designated as a Certified Association Executive, an applicant must have a minimum of three years of nonprofit organization management, complete a minimum of 100 hours of specialized professional development, pass a stringent examination in association management, and pledge to uphold a code of ethics. To maintain the certification, individuals must undertake ongoing professional development and activities in association nonprofit management. More than 4,000 association professionals currently hold the CAE credential.

ASAE is a membership organization of more than 21,000 association executives and industry partners representing 10,000 organizations. **NWPPA**

# Eight reasons to attend the 2014 Engineering & Operations Conference

**B**udgets are tight, your workload is heavy, and you may even be considering other conferences and trade shows. So why should you attend NWPPA's 2014 Engineering and Operations (E&O) Conference & Trade Show in Reno, Nev., during the week of April 7? Here are our top eight reasons why we should see you in Reno:

1. **Build and maintain your professional network.** A promotion or job change can put you into a situation where some advice and help would be good to have at hand. Networking with electric utility employees and vendors from your region is a key to success for you and your organization. According to surveys, developing a ready network of utilities and vendors to help when questions arise or help is needed has been the number one reason why people attend the NWPPA E&O.
2. Attend our **trade show** that will have over 200 exhibit booths displaying items from software to line trucks to engineering services to transformers — and so much more! Our exhibitors will be presenting the best services and equipment that the industry has to offer.
3. Select from over 30 **educational sessions** on topics and speakers selected by utility employees and learn the latest on issues, best practices, equipment, and more.
4. NWPPA's E&O reflects the **unique aspects of the Western U.S., Western Canada, and Alaskan electric utility industry**, including the cultures, climates, tools, techniques, regulations, and systems.
5. Do you have a tight budget? The price of the E&O has **been reduced** this year to \$595 for members! And

included in the price of admission — and through sponsorships from Siemens, Engineering Consultants, Inc., POWER Engineers, Megger, Leidos, Evluma, and Gore Electric — are continental breakfasts, lunches, refreshments, receptions, and the closing banquet. In addition, the Silver Legacy Hotel rate of just \$69 per night is too good to pass up.

6. Continuing from the 2013 E&O are the popular **Engineering and Lineman Roundtables** on Monday, April 8. Pick your roundtable and meet with your peers in a facilitated setting, and raise and discuss topics to help you back on the job.
7. We have three **general sessions** that you won't want to miss. Given that the E&O has a motorcycle theme, "Rally in Reno," on Tuesday, Allan Karl will inspire you with powerful messages from his round-the-world motorcycle trip. On Wednesday, the critically acclaimed "Storm Soldiers" video telling the story of linemen on the job will give you an increased appreciation for their work. Lastly, on Thursday, LtCol. Mike Strobl (USMC ret'd.) will reflect on the events that led to an Emmy and Golden Globe nominated HBO film of a journey that you will not forget.
8. To reach or stay at the top of your game, you need the **latest tools and techniques**, which all of the previous reasons can provide. You'll get this only at the 2014 NWPPA E&O in Reno!

Have you registered for the E&O yet? Do you want to see the full E&O brochure? Go to [www.nwppa.org](http://www.nwppa.org) today for more information and to register! **NWPPA**

## Northwest Wage and Hour Services is the go-to place for labor relations managers

**H**ave you ever wanted advice on how to handle a labor relations issue? Would you like to compare notes with your peers about how they are handling current concerns at their utilities? If so, the Northwest Wage & Hour Services (NWWH) may be for you.

NWWH is a professional organization that deals with labor relations information and related services for electric utility management personnel. Members of this group receive information through a newsletter, website, and annual lineman survey; and actively collaborate with each other through roundtable meetings, a listserv, and an annual meeting.



Specific NWWH services include:

- A semi-annual *Bargaining Brief Survey Report* with aggregated information about current and contract wages/benefits for journeyman linemen from the participating utilities in NWWH.
- The monthly *Labor Relations Report* newsletter, which includes brief news summaries of issues impacting the labor relations and human resources aspects of the utility business plus a calendar of upcoming events.
- A monthly Consumer Price Index (CPI) report including national, Seattle-area, and Portland-area data for urban wage earners and clerical workers.
- Three meetings each year where members discuss labor

# Getting to know the NWPPA Board

- **Name:** Jafar Taghavi
- **Utility:** Peninsula Light Co. (Gig Harbor, Wash.)
- **Position:** CEO
- **Education:** MSEE
- **Years in utility industry:** 34
- **Years on NWPPA Board:** First year
- **What are the current challenges at your utility?** Improving reliability to the first quartile of performance based on national reliability standards and measurements; improving the financial efficiencies for all of our business processes; and keeping rates affordable.
- **What do you see as the current challenges in the industry?** Implementing new smart grid technologies, facing the impacts of distributed generation, and meeting the requirements of Washington state's Initiative I-937.
- **How does NWPPA help your utility and the industry with these challenges?** By providing educational opportunities for staff development, peer networking, technology innovation, and representing the issues and concerns facing our industry.
- **Any hobbies outside of the public power world?** Spending time with my family and kids, and sports. **NWPPA**



relations trends, grievances, arbitrations, and contract negotiation processes.

- A two-and-a-half day annual meeting where members hear speakers on state and federal labor issues, exchange advice during roundtable discussions, and network with their peers.
- The member-only Listserv for sharing information, concerns, questions, or practical experience about NWWH issues with other labor and human resources professionals.
- The NWWH website that houses *Labor Relations Report* newsletters; information on labor contracts; meeting dates and locations; and other items of interest to labor relations professionals.

Membership is available to those involved with labor relations issues within electric utility organizations in the western region of the United States. Annual dues are \$645/year per utility and are based on the calendar year (January through December).

For more information or to join, please contact Bonnie McCombs at (360) 816-1446 or [bonnie@nwppa.org](mailto:bonnie@nwppa.org). **NWPPA**



## A look back at public power

### 50 years ago — 1964

Washington Public Power Supply System's Packwood Lake Hydroelectric Project, a 30,500-kilowatt plant near the base of Mt. Rainier, was 99.5-percent complete ... The Ketchikan City Council appointed a Utilities Advisory Board to assist and advise the council on matters pertaining to the operation of the municipal utilities (Alaska) ... Inland Power and Light Company connected its 10,000<sup>th</sup> customer (Wash.) ... Hill County Electric Cooperative announced that it granted a 50-percent discount on its December electric bills (Mont.) ... Benton County PUD dedicated its new \$250,000 Angus Substation, adding 20,000 kilowatts to its capacity (Wash.).

### 25 years ago — 1989

Wells Rural Electric Company introduced its High-Voltage Demonstration Trailer at the Elko County Fair (Nev.); the trailer was equipped with electric power apparatus ranging in voltage from 7,200 to 120/240 ... Douglas Electric Cooperative chose Dave Sabala as its new general manager (Ore.) ... Charles W. Weber resigned from his manager position at Wahkiakim County PUD No. 1 (Wash.) ... The Public Power Group, a private non-profit organization, formed in Lewis County, Wash., to promote construction of the Cowlitz Falls Dam ... The efforts of Pend Oreille PUD attracted Ponderay Newsprint, Washington state's largest industrial investment in the past 10 years.

### 5 years ago — 2009

Tacoma Power, the Skokomish Tribal Nation, and state and federal agencies signed historic settlement agreements for Tacoma Power's Cushman Hydroelectric Project (Wash.) ... Columbia River PUD Energy Services Supervisor Tim Lammers was chosen as the 2008 Energy Manager of the Year for Electric Utilities by the Oregon Association of Professional Energy Managers ... Golden Valley Electric Association (GVEA), Homer Electric Association, and the Alaska Industrial Development and Export Authority approved the terms for the sale of the Healy Clean Coal Project to GVEA ... Debi Wilson was promoted to manager, Office & Staff Services at Lane Electric Cooperative (Ore.). **NWPPA**

# March and April 2014

Please register 30 days in advance to receive the Early Bird discount. See [www.nwppa.org](http://www.nwppa.org) for more information.

### ELECTRIC UTILITY SYSTEM OPERATIONS

**Who Should Attend:** Any electric utility industry employee (utility or vendor) whose job performance will benefit from a basic understanding of the operations side of the utility business, including engineering; operations; safety; purchasing; information technology; regulatory and rates; customer service; public relations; legal; and accounting employees.

**Overview:** This popular two-day course presents a clear understanding of the technical heartbeat of the utility by providing employees with a comprehensive understanding of electric utility system operations, including generation (fossil fuel, hydro, and nuclear generation), transmission, and distribution (down to 120v/240v residential connections). You will learn how all key pieces of equipment in the system are built, how the equipment operates, and how the equipment functions in the overall operations of a utility system.

**MARCH 4-5, 2014 — SEATTLE, WASH.** (Please note: The NWPPA 2014 Training & Conference Schedule incorrectly listed the dates as March 3-4.)

### UNBUNDLED COST OF SERVICE AND RATE DESIGN

**Who Should Attend:** Accounting and finance staff, policy makers, or any utility employee with an interest in ratemaking and/or cost of service analysis.

**Overview:** This two-day class is offered as part of the NWPPA Utility Accounting and Finance Certificate Program. It provides an introduction to utility ratemaking and the potential impact to utilities in our restructured industry. Participants will develop an understanding of the theory surrounding unbundled rates and the development of unit costs by function (generation, transmission, distribution, etc.), customer class, or rate schedule. Rate design in a competitive environment will be a key topic covered in the course. A demonstration of the cost of service calculation spreadsheet will be held on day two.

**MARCH 5-6, 2014 — PORTLAND, ORE.**

### NEW! ONLINE — PERFORMANCE MANAGEMENT WEBINAR SERIES: WORKPLACE BULLYING, DOCUMENTATION BEST PRACTICES, AND EMPLOYEE REVIEWS

**Who Should Attend:** Policy makers, managers, supervisors, and HR personnel who manage employees or who need to stay current with employment law issues.

**Overview:** This series of three webinars will provide information and guidance about the key employment issues you need to understand as you manage your workforce. You can register for each webinar separately or purchase the entire series at a discounted price.

**MARCH 6, 20, & 27, 2014 — ONLINE PRESENTATIONS**

### NEW! ONLINE — WORKPLACE BULLYING

**Who Should Attend:** Policy makers, managers, supervisors, and HR personnel who manage employees or who need to stay current with employment law issues.

**Overview:** This webinar will explore the type of behavior that constitutes workplace bullying and how it differs from illegal harassment. The instructor will also explain the potential legal risks arising from bullying; its detrimental impact on individual performance and corporate bottom line results; and practical things organizations can do to bring harmony back to the workplace.

**MARCH 6, 2014 — ONLINE PRESENTATION**

### FOREMAN LEADERSHIP SKILLS #2: EFFECTIVE PROBLEM SOLVING & TRANSITIONING FROM EMPLOYEE TO FOREMAN

**Who Should Attend:** Foremen and crew leaders. (Please note that classes in this series may be taken in any order.)

**Overview:** Day 1: *Effective Problem Solving and Decision Making*. How do you know if your crew is performing at its best? Do you see potential for improvement but you do not know where to start? This course will provide you with tools for diagnosing your own team and matching your diagnosis to an intervention technique. Day 2: *Transitioning from Employee to Foreman: Keys to Discipline and Delegation*. The second day is designed to provide participants with an understanding of the dynamics of workplace relationships and strategies for how to better manage those and improve relationships through an effective delegation of duties, tasks, and responsibilities. Participants will gain insight into the connection between relationships and how motivation through delegation will assist you in reconciling both. The seminar focuses primarily on dealing with employees who allow changed relationships to negatively impact their performance and disrupt the work environment.

**MARCH 11-12, 2014 — VANCOUVER, WASH.**

### OPERATIONS MANAGER & LINE SUPERINTENDENT BOOTCAMP 2013-2014 SERIES: SESSION 3

**Who Should Attend:** Newly appointed operations managers, line superintendents, or those who have leadership potential.

**Overview:** Day 1: *Developing Your Workforce*. Understanding the role leaders play in developing their workforce is essential to both their success and the organization's success. This course is devoted to learning the key skills associated with growing a department into one that identifies, builds, and plans for success. Participants in this course will acquire tools, strategies, and knowledge that will strengthen their leadership skills. Day 2: *Building on Existing Leadership Skills to Get Results*. This one-day course is designed to build upon existing leadership skills by providing an opportunity to practice various skills and concepts. Participants will gain valuable insights into how to develop one's ideas and communicate them effectively as a means of having them accepted.

**MARCH 11-12, 2014 — SACRAMENTO, CALIF.**

### ONLINE — MANAGING ANGRY CUSTOMERS

**Who Should Attend:** Anyone with an interest in customer/member service skills or interoffice relationships.

**Overview:** With the levels of stress today, customers have less tolerance for representatives who are not resolving their needs in a friendly and helpful manner. In this session, we will identify the types of challenging customers that representatives face today and the strategies for managing their anger more effectively. In the end, you will learn how to calm the customer down and keep yourself sane!

**MARCH 12, 2014 — ONLINE PRESENTATION**

### NEW! TALENT ACQUISITION IN TODAY'S UTILITY

**Who Should Attend:** Hiring managers, HR personnel, and anyone involved in the recruiting and hiring process. This class is been submitted to the HR Institute for credits toward PHR, SPHR, and GPHR recertification.

**Overview:** Recruiting the right talent is crucial to your utility's success. But whom do you hire? Where do you find them? How do

you differentiate a good candidate from a bad one? Besides having the right technical skills, will they be a fit for the culture of your utility? Talent acquisition does not have to be hard, but it does take time, discipline, and patience.

**MARCH 12-13, 2014 — PORTLAND, ORE.**

#### **NORTHWEST WAGE & HOUR QUARTERLY MEETING**

**Who Should Attend:** Members of the Northwest Wage and Hour group: general managers, labor relations, and human resource professionals.

**Overview:** Roundtable meetings are opportunities for members of the Northwest Wage and Hour group to discuss issues relevant to labor relations within public utilities. This meeting will include Steering Committee updates and roundtable discussions on contract negotiations (excluding rates and percentages), grievances, arbitrations, and other current topics. All attendees are given the opportunity to talk about current labor relation issues at their utilities and to ask for advice from other members. For more information about Northwest Wage and Hour, see pages 4-5.

**MARCH 14, 2014 — PORTLAND, ORE.**

#### **ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1: ALL FOUR DAYS**

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

**Overview:** This is a four-day series of classes that provides utility-specific information directed toward administrative assistants and executive secretaries who want to become more effective in managing their tasks and in communicating with others. By registering for all four classes, you will receive \$100 off the total registration (\$25 off each of the regular daily rates).

**MARCH 18-21, 2014 — SPOKANE, WASH.**

#### **ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1: DAY 1 — PERSONAL LEADERSHIP SKILLS**

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

**Overview:** Participants will learn to do the following: understand the duties and responsibilities of those who are in positions of power and influence; understand attitudes and behaviors that enhance leadership capabilities and how to apply them; know the fundamental principles of human motivation and performance in an organizational environment; and know how to inspire optimum performance from your own efforts and from your co-workers.

**MARCH 18, 2014 — SPOKANE, WASH.**

#### **ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1: DAY 2 — ORGANIZATIONAL DYNAMICS**

**Who Should Attend:** Administrative assistants and executive secretaries, especially employees new to these positions.

**Overview:** This one-day course serves as an overview of business organization principles, including structure and operation. Topics covered include basic business economic theory, organizational structure, planning, and productivity. Participants will learn about the following: organizational culture; basis of power and group dynamics; goals, objectives, and standards; and process mapping/analysis.

**MARCH 19, 2014 — SPOKANE, WASH.**

#### **ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1: DAY 3 — BUSINESS COMMUNICATION SKILLS**

**Who Should Attend:** Administrative assistants and executive secretaries, especially employees new to these positions.

**Overview:** This one-day seminar covers the basic rules and conventions of both conversational and written language as they apply to

the business environment. Topics covered include proper sentence structure, appropriate word choice, and correcting common errors in spelling and punctuation. Also discussed is the use of traditional literary devices to promote clarity, favorable impression, and understanding.

**MARCH 20, 2014 — SPOKANE, WASH.**

#### **NEW! ONLINE — DOCUMENTATION BEST PRACTICES**

**Who Should Attend:** Policy makers, managers, supervisors, and HR personnel who manage employees or who need to stay current with employment law issues.

**Overview:** Whether you are setting expectations, evaluating performance, coaching, counseling, disciplining, terminating, or even just memorializing a key event, what you say and how you say it determines the results you achieve. The instructor will talk about why documentation matters from a legal and non-legal perspective; what kinds of documentation to use and when; and how to use documentation as a meaningful performance management tool.

**MARCH 20, 2014 — ONLINE PRESENTATION**

#### **ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1: DAY 4 — THE BASICS OF ELECTRICAL SYSTEMS**

**Who Should Attend:** Administrative assistants and executive secretaries, or anyone in an administrative or service-oriented role.

**Overview:** This one-day seminar covers the basics of the electrical systems used in the utility industry. Participants will learn to do the following: understand the natural laws of electricity; become more familiar with basic electrical terminology; know how electricity is generated, transmitted, and distributed; and be able to apply the knowledge of electrical principles to improve communications with internal and external customers.

**MARCH 21, 2014 — SPOKANE, WASH.**

#### **FRONT LINE LEADERSHIP SESSION #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.

**Overview:** The MARC Union-Labor Relations program increases the skills and confidence of front line supervisors to serve as management's front line representatives in dealing with employees, stewards, and officers of the union. The MARC program provides a well-organized format to produce uniform interpretation of the contract, rules, and policies, which reduces inconsistencies in dealing with employees. It also ensures that union procedures with proper documentation are consistently followed in handling grievances, providing job performance counseling, administering disciplinary action, and making job promotion decisions.

**MARCH 25-27, 2014 — BEND, ORE.**

#### **NEW! ONLINE — EMPLOYEE REVIEWS**

**Who Should Attend:** Policy makers, managers, supervisors, and HR personnel who manage employees or who need to stay current with employment law issues.

**Overview:** This webinar will explore the value and overall impact of employee reviews and provide practical suggestions for evaluating performance, and preparing and delivering the review in a way that builds trust and fosters more meaningful communication in the future.

**MARCH 27, 2014 — ONLINE PRESENTATION**

*Continued on page 8*

## TRAINING OPPORTUNITIES

### ENVIRONMENTAL TASK FORCE MEETING

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

**Overview:** This is a regular meeting of the long-standing Environmental Task Force that examines environmental issues and the impact of current and proposed environmental regulations on electric utilities. This meeting occurs three times each year to review and discuss new and proposed regulations and issues facing each utility, and to hear from subject matter experts on key issues of the day, as well as from vendors with new technology or services. This is a premiere solution-focused, learning, and networking venue that brings utility, industry, and government environmental professionals together on a regular basis.

**APRIL 7, 2014 — RENO, NEV.**



### NWPPA ENGINEERING & OPERATIONS CONFERENCE AND TRADE SHOW

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

**Overview:** This is an industry that rises to challenges and opportunities to provide safe, reliable, reasonably priced power to its customers on a reliable electric grid; therefore, it seemed only natural to have this year's theme be "Rally in Reno!" Given the theme, you can expect speakers, events, and a trade show that will inspire, inform, and celebrate the dedication and commitment we all share for our industry. With more than four days of learning events and activities scheduled, the NWPPA E&O Conference and Trade Show provides a mix of education, networking, and trade show experiences that can help with the opportunities and challenges that you face. For more information, see page 4.

**APRIL 7-11, 2014 — RENO, NEV.**

### ONLINE — HANDLING HIGH-BILL COMPLAINTS

**Who Should Attend:** Customer service professionals and anyone who interacts with customers about their utility bills.

**Overview:** High bills are the number one concern or complaint of all utility customers. This session will help representatives look at these types of complaints in a different light by understanding the human dimension to the complaint. You will explore the reactions

that customers have, the level of customer knowledge, and the results that customers want. At the end of the session, participants should be able to respond to high-bill concerns in a more confident, knowledgeable, and personable manner.

**APRIL 9, 2014 — ONLINE PRESENTATION**

### CONDUCTING PROPER WORKPLACE INVESTIGATIONS

**Who Should Attend:** Any supervisor or manager who may need to investigate employee complaints or workplace incidents.

**Overview:** This class will provide you with practical guidance and actual experience in evaluating a problem, deciding a course of action, conducting an investigation, and developing/maintaining effective documentation. You will work with other participants on real-life case studies to practice planning an effective investigation.

**APRIL 9-10, 2014 — RENO, NEV.**

### NEW! INCREASING COLLECTION EFFECTIVENESS

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

**Overview:** This course will look at how your utility has worked its collection processes for years and offer concrete suggestions on how to apply new tools and techniques to improve "this is how we've always done it." Participants will learn how to fine tune their processes to improve customer relationships and leverage the latest technology to increase their revenue collection rates.

**APRIL 15-16, 2014 — SEATTLE, WASH.**

### NEW! ENTERPRISE RISK MANAGEMENT FOR UTILITIES

**Who Should Attend:** Chief financial officers, senior-level accounting staff, auditors, general managers/CEOs, and legal counsel.

**Overview:** Enterprise risk management (ERM) is the discipline of examining the impact of potential financial, operational, regulatory, environmental, legal, safety, and reputation risks on an organization. Implementing ERM helps utilities achieve their objectives by improving their operation and organizational effectiveness. A strong ERM program will integrate risk management with strategy, tactics, and operational processes. In Part 1 of this program, the instructor will help participants plan how to implement ERM at their organizations or increase the effectiveness of existing ERM programs within their organizations. The session will include recommended steps for launching and maintaining an ERM program internally within the organization.

**APRIL 16-17, 2014 — SEATTLE, WASH.**

### FRONT LINE LEADERSHIP #3: PERSONALITIES AND ATTITUDES IN THE WORKPLACE

**Who Should Attend:** Front line supervisors and managers that have completed *Front Line Leadership Session #1: Situational Leadership*, as well as those front line employees who will be transitioning to a supervisor or manager role in the near future and have completed *Front Line Leadership Session #1: Situational Leadership*.

**Overview:** This course, as taught by the Ken Blanchard Companies, begins with a self-discovery pre-workshop exercise to determine your personality type. The session continues with an explanation of how best to identify and deal with the different personality types you work with. Learn why it takes a different approach with members of your workgroup and how to bridge their temperaments to their developmental levels. Discover the leadership styles that work best with different combinations and learn to modify your approach to motivate and create a more productive and harmonious work environment.

**APRIL 23-24, 2014 — COEUR D'ALENE, IDAHO**

### ELECTRIC UTILITY SYSTEM OPERATIONS

**Who Should Attend:** Any industry (utility or vendor) employee whose job performance will benefit from a basic understanding of the operations side of the utility business, including engineering; operations; safety; purchasing; information technology; regulatory and rates; customer service; public relations; legal; and accounting employees.

**Overview:** This popular two-day course presents a clear understanding of the technical heartbeat of the utility by providing employees with a comprehensive understanding of electric utility system operations, including generation (fossil fuel, hydro, and nuclear generation), transmission, and distribution (down to 120v/240v residential connections). You will learn how all key pieces of equipment in the system are built, how the equipment operates, and how the equipment functions in the overall operations of a utility system. The course assumes no electrical background and builds on the basics to provide a comprehensive understanding of the equipment and operation of the electric utility system.

**APRIL 23-24, 2014 — BOISE, IDAHO**

### THE CUSTOMER FOCUS

**Who Should Attend:** All employees from front line to senior management who want to improve their customer relationships.

**Overview:** This two-day course focuses on building the knowledge, attitudes, and skills necessary to deliver outstanding customer service. Topics covered include public relations, effective listening, rapport-building strategies, conflict resolution, effective communication tools, and stress management. Participants will learn how to handle potentially unproductive interactions and how to create positive experiences for both internal and external customers.

**APRIL 30-MAY 1, 2014 — SPOKANE, WASH. NWPPA**

For more information on these and other courses, go to [www.nwppa.org](http://www.nwppa.org).

## Piper Jaffray is committed to Northwest public power

No matter the market condition, we help clients finance projects that help move their utility forward.

*To begin your journey, contact us:*

Seattle Office  
1420 5th Ave, Suite 4300  
Seattle WA 98101  
206 628-2880  
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by John Gross

## Bringing it all together: how customer service and communication create success

**E**lectric companies and co-ops are in the service business; and as you well know, electricity is a must-have commodity. There is rarely competition when it comes to gaining and retaining customers because there are designated boundaries for the utility's service. Depending on where someone resides, electricity is provided from a designated company. Homeowners and renters choose a location to reside based on schools, neighborhoods, commuting time to work, cost, etc. — not because of their utility provider. This may make the thought of marketing, communicating, or dealings with customers and employees seem much different from other service-oriented products such as golf, skiing, hair salons, or a hotel. But it shouldn't be.

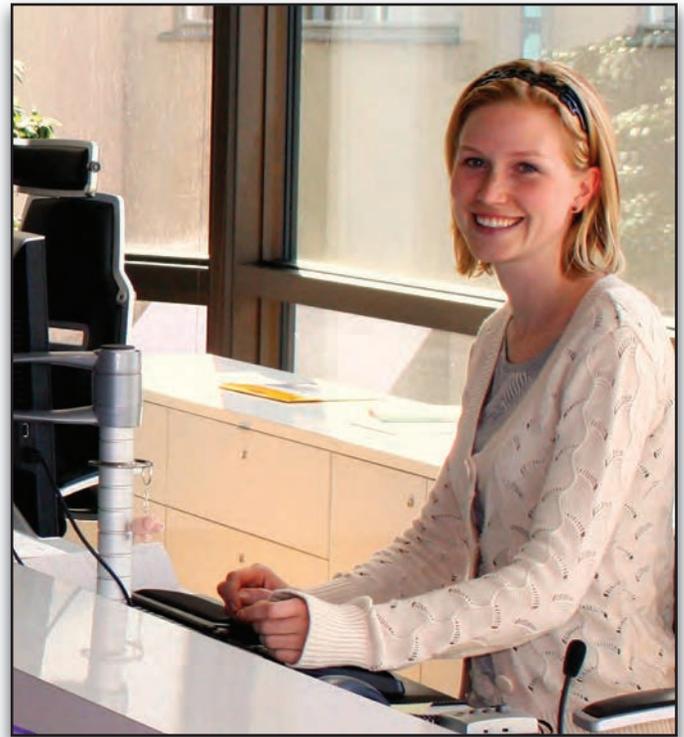
### Service Profit Chain Model

A group of Harvard professors provided what is known as the Service Profit Chain Model. It is utilized to demonstrate that the connection between employees, value propositions, and service with customers contributes to the overall revenue growth. You may not think this relates to your utility, but just like all service providers, whether it be a golf course, ski resort, or salon, having employee and client/customer advocates helps with the longevity and success of your employees and utility as a whole.

### Model analysis

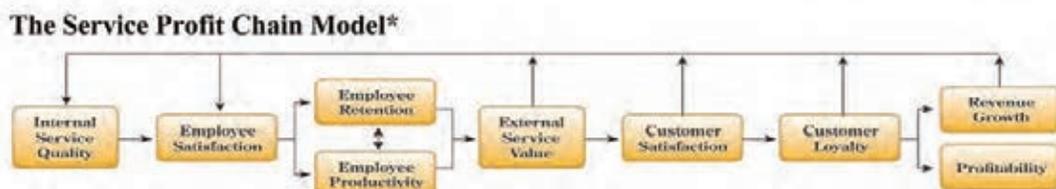
In summary, the study conducted by the Harvard professors, resulted in the Service Profit Chain Model. The model shows that internal programs, including training, empowerment, and up-to-date communication, result in satisfied employees. In turn, the quality of the utility's product is higher because employees are performing at a higher level and providing a better end product (from working out on the lines to answering phones). Employees also end up working for your utility longer, which results in stronger service because of their extensive knowledge and the relationships they have developed both inside and outside the utility.

When considering employee work quality, the model indicates that strong training, communication, work atmo-



sphere, and empowerment create the feeling of value for employees. The result is happy employees that provide stronger customer service. Then, the strong customer service directly helps the company by creating more satisfied customers.

Service companies, including utilities, should take this same approach with customers. By communicating with customers, the customers feel valued. When customers are communicated with clearly and consistently, a relationship is built between the company and customer. Then if there happens to be an issue, outage, or some glitch that affects a customer's service, customers will respond with a more positive approach. In fact, you may even gain advocates.



\*"Putting the Service Profit Chain to Work," *Harvard Business Review* (March–April 1994).

You see them out there, especially in social media: someone who speaks highly of a company or product often, and when needed will publically support them. Co-ops, PUDs, and municipalities need advocates just like any other business, and even more so due to the numerous stakeholders. Advocates can be employees speaking highly of the organization outside of the work place. However, advocates can also be customers who recognize the professionalism and commitment to communication; they are loyal to the utility because of the knowledge and respect they have gained through the customer service and clear communication.

Both advocates represent customer loyalty for utilities. Since customers don't have a choice of service provider, loyalty may not seem applicable, but customer loyalty is very important for utilities. A utility may be focusing on gaining momentum for rebate programs, a new wind power program, or increasing online bill payment; without customer satisfaction and loyalty, the success rate of these new programs will be low.

The end result is a strong community and revenue growth. This in turn allows for a successful long-term business and, as the diagram shows, it creates a continuous pattern of success.

### Bringing it all together

Often, utilities that have strong communication training programs tend to have more satisfied customers and employees versus those who do not have strong and consistent communication, training, and employee reward/satisfaction programs. If you feel like your employees are lagging or customer service is poor, first look at how you are communicating. Remember, communications is key! **NWPPA**

*John Gross is president of Goldstreet Design Agency, Inc., in Bend, Ore. Learn more at [GoldstreetDesigns.com](http://GoldstreetDesigns.com) or contact Gross at [john@goldstreetdesigns.com](mailto:john@goldstreetdesigns.com).*

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# Improvements to dams have made big strides in improved fish survival



*A spillwall at The Dalles Dam guides juvenile fish away from predators in the shallower parts of the river, improving survival. Photo provided by BPA.*

*NOAA's biological opinion for operation of the federal dams for ESA-listed fish calls for 96 percent survival at each dam for juvenile spring chinook and steelhead, and 93 percent for juvenile fall chinook. All eight dams are expected to meet those standards by 2018.*

**D**riving east on Oregon's Interstate 84, Hood River Electric Cooperative Manager John Gerstenberger has lots of opportunity to see water spilling over The Dalles Dam in the spring and summer.

It's pretty dramatic, he attests. But it's only one part of the picture in how Bonneville Power Administration (BPA), the U.S. Army Corps of Engineers, and the Bureau of Reclamation are helping juvenile salmon and steelhead listed under the Endangered Species Act (ESA) to safely migrate past the dams.

The other part is structural fish passage improvements, funded through federal appropriations and repaid in large part by BPA ratepayers. Since 2001, the Corps has made improvements to every one of the federal dams on the lower Snake and Columbia Rivers. These improvements have greatly improved juvenile fish survival over spill alone.

At The Dalles Dam, the key improvement for fish survival is a concrete spillwall below the dam. The spillwall steers juvenile fish away from the shallower parts of the river where they were more vulnerable to predators. Installed in 2010, the spillwall has improved juvenile fish survival at The Dalles Dam by 4 to 7 percent over 2004 and 2005 levels.

Surface passage, though, is the key improvement for juvenile fish survival at the eight federal dams on the Snake and lower Columbia. Surface passage structures are designed to improve survival, reduce dam-passage time, and use water more efficiently. They provide a shallow, spill-based route at the water surface, where migrating fish naturally travel. Otherwise, fish would need to dive to depths of 50 to 60 feet to find a passage route (a spillbay opening or a guidance screen that will guide them into a juvenile bypass channel).

Most surface passage at the dams is installed at the spillway, in the form of spillway weirs. The Corps installed the first spillway weir at Lower Granite Dam in 2001. In early 2003, the weir was named the nation's top engineering achievement of the year by the American Council of Engineering Companies. The award described it as an "engineering marvel."

Spillway weirs are now installed at Lower Granite, Ice Harbor, Lower Monumental, and Little Goose dams on the lower Snake River; and at McNary and John Day dams on the lower Columbia River. The Dalles Dam makes use of an ice and trash sluiceway for surface passage; at Bonneville Dam, a corner collector serves that function. Juvenile fish survival through the Bonneville Dam corner collector, Gerstenberger said, is “basically 100 percent.”

Utility operators, too, are having success with surface passage. Grant County PUD installed a fish bypass at its Wanapum Dam in 2008. “We basically cut the dam in half and put in a huge fish slide,” said Chuck Berrie, assistant general manager for Operations for the PUD.

“Now 75 percent of downstream smolts are going through that slide, with 100 percent survival,” Berrie said. “We’re increasing survival using less water than with spill, so we’re generating more clean, carbon-free energy.”

The PUD will be putting a second surface passage structure in operation at its Priest Rapids Dam in April 2014.

“It’s a perfect example that we can do projects that help fish, help the economy, reduce carbon, and improve hydro generation efficiency,” added Berrie.

At the federal dams, the Corps has developed new spill patterns to draw fish to spillways and surface passage routes past the dams. Screened bypass systems are incorporated into powerhouses at seven FCRPS dams to guide fish away from turbine intakes.

These improvements have increased the proportion of fish passing dams through non-turbine routes. The most recent tests show 87 percent of spring migrating fish and 70 percent of summer migrating fish go through non-turbine routes at the eight federal dams.

“It was striking to me to see that there were multiple passage routes, but not all of them are equal,” Gerstenberger said. As past chair of the Public Power Council’s (PPC) Fish and Wildlife Committee, Gerstenberger wanted his board to see how this works. At one board meeting, he showed them an aerial photo of one of the dams.

“It had notations showing the various passage opportunities for outmigrating fish. They’ve all been evaluated so that the 96 percent survival target could be met,” he said.

NOAA’s biological opinion for operation of the federal dams for ESA-listed fish calls for 96 percent survival at each dam for juvenile spring chinook and steelhead, and 93 percent for juvenile fall chinook. All eight dams are expected to meet those standards by 2018.

“It’s a huge investment by regional ratepayers, but I believe we’re getting a return on investment over time,” said Mark Johnson, Flathead Electric Cooperative manager and current chair of PPC’s Fish and Wildlife Committee. “These improvements have the region on track to meet the requirements of the BiOp to get juvenile fish safely past the dams.”

To find out more about different passage routes at the dams, how surface passage works, and more, go to [www.salmonrecovery.gov](http://www.salmonrecovery.gov) or ask your BPA representative for a copy of the *Citizen’s Guide to the 2013 Comprehensive Evaluation*, which describes progress under the first five years of BiOp implementation. **NWPPA**

*Pat Zimmer is a public affairs specialist at Bonneville Power Administration. She works with the Corps of Engineers, NOAA Fisheries, and other federal agencies to communicate on federal actions to help protect listed fish in the Columbia Basin. She can be contacted at [przimmer@bpa.gov](mailto:przimmer@bpa.gov).*

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# How to lose an employee in two reviews

*While it is true that employee reviews are generally used to communicate current goals, expectations, and feedback, sometimes the administrative formality of the employee review process overshadows the potential benefits and uses of this particular performance management tool.*



Arthur Galen, CEO of Wy'Fab Inc., stood in Paul's empty cubicle surveying the blank space before him. Paul had resigned three weeks earlier leaving behind a lot of unanswered questions about why he left. Arthur knew how much Paul did for the organization, and Wy'Fab was scrambling to pick up the pieces. Arthur wanted to know how and why the company let one of its best employees slip away. As Paul's story unfolded, Arthur learned some hard lessons about the impact of Wy'Fab's employee review process on employee engagement.

Wy'Fab hired Paul to rewrite its manufacturing procedure manuals, and it soon became clear that Paul's value went far beyond that of a document writer. He participated in management meetings (though not a manager himself), interviewed job applicants, researched product issues, responded to customer complaints, trained staff, developed new policies, and played an important role in workforce planning decisions. Arthur knew that Paul was the change agent Wy'Fab needed to turn things around for the struggling company.

Two years ago HR Director Carol asked Paul to review his job description prior to his annual employee review meeting with his manager, Larry. Because Paul's job had changed dramatically since he started, he carefully revised the job description and added notes to reflect his current tasks and responsibilities. Larry immediately rejected the revisions explaining that the "other duties as assigned" language of the job description covered the additional responsibilities and much more. Larry set the job description aside and gave Paul his review: average in all categories. The average ratings contradicted positive feedback Paul received from others throughout the year, and he knew that poor-performing employees received exceeds-expectations ratings from their managers. Paul was disappointed by his review, and rumors that Larry was a difficult grader did not make Paul feel any better.

Paul's performance steadily improved as he earned the respect of employees and managers alike. Employees took direction from him and managers sought his input on issues involving performance management, workforce planning, quality control, and production efficiencies. Conversations between Paul and Larry focused on business and rarely involved positive or negative coaching. Larry believed performance-related discussions should be saved for employee reviews. Arthur learned that staff trusted Paul and considered him to be the go-to guy within the company. No one could deny the overwhelmingly positive results Paul achieved, which is why Arthur was surprised to read Paul's last review: all average scores except for one "exceeds expectations."

Arthur also learned that Paul requested a promotion to a manager position recently. Without consulting Arthur, Carol denied Paul's request and told Paul, "While we agree you are doing a great job with our documents, we can't think of anything else that you do around here." Carol was serious; Paul was stunned. Wy'Fab hadn't noticed all he had done, or it didn't care, or both; either way, Paul felt unappreciated, devalued, and invisible. Broken trust and lost hope would now define the remainder of their relationship. The employee review process and Paul's meeting with Carol motivated Paul to work harder, albeit for the purpose of finding a new job. From Paul's perspective, Wy'Fab did not care about him, so why should he care about it. Paul was undoubtedly disengaging.

Paul's employee review experience is similar to that of many employees:

- Paul and Larry had completely different ideas about Paul's overall performance.
- Wy'Fab managers did not use the same criteria to evaluate staff.
- Larry and Carol did not know or understand the full scope of Paul's job.
- The ineffective review process left Paul questioning his future with the company.

Employee reviews are emotionally significant events. If employees have not received meaningful feedback over the last year, the employee review becomes their moment to shine. A form of condoned organizational competition, employee reviews also provide opportunities for employees to compare their performance to that of other employees who they view as less hard-working. (Remember: you cannot prohibit employees from discussing their reviews, counselings, or discipline with each other.) Fundamentally, employees expect management to use the employee review as a means to validate their purpose within the organization and, regardless of the review ratings, to convey respect and reassurance that the employee matters.

While it is true that employee reviews are generally used to communicate current goals, expectations, and feedback, sometimes the administrative formality of the employee review process overshadows the potential benefits and uses of this particular performance management tool. For example, even if an employee review communicates expectations clearly, the manner in which the feedback and expectations are communicated can leave employees feeling unsatisfied, unmotivated, and disengaged.

Reflecting back on what he had learned, Arthur was not surprised that Paul left. A series

of events and unchecked decisions by Larry and Carol drained the passion and commitment out of one of his best employees. Unless Wy'Fab changes its performance management system and employee review process, Arthur will find himself staring at a sea of empty cubicles wondering what went wrong. Arthur knows change will be difficult but worth it. Arthur is ready for change, are you? Act now before you lose your own Paul. **NWPPA**

*Jennifer Bouman-Steagall is an employment attorney/workplace trainer and owner of Red Kite. She can be contacted at (503) 941-5212.*



**Learn more about employee reviews by registering for the NWPPA Performance Management Webinar Series being held in March. For more information, visit [www.nwppa.org](http://www.nwppa.org).**

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## Dealing with difficult pole occupants

One of the issues that pole owners frequently face with respect to pole occupants is a general lack of responsiveness to pole owner communications and concerns. This can range from the failure to either pay or dispute invoices in a timely manner; the failure or refusal to correct safety violations; the failure to apply for permits when required; and, in the extreme cases, the failure or refusal to communicate at all. In my experience, pole owners encounter this type of behavior from all types of pole occupants — including sophisticated cable and telecommunications providers all the way down to local, community telephone or Internet providers.

With most types of contracts or business relationships, the pole owner's primary remedy with respect to a non-responsive counterparty would be to terminate the agreement and bring legal action to recover monetary damages. In this context, therefore, many pole owners' first instinct is to terminate the pole attachment agreement or joint use agreement, remove the occupant's facilities from the owner's poles, and file a lawsuit to recover damages. As explained below, however, these normal contract remedies are either ineffective or unavailable with respect to a pole owner's relationship with its pole occupant.

Given the strong public policy in favor of allowing cable and telecommunications companies access to utility poles, pole owners simply do not have the option of "walking away" from non-responsive pole occupants. In Oregon, for example, a pole owner cannot simply "terminate" an agreement with a pole occupant because the terminated agreement remains in effect by operation of state law until a new agreement is reached. Further, a pole owner in Oregon may not remove an occupant's attachments without first obtaining an order from the Oregon PUC allowing it to do so. Finally, the pole occupant would likely raise jurisdiction arguments in an attempt to frustrate any legal action by the pole owner in a court of law to enforce or recover damages under the parties' agreement.

Because the pole occupants know that normal contract remedies are largely ineffective when applied to the pole attachment context, threats of terminating agreements and removing attachments often fall on deaf ears. Instead, we have found a number of other tools available to the pole owners that seem to be more effective at eliciting the desired outcome. Below is a high-level summary of some recommended strategies:

- **Try communicating with someone else.** It sounds obvious, but sometimes the communication barrier lies only with a particular individual with the pole occupant's company. In the simplest cases, the contact information is incorrect or the person being contacted is no longer with the company. Thus, the pole occupant may not even know that the pole owner is trying to communicate with him or her in the first place. In other cases, the individual being contacted may simply not know how to respond or may be involved

*Because the pole occupants know that normal contract remedies are largely ineffective when applied to the pole attachment context, threats of terminating agreements and removing attachments often fall on deaf ears.*

in a personal dispute with the pole occupant or someone in the pole occupant's organization. In order to test whether this is the issue, it is quite easy to attempt to contact someone else in the organization — particularly some one higher in the corporate management structure. If that does not illicit a response, then it is also possible to have legal counsel contact the pole occupant's legal counsel, or provide notice of a possible legal claim to the pole occupant's registered agent. There are instances in which the pole occupant's legal counsel is better able to address the pole owner's concerns than the operations personnel.

- **Suspend permit processing.** Assuming that the pole owner has exhausted all reasonable means of communicating with the pole occupant without receiving an appropriate response, the pole owner can inform the pole occupant that it will not process any more attachment permits until corrective action is taken. In my experience, this tactic is particularly effective with the larger telecommunications and cable companies. The telecommunications industry is highly competitive and the lifeblood of any successful provider is attracting and retaining subscribers; they are unable to do this when they cannot reach their customers. Thus, the threat of suspending permit processing is tantamount to prohibiting providers from reaching new customers.
- **Impose sanctions.** If the action that the pole occupant has failed or refused to take rises to the level of a breach of contract or violation of law, then most states permit pole owners to impose sanctions against the pole occupant. Pole occupants universally dislike sanctions, thus this step

is almost certain to result in at least some response. Because sanctions are usually treated as a legal matter rather than a day-to-day operational issue, they can be effective for stimulating involvement by higher level managers within the pole occupant's organization. The caveat with this strategy is that imposing sanctions can sometimes overshadow the underlying problem. Further, a pole owner that finds that it needs to impose sanctions must follow the letter of law precisely in order for the notice of sanctions to be effective and enforceable.

- **Charge non-compliant rental rate.** As part of a longer-term compliance strategy, the pole owner should also consider whether it is appropriate to charge the pole occupant the non-compliant rental rate. In most jurisdictions, the pole owner is allowed to charge a higher rate to a pole occupant that has shown a pattern of non-compliance with applicable contract provisions or administrative rules. As with the decision to impose sanctions, however, the pole owner must take care to follow the law precisely when charging the non-compliant rental rate. Typically this includes providing the pole occupant advance written notice of the decision to charge the non-compliant rate, along with an explanation of the grounds for charging the non-compliant rate.
- **Exercise self-help where available.** In some instances, it may be possible for the pole owner to take corrective action and recover the costs from the pole occupant. For example, Oregon law expressly permits pole owners to correct safety violations caused by a pole occupant, at the pole occupant's sole cost and expense, who has not timely

responded to a notice of violations. The downside to this strategy is, of course, the risk of non-payment. If the pole occupant is unwilling to address the safety violation in the first place, then there is a good chance that he or she is also unwilling to pay for the pole owner to address the safety violation. Thus, this remedy is best used when the pole owner is entitled to seek (and has received) pre-payment for the corrective work, or there is a performance bond or other form of financial security in place to cover the pole occupant's payment obligation.

- **Enlist third-party help.** If the problem is that the pole occupant and the pole owner disagree as to the obligations of the pole occupant, then it may be helpful to enlist the assistance of a neutral third-party to help resolve the dispute. In Oregon, the Oregon Joint Use Association (OJUA) provides non-binding dispute resolution services to help pole owners and occupant's resolve differences. While other states may not currently have an analogue to the OJUA, I think it is likely that they will eventually adopt the OJUA model. In the meantime, pole owners outside of Oregon can turn to the staff of their respective state utility commissions to fill this role. Commission staff can share with the parties, in an informal and non-binding way, how they interpret the applicable rules and laws. Both parties are more likely to respond to the input of commission staff, even when they are acting solely in an advisory capacity. **NWPPA**

*Richard Lorenz is with Cable Huston Benedict Haagensen & Lloyd LLP, a full-service law firm located in Portland, Ore. He can be contacted at [rlorenz@cablehuston.com](mailto:rlorenz@cablehuston.com).*

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### Mainzer named as BPA administrator

**T**he Energy Department announced on January 27 that **Elliot Mainzer** has been appointed administrator for the Bonneville Power Administration (BPA), effective immediately.

“The Bonneville Power Administration is vitally important to serving the energy needs of the Pacific Northwest and contributes greatly to the Energy Department’s mission. Elliot Mainzer has the proven experience to lead BPA during this important time and I look forward to working with him to serve BPA’s customers, constituents, and employees in the months and years to come,” said Energy Secretary **Ernest Moniz**.

“I am honored to have the opportunity to lead BPA during this challenging and historic time for the region,” Mainzer said. “I am excited to work with our employees, customers, and constituents, state, local and tribal governments, and the Northwest Congressional delegation to meet the energy and environmental challenges facing the Northwest and position BPA to continue to deliver value to the region well into the future.”

Mainzer was appointed acting deputy administrator in February 2013 and appointed acting administrator in July 2013. He has been with BPA since 2002 and has held a variety of other management positions within BPA’s Power, Transmission, and Corporate organizations, including trading floor manager, manager of Transmission Policy and Strategy, and executive vice president of Corporate Strategy. **NWPPA**



### Crinklaw receives Distinguished Service Award

**A**t the Oregon Rural Electric Cooperative Association (ORECA) annual meeting held in early December in Salem, Lane Electric General Manager **Rick Crinklaw** was awarded the ORECA Distinguished Service Award. This award recognizes managers of ORECA member systems for their outstanding accomplishment and service to electric cooperatives.

Crinklaw began his career with Lane Electric as the manager of Member & Regional Affairs in the spring of 1977. He served in that capacity until **Norm Oakley**, then general manager, retired. The board of directors hired Crinklaw as Oakley’s successor in 1995 and he has been at the helm since that time.



During his time with Lane Electric, Crinklaw has served on a number of committees and boards, including ORECA’s Government Affairs Committee, the Public Power Council (PPC), and the Pacific Northwest Generating Cooperative (PNGC). He has held the position of chairman for PNGC and PPC, and has been a champion for legislative issues that benefit cooperatives and public power.

Crinklaw has been interested in political issues facing cooperatives and the utility industry in general for decades and is no stranger to the legislators and representatives at both the state and federal level. He has participated in many of ORECA’s legislative visits in Salem, traveled to Washington, D.C., for NRECA’s annual legislative conferences, and has frequently represented PPC’s legislative issues in D.C.

Board President **Chris Seubert** said, “We believe Rick demonstrates fully and deserves ORECA’s Distinguished Service Award this year. We are fortunate to have him as our general manager.” **NWPPA**

### Drummond to lead Mid-West Consumers Association

**T**he Mid-West Electric Consumers Association announced that **Bill Drummond** will join Mid-West on March 1, 2014, as deputy executive director. He will succeed **Thomas Graves**, who retires as executive director later this year.

“Bill brings a world of experience to Mid-West,” said Graves. “He’s got the knowledge, dedication, and commitment to consumer-owned electric utilities and the federal power program. We’re fortunate to have someone of Bill’s caliber taking over at Mid-West.”

Drummond started out at the Public Power Council (PPC) in 1985. He left PPC in 1994 to serve as manager of the Western Montana Electric Generating and Transmission Cooperative. At the same time, Drummond founded Prairie Power Ltd., Canada’s first generation and transmission cooperative. Most recently, he was the administrator and CEO of the Bonneville Power Administration.

Drummond has been involved in virtually every regional and national electricity issue affecting consumer-owned electric utilities: he was a member of the Northwest Governors’ Comprehensive Review of the Electricity Industry where he co-chaired the Transmission Committee; he served 17 years on the NRECA Power and Water Resources Standing Committee; and his service on task forces on wind integration and resource adequacy and transmission demonstrates his deep involvement in current issues.

“I’m thrilled to be going back to work for consumer-owned electric utilities and federal power preference customers,” Drummond said. “It’s something I believe in and a place where I want to continue to serve for the benefit of our consumers.” **NWPPA**

## Grays Harbor fills communications position

Last month, Grays Harbor PUD (Aberdeen, Wash.) hired **Ian Cope** to fill the Communications and Government Relations director position; his first day with the PUD was February 3.

Cope graduated from the Edward R. Murrow School of Communications at Washington State University. In July 1999, he moved to Grays Harbor to pursue a career in radio journalism at KXRO Newsradio. Cope worked at KXRO for 12 years, five as a news anchor and reporter, and seven as the station's news director. During that time, he covered many important events and anchored the station's acclaimed coverage of the December 2007 storm and its aftermath.

In July 2011, he left the radio business to pursue a career in media relations with the Washington State Senate Democratic Caucus (SDC). During his two and a half years with the SDC, Cope worked with members of the Senate (including Grays Harbor Senators **Jim Hargrove** and **Brian Hatfield**) and caucus staff to create and implement communications strategies, both for the media and in committee hearings and Senate floor sessions. **NWPPA**

## Washington PUDs win recognition from GFOA

Mason County PUD 3 (Shelton, Wash.) has received its ninth consecutive international recognition for the quality and completeness of its financial reporting. The theme of PUD 3's annual report was "reliability," focusing on how employees use their knowledge and tools to provide safe and reliable service to the utility's customers.

PUD 3 was notified last month that it had received the Certificate of Excellence in Financial Reporting by the International Government Finance Officers Association (GFOA) of the United States and Canada for its 2012 Comprehensive Annual Financial Report. The PUD is one of only three public utility districts in Washington state to apply for such recognition for its financial reporting.

Benton PUD (Kennewick, Wash.) also received the Certificate of Achievement for Excellence in Financial Reporting for its 2012 comprehensive annual financial report (CAFR). This is the 11<sup>th</sup> year for Benton PUD to receive the award for the annual report.

According to the GFOA, "The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting. Its attainment represents a significant accomplishment by a governmental entity and its management."

The program recognizes organizations that go beyond the minimum requirements of generally accepted accounting

principles to prepare comprehensive annual financial reports. The program specifically celebrates those participants that evidence the spirit of transparency and full disclosure. **NWPPA**

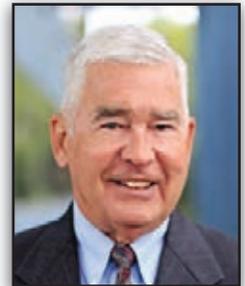
## Clark Board names 2014 officers

On Tuesday, January 14, Clark Public Utilities' (Vancouver, Wash.) commissioners kept with the ongoing rotation of offices and elected **Byron Hanke** to replace **Nancy Barnes** as the board president. **Jim Malinowski** will take over vice presidential duties and Barnes will assume secretarial responsibilities for 2014.

"The services provided by the utility are absolutely vital to Clark County and this board is deeply invested in preserving the quality and affordability of Clark Public Utilities' power and water," said Hanke. "Keeping this county a beautiful, bright, and safe place to live and work is our commitment to customers of the utility now, and into the future."

The Clark Public Utilities Board, responsible for setting policy and overseeing operations for the customer-owned electric, water, and generating systems, is comprised of three elected commissioners.

Commissioners serve six-year terms and election years are staggered to occur every two years. Each member represents one of three districts, areas which are determined by census and adopted every 10 years. The most recent redistricting took place in 2012. **NWPPA**



*Byron Hanke*



*Nancy Barnes*



*Jim Malinowski*

## Management changes at West Oregon

After doing double general manager duty at West Oregon Electric Cooperative (Vernonia, Ore.) and Clatskanie PUD (Ore.) for several months, **Marc Farmer** has moved to Clatskanie full time and the WOEC Board of Directors has hired **Bob Perry** as the new general manager; Perry began with WOEC on February 1. In the

*Continued on page 20*

interim after Farmer left and before Perry began, the board had appointed **Sarah Rossi** as acting general manager of the cooperative. Rossi has worked at WOEC for over 10 years and said she was honored to fill in during the transition period.

Additionally, WOEC Engineering and Operations Manager **Steve Scott** retired on January 1 after 11 years of service to the cooperative and a long career with PGE before coming to WOEC. **Don Rose** has been hired as the new engineering and operations manager, and has already taken over the day-to-day management of the Operations department. **NWPPA**

### Reller achieves Management Essentials Certificate

**C**olumbia REA's (Walla Walla, Wash.) **Dave Reller** has completed the Management Essentials Certificate (MEC) from the National Rural Electric Association (NRECA). Reller was recognized for his commitment to education and a superior level of service from Columbia REA.

The MEC program develops the key people skills that cooperative managers and experienced supervisors need to improve employee performance. By developing their one-on-one interpersonal skills, graduates of the MEC program can build an effective team environment, boost job satisfaction, foster better working relationships, and ultimately achieve more productive results through their employees. **NWPPA**



### Reeves to lead PCWA Field Services

**P**lacer County Water Agency (Auburn, Calif.) General Manager **David A. Breninger** has announced the appointment of **Tom Reeves** as the agency's new director of Field Services, effective January 25.

Reeves, a 32-year PCWA veteran, succeeded longtime director **Mike Nichol**, who retired on January 24 following a 24-year career with the water agency.

Selected following an extensive recruitment process, Reeves brings a wide range of water agency experience to his new position. He joined PCWA in 1982 as a water quality investigator and later worked as a water treatment plant operator and lead operator before becoming the agency's



water treatment superintendent in 1991. He was named field superintendent in 1996 and deputy director of field services in 2005.

"Tom's expertise on both the treated water and raw water sides, combined with his organizational knowledge and management skills make him eminently qualified to lead the Field Services Department," Breninger said. **NWPPA**

### SMUD promotes McDermott

**S**acramento Municipal Utility District (Sacramento, Calif.) General Manager and CEO **John Di Stasio** has appointed **Frankie McDermott** as chief customer officer. In his new role, McDermott will head SMUD's Customer and Community Services department.

McDermott runs SMUD's \$1.4 billion retail electric business, including customer operations, services, and programs such as energy efficiency, renewables, and advanced energy solutions. In addition, his role includes corporate strategy, brand, marketing, communications, and economic and community development, advancing SMUD's reputation and partnerships.

McDermott has been SMUD's Customer Services director since 2010, and in that role he was responsible for SMUD's overall retail strategy. He has been responsible for managing the changing relationships with customers as SMUD moves forward with its smart grid projects. In April 2012, SMUD completed installing smart meters for its more than 600,000 business and residential customers.

McDermott joined SMUD in 2003. He previously held management roles in the semiconductor industry at NEC Electronics in Roseville, Calif., and in Ireland. After engineering school in Ireland, he earned an M.B.A. from Golden Gate University and completed the Berkeley Advanced Management Program at the Haas School of Business at UC Berkeley.

McDermott replaces **Elisabeth Brinton** who held the executive slot since 2008. Brinton accepted an executive position with C3 Energy in Redwood City. **NWPPA**

### Congdon to lead Chelan's board

**O**n Monday, January 6, Chelan County PUD (Wenatchee, Wash.) commissioners elected fellow member **Ann Congdon** as board president for 2014. She is serving her second six-year term after being re-elected in 2010.



Congdon received the gavel from Commissioner **Carnan Bergren**, who chaired the board in 2013. Also elected for 2014 were Commissioner **Randy Smith** as vice president and Commissioner **Dennis Bolz** as board secretary.

Congdon and the other commissioners thanked Bergren for his leadership of the board during a year that included the successful search for and hiring of new General Manager **Steve Wright**, saw District finances remaining on firm ground, brought continued reduction of long-term debt, and the ability to handle repairs to the four largest units at Rocky Reach Dam without any change in electric rates. **NWPPA**

## Ravalli Electric names new GM

**T**he current manager of Marias River Electric Cooperative, **Mark Grotbo**, has been named the new general manager of Ravalli County Electric Cooperative (Corvallis, Mont.). Grotbo will replace **Ric Brown**, who is retiring later this year. **NWPPA**

## Salem Electric recognizes long-term employees

**A**t Salem Electric's (Ore.) annual dinner on Friday, December 13, several employees were recognized for their years of dedicated service. Of the 13 employees receiving service awards, five reached the 20-year mark, including Line Superintendent **Brian Aicher**, Journeyman Lineman **Ed Johnson**, and Leadman **Shawn McCloud**. Assistant General Manager **Terry Kelly** reached 30 years of service and Foreman **Larry Michaels** achieved 35 years of service. **NWPPA**



Brian Aicher



Ed Johnson



Shawn McCloud



Terry Kelly



Larry Michaels

## We remember

**F**ormer Umatilla Electric Cooperative (UEC) General Manager **Russ Dorrان** passed away on Saturday, January 11, 2014, at Kadlec Hospital in Richland, Wash., after a short illness. He was 86 years old.

Born on May 27, 1927, in Pendleton, Ore., Dorrان grew up on a wheat ranch in Helix without central-station electricity. In 1953, he married Dee, the daughter of a cattle broker, and they had six children.

Dorrان began work at UEC in 1950 after graduating in agricultural engineering from Oregon State. He was hired to help cope with the rapid growth hitting both the utility and Hermiston. Dorrان joined UEC at a time when it had only a dozen employees and 1,000 customers, and at the dawn of irrigated agriculture in the Columbia Basin.

On December 31, 1970, the UEC board promoted Dorrان, who had by that time been assistant manager for 20 years, to general manager. Dorrان was the UEC Board's sole candidate as Woolley's replacement.

In 1987, Dorrان embarked on perhaps the biggest challenge of his career. He took a leave of absence from UEC to help a group of residents in Baker City create Oregon Trail Electric Cooperative. With only \$7 in their treasury, they had turned to Dorrان to help organize 25,000 consumers in four counties and acquire \$43 million in financing to purchase the service area and assets of CP National and create a co-op.

In 1990, Dorrان was honored as the Northwest's "Mr. Cooperative" by the Pacific Northwest Generating Cooperative (PNGC), as he was its first president and founding father.

Unknown to him, however, his career in the energy world had many years yet to run. After its creation in the early 2000s, the city offered the job of electric utility superintendent to Dorrان, who had retired a decade earlier from UEC.

Dorrان was named Hermiston's Man of the Year on January 22, 1990, and had also received NWPPA's Paul J. Raver award for outstanding community service. **NWPPA**



### Evluma releases 70W AreaMax LED luminaire

**E**vluma is taking orders for the latest release in its expanding line of utility-grade LED area and security lights: the 70W AreaMax. With twice the LEDs and a higher lumen output than the existing 40W models, the 70W AreaMax is designed to replace up to 200W HID lights and delivers 94 lm/W. With this release, Evluma has also improved the internal maintenance and monitoring functions for the entire AreaMax product line.



“The AreaMax delivers more than light; it maximizes energy savings with controls and minimizes maintenance costs with built-in Photocontrol Failsafe Mode (PCFM) and new FaultCast BLE (Bluetooth Low Energy) broadcasting,” said **Keith Miller**, president and CEO of Evluma.

PCFM runs on a processor internal to every AreaMax, monitoring the location-based dusk-to-dawn transitions unique to that fixture. Should the photocontrol ever fail, the AreaMax will take over based on the information it has collected. Customers are recommended to reuse their old photocontrol from previous installations.

“The AreaMax is very gentle on the photocontrol and only uses it as a sensor. Some LED fixtures require expensive photocontrols because of the high in-rush current from LED drivers flowing through the photocontrol,” said Miller.

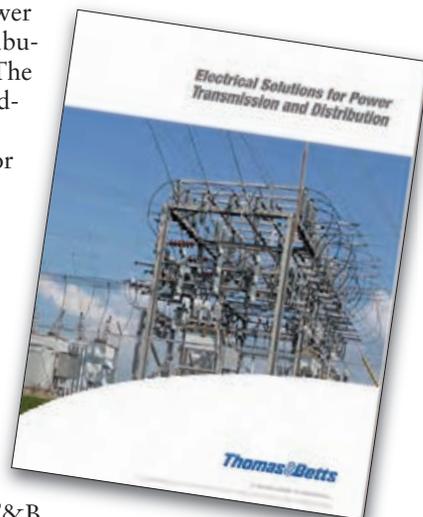
Even with the extra functionality, the base cost of the AreaMax remains low, making it one of the most affordable area light options on the market. With less than 1 percent uplight on the popular dome lens configuration, a 0-percent (U0) option is also available when absolutely no uplight is preferred. In all configurations, the AreaMax emits a diffuse, soft white light preferred over HPS and MV.

Formed in 2008, Evluma is committed to developing environmentally low impact LED lighting solutions that are affordable and long lasting. For more information, please contact **David Tanonis** at (925) 998-4297 or [dtanonis@evluma.com](mailto:dtanonis@evluma.com). **NWPPA**

### T&B brochure outlines T&D industry solutions

**T**homas & Betts’ (T&B) brochure, “Electrical Solutions for Power Transmission and Distribution,” outlines the company’s product solutions for challenges typically

encountered in the power transmission and distribution (T&D) industry. The brochure provides product groupings that respond to demands for product quality, efficiency, and reliability; continuous operation and sustainability; grounding and bonding; and space savings. It also indicates which T&B product line is designed to address each of these issues, as well as the services and training T&B offers to support many of these lines.



“The power and transmission industry affects almost everyone in every industry,” said **Chad Smith**, vice president, product management and marketing at Thomas & Betts. “This industry must respond to the demand for continuous and reliable electric service everywhere, which poses unique challenges. The most significant challenges facing the T&D industry are outlined in this brochure, along with the T&B products that meet these challenges. The product offerings are organized by Solution Sets that address each of these challenges.”

The brochure is available through Thomas & Betts sales representatives or may be read online at [www.tnb.com](http://www.tnb.com). For more information, call (800) 816-7809.

Thomas & Betts Corporation, a member of the ABB Group, is a global leader in the design, manufacture, and marketing of essential components used to manage the connection, distribution, transmission, and reliability of electrical power in utility, industrial, commercial, and residential applications. For more information, please visit [www.tnb.com](http://www.tnb.com). **NWPPA**

### Novinium announces 15<sup>th</sup> patent

**T**he U.S. patent number 8,572,842, titled “Method for Thermally Enhancing Injection of Power Cables,” was awarded to Novinium for its N-Ter™ injection process. The patent for N-Ter (which stands for Novinium-Thermally Enhanced Rejuvenation) was jointly awarded to Novinium Technical Services Manager **Norm Keitges** and Novinium President and CEO **Glen Bertini**. This is Novinium’s second patent in the last 12 months and its 15<sup>th</sup> patent overall.

Underground cable rejuvenation involves injecting a fluid directly into the stranded conductor region of the cable. The N-Ter process applies a low-voltage, direct cur-

rent to warm underground cables to 40°C. Slightly warming the cable conductor creates more space between the cable strands, thereby increasing the volume available for the rejuvenating fluid. The process shortens the time required to rejuvenate cable by lowering the viscosity of the injection fluid, thus making it easier for the fluid to flow along the length of the cable. When fluid passes through the cable more quickly, the injection time is reduced. A shorter injection time is especially helpful on longer runs of 7-strand cable and on cables with compact strands. The N-Ter injection process can be 50-percent quicker than older, first-generation cable-injection methods. The N-Ter process also allows approximately 30 percent more fluid to be injected into cables; this minimizes cable-to-cable variability and further increases reliability.

The patent is the first for co-inventor Keitges.

“This patent speaks directly to Norm’s adoption of Novinium’s culture of continuous improvement and innovation,” said Bertini.

Founded in 2003 by the experts who invented the field of cable rejuvenation at Dow Corning in the 1980s,



Novinium’s patented injection process rejuvenates and extends the reliable life of medium-voltage power cable up to 40 years. Further information is available at [www.novinium.com](http://www.novinium.com). **NWPPA**

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by Scott M. Lindsay

# WECC/Peak Reliability update: bifurcation on hold

As reported previously, the Western Electric Coordinating Council (WECC) had initially intended to split off its reliability coordination and interchange authority to a new entity — Peak Reliability (Peak) — beginning in 2014. However, the proposed bifurcation of WECC into two separate entities is currently on hold pending acceptance of a compliance filing with the Federal Energy Regulatory Commission (FERC).



As you may recall from a prior Washington, D.C., column in the October 2013 *Bulletin*, FERC had granted a conditional order, subject to final approval once adequate entity documentation had been provided, giving permanent Section 215 funding for Peak Reliability. Under Section 215 of the Federal Power Act, reasonable dues, fees, and other charges can be “allocated equitably among end users” for maintaining the reliability of the bulk electric system (BES). However, as predicted, the national trade association for investor-owned utilities — the Edison Electric Institute (EEI) — filed a request for a re-hearing with FERC in an attempt to reverse the decision to provide Section 215 funds to Peak. EEI argued that the use of Section 215 funds is an unwarranted, open-ended financial obligation.

### EEI intervenes

The EEI intervened and asked FERC to require Peak to be funded either via tariff or direct contract with the various transmission operators (TOPs) and balancing authorities (BAs) it will serve. FERC granted an injunction that did not allow Peak to bill for its services until it ruled on the EEI appeal.

On December 5, FERC ruled that Peak could use Section 215 funding in the short term, but requested specific revisions in the bylaws and Delegation Agreement with NERC. It also keeps the injunction in place precluding Peak from being able to issue billings, pending the acceptance of the compliance filing. WECC will have to file (at FERC’s urging) an amended budget to keep Reliability Coordinator (RC) activities in the WECC budget until bifurcation, or use some reserves to cover operational expenses. FERC also said they will “hold Peak” to its bylaw provision — specifying that it find a new funding mechanism within two years. On December 19, WECC made

the compliance filing with FERC. EEI, once again, intervened on the subject of permanent Section 215 funding.

On December 17, EEI sponsored a meeting in Seattle, Wash., to discuss the option of contracts between Peak and BAs and TOPs. The meeting was led by Pat Reiten, president and CEO of Pacific Power at PacifiCorp, and Bill Gaines, director/CEO at Tacoma Public Utilities. The stated goal of the effort, having discarded the idea of using a tariff, is to have a new contract template by July 1, 2014, for use when filing the 2015 budget with the North American Electric Reliability Corporation (NERC) and FERC. The EEI representatives at the meeting stated that although they do not oppose short-term transitional use of Section 215 for Peak, they do oppose its permanent use, arguing that it is a bad precedent for other areas of the country; thus, EEI’s repeated challenges to WECC’s funding authority.

### Bifurcation in limbo

The injunction and EEI’s filing to intervene has complicated the approval of the bifurcation of WECC. In order to split, FERC has to accept the new and revised bylaws for both organizations, approve changes in the “Delegation Agreement” with NERC, and approve the budgets for both organizations.

The change in the board structure and spin off of Peak are on hold with the FERC order. Another key area of interest for WECC and Peak is funding their operations — a major sticking point in securing final approval of the bifurcation. Gary Stephenson, future president and CEO of Peak Reliability, estimates that the annual funding obligation for Peak would be around \$30 million — whereas WECC, under the direction of its new CEO Jim Robb, has an annual budget of approximately \$40 million.

Without a firm funding source and resolution to the path for self-sustaining operation for Peak, bifurcation will continue to be elusive. In the interim, the original WECC board is still in charge. However, in anticipation of FERC’s acceptance of the compliance filing, both WECC and Peak have established separate boards that will assume leadership after bifurcation approval. Once FERC accepts the compliance filing, the original WECC board will disappear and these new, fully independent boards will become effective without further action.

Currently, Peak remains barred from billing and WECC has not filed an amended budget request. Sometime early in 2014, FERC is expected to act and clear up this uncertainty and potentially allow both organizations to begin separate operations following approval of bifurcation.

### Other pending issues

While the issue of bifurcation remains uncertain, other matters at WECC and NERC remain to be resolved and await FERC action. One important issue for NWPPA's smaller utility members is implementation of the new BES definition and accompanying changes to the registration process and appeals.

Implementation of the Energy Policy Act of 2005 requirement to register entities subject to mandatory standards has been a burden for small utilities. Over the last two years, substantial effort has been made to refine the definition of the BES to determine which elements are subject to standards, and then focus the standards and enforcement on those entities and elements that truly create risk to the operation of the BES. The effect of standards and enforcement has created substantial compliance requirements on many smaller entities disproportionate with their potential to negatively affect the reliability of the BES. This is an issue that NWPPA, the Public Power Council, PNGC, NRU, and WPUDA are working in collaboration with the American Public Power Association, the National Rural Electric Cooperatives' Association, and Transmission Access Policy Study Group to address.

Another issue facing WECC is that its budget will be adversely impacted by an expected action from FERC to levy a substantial fine for WECC's action (since this was pre-bifurcation) and non-actions of the Reliability Coordinators during the September 2012 outage in the southwest. At NERC, there is an effort to shift to a "reliability-based" mode with registration, standards, and compliance geared toward action that really makes a difference but will not show results until at least 2015. Lastly, the new Critical Infrastructure Protection standards (CIP V5) have been approved by FERC and will become effective this year — skipping the implementation of the previously approved Version 4 which, to members' relief, makes that transition a one-step process instead of two steps.

As is evident from the above update, much is at stake and little is decided in relation to activities at WECC, NERC, and FERC. We will continue to monitor and report on regulatory issues of importance to the NWPPA membership and apply pressure where needed. **NWPPA**

*Scott M. Lindsay is NWPPA's director of legislative and regulatory affairs. He can be contacted at [sml@nwppa.org](mailto:sml@nwppa.org) or (360) 816-1451.*

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Charter Member ET&D Strategic Partnership

by Kristine Lindemulder

# Emerald PUD's culture of empowerment supports its employees' international travels

In the 30 years since Emerald People's Utility District began, the small utility has embraced a culture of support and empowerment. Emerald was started by a group of citizens who empowered themselves to purchase their own public power utility, so it makes sense that the same attribute would be valued by today's workers. From the time they are hired, employees are coached to use this empowerment to act without first having to obtain supervisory approval.

Employees are trusted to put customer-owners first and make decisions accordingly. Recognizing the individual skills and strengths of their employees, management also supports involvement in community activities, knowing that oftentimes these involvements contribute to the employee's continued personal growth, education, and contentment.

Throughout the years, some of Emerald's most community-minded employees have been presented with exciting opportunities, many of which included distant travel and extended absences. As a general rule, if it does not have a negative impact on ratepayers or the utility, the request will be accommodated. The employee is not only permitted to take the length of time off, but fully supported in doing so by an interested team of staff and management.



*Top: In 2009, Gene Anderson returned to American Samoa to provide aid after a tsunami devastated the area; more than 189 people were killed, most of them in Samoa and many of them children. Bottom: After the tsunami, dozens of stationary generators were backfed into banks of transformers to energize primary lines. This provided power to the entire island of Tutuila, American Samoa, until the two substations (destroyed by tsunami waves) could be rebuilt. All photos provided by Emerald PUD.*

In 2005, Emerald Journeyman Lineman Gene Anderson traveled to American Samoa to assist with an extensive safety education program for the local line workers. During that time, he built lasting friendships despite the significant language barrier. Later in 2009, immediately following the devastating tsunamis, Anderson voluntarily returned to the island and stayed for 30 days, working day and night to restore power.

"When I got home and showed up for work, they thanked me. The whole utility really appreciated what I had done," recalled Anderson. "It's a great feeling to be backed like that. I would do it again in a heartbeat."

In 2010, Hillary McBride, Emerald's community relations officer at the time, was approached with the opportunity to travel to Brazil with the local Rotary. The

timing worked for Emerald, and she was granted the 32-day leave. While away, McBride spent time with Energias de Portugal (EDP), the electric and water utility, and learned how a utility is run in Brazil. She also visited several hydro facilities and public relations companies. When she returned to work, she shared what she had learned in a presentation for staff.

“It was a busy month with little sleep, but well worth it for all the wonderful people we met along the way,” said McBride. “When I returned, I really enjoyed reliving my experience by sharing it with my coworkers.”

Our most recent example came up last year. Emerald Customer Service Representative Caitlin O’Quinn joined a friend on a research trip to Africa. Her experience was rich with learning about the distinct cultures and their contrasting lifestyles, as well as the region’s history and current direction within the electric industry. Upon her return, she shared with staff all she had learned.

Only seven months into her employment with Emerald, O’Quinn requested three weeks off in order to pursue her long-held dream of traveling to Africa. In line with the culture of empowerment and support of employees’ passions, the customer service team and supervisors gave their approval for her extended trip.

The group’s adventure began with a week spent on the beautiful island of Zanzibar, off the coast of Tanzania. Their lodge was nestled in the palm trees on the quiet east side of the island. The lodge owner was an Italian man who offered great insight into the history and culture of Zanzibar, and what it was like to run a business there. He described Zanzibar’s history as a melding of influences from all over the world. It had been ruled by many groups throughout its history, including the Persians, Portuguese, and Arabs. It was during the Arabs’ rule that trade increased considerably, and Zanzibar became a hub for the exportation of spices and slaves in the east African slave trade. This commerce made the ruling Arabs wealthy and they desired modern amenities such as running water and electricity. Showing off his wealth, the Sultan Barghash, who ruled between 1876 and 1890, first brought the electricity to his palace on the island.

O’Quinn was intrigued hearing this history, and it spurred her desire to know more. She discovered in her research that in 1978, electricity was brought from main-



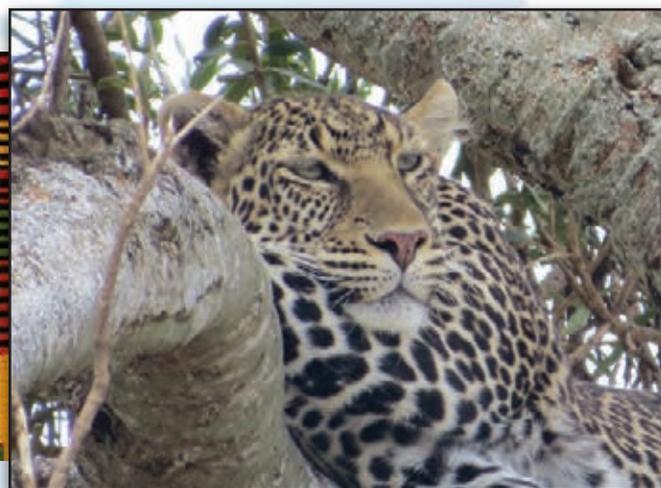
*Top: The dispatch room at Brazil’s Energias de Portugal (EDP), the electric and water utility. Bottom: Similar to what utilities in the Pacific Northwest face, EDP has a problem with birds building nests in their equipment, so they employ bird protective measures like the red coverings on one of their newest substations in 2010.*



land Tanzania to Zanzibar via a 45-megawatt, submarine cable running 25 miles under the ocean. This was a huge accomplishment; however, the amount of electricity provided was limited and only parts of the island had access to it. With the help of the Norwegian government, a rural electrification project was undertaken between 1986 and 2006. This project expanded the reach of electricity, allowing those in rural areas to gain access.

The effect that access to electricity had on the people was extraordinary; in particular, on the women and girls of Zanzibar. Connection to the electrical grid allowed for usage of electric pumps for water; this meant there could now be sources of water closer to villages, allowing women to spend less time and energy on the daily chore of hauling water to their homes. One study showed that women saved up to 25 hours per week, with the extra time benefitting the entire family. Women could take on other income-producing jobs and they even had time for leisure activities. These electric water pumps also meant girls could now go to school regularly instead of spending hours helping retrieve water.

*Continued on page 28*



*While in Kenya, Caitlin O'Quinn had the opportunity to see a lot of the African wildlife, including lions and a leopard lying on the branch of an acacia tree.*

The introduction of electricity also meant health centers could have refrigerators to store medicine; water could be boiled to sterilize equipment; and there were lights to allow for treating patients at night. Additionally, with electricity, schools could now stay open later to allow students extra time for study.

After a week on Zanzibar, the group prepared for the second part of the trip. This leg of the adventure brought them back to Kenya and across the Great Rift Valley. The destination was the Masai Mara National Reserve where they had the opportunity to witness the iconic wildlife of the African Savannas.

As night fell, the group arrived back at their lodge, and noticed the lack of light. It allowed for a breathtaking view of the beautiful, star-filled Kenyan sky. Buildings and pathways were lit with ornate oil lamps to give a warm, inviting glow. Once again, electricity came into play as the group learned power would only be available during select evening hours, and there would be no Internet access.

Most electricity in Kenya is provided from hydropower generation. With increasing drought conditions, however, generation has been shifting to other sources, including geothermal and some solar. One source states that in Kenya, where the population is 45 million, the total electric generating capacity is only 1,700 megawatts. By comparison, for California's 40 million people, electrical generation is 70,000 megawatts. Although access has been increasing, there are still many people who don't have electricity; not only due to capacity and infrastructure problems, but also the costs to get it. In Kenya, where the per capita income is only \$800 and the price for connection to the grid is \$900, electricity simply isn't an option for a large percentage of the population.

In sub-Saharan African countries like Kenya, more than two-thirds of the population lives without electricity, and that number climbs to 85 percent when looking at rural areas. This is an important issue currently being addressed

by many African nations and other countries as well. Our own President Obama announced his Power Africa Initiative while visiting Kenya in 2013, in which he discussed the United States' pledge of over \$7 billion in support over the next five years. The goal of this initiative is to see universal access to electricity for the African people by the year 2030. The plan includes building on new discoveries of oil and gas reserves, as well as developing clean geothermal, hydro, wind, and solar energy resources. It will be very interesting to see how this initiative progresses and what changes it will bring to landscapes and cultures of the next generations of African people.

Before the trip came to an end, the group requested a visit to a Maasai village. Their guide, a Kenyan man named Oliver, had many connections with the local communities and knew of a village they could visit.

"We had the opportunity to spend time with a group of five Maasai Warriors while on Zanzibar," O'Quinn explained. "They provided security for the lodge and we spent a large portion of our time getting to know them. We shared stories about our lives and cultures, and they escorted us on visits to local villages; providing security and also acting as our interpreters. I was excited to see where our Maasai friends came from and get a glimpse at their culture!"

The tour of the village was given by the chief's son, Kapalei, a young man of 17 who spoke fairly fluent English. He showed what his home was like; an eight-foot-by-eight-foot room, about the size of a small tool shed. Upon entering through the tiny doorway, they were struck by the heavy smell of smoke and the hazy darkness shadowing the living area.

A narrow bench ran along the wall near the door. To the right of it was a small bed made of sticks and topped with a cowhide blanket. This was where all the children slept; in this case, there were seven sleeping in one tiny bed. To the left was another small bed for the parents. Between

the two was an open fire pit with a large pot hanging over it. There was a small candle on the wall and a tiny window above the fire; the only light and ventilation in the room.

“As I sat in that tiny, smoky, dark room, I was struck by the contrast between my life and theirs,” O’Quinn reflects. “These people live their entire lives without electricity or running water; in a tiny, one-room hut made of cow dung; their only possessions being a pot, a few clothing items, a cow-hide blanket and some livestock. It was hard to think about everything we have in comparison.”

“On the other hand,” she continued, “I made connections with people. We played games and laughed together. It made me realize that at our core, we’re really very much the same: human.”

After coming home, O’Quinn has taken time to reflect on her travels. During her presentation to employees, she described her takeaways as being a sense of gratitude, a desire to do more to help others, and a greater appreciation of the diversity of people. “I think this experience has made me a better person; a better wife and mother; a better employee. There have been benefits for Emerald PUD as well. I came back a more understanding employee, better able to work with a diverse group of customer-owners, as well as my coworkers and supervisors. It really was a win for all of us.”

*“I came back a more understanding employee, better able to work with a diverse group of customer-owners, as well as my coworkers and supervisors. It really was a win for all of us.”*

Emerald PUD Customer Service Representative  
Caitlin O’Quinn

Emerald People’s Utility District fully agrees. The utility believes by appreciating and supporting them in their personal endeavors, employees tend to be happier and more productive in their jobs, ultimately providing better service to customer-owners. Emerald encourages their employees to pursue interests outside of the workplace, knowing these interests can present life experiences that keep employees actively learning and growing, a benefit to everyone. **NWPPA**

*Kristine Lindemulder is the communications coordinator at Emerald People’s Utility District in Eugene, Ore. She can be reached at either (541) 744-7410 or [kristine@epud.org](mailto:kristine@epud.org).*



*Left: A Maasai woman works on building her home, a tiny one-room hut with no electricity or running water. Right: O’Quinn (right) peeks out from one of the Maasai village huts, which is about the size of a typical American bathroom.*

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COMPANY: Anchorage Municipal Light & Power (Anchorage, Alaska)  
SALARY: \$100,000-\$125,000 annually.  
DEADLINE TO APPLY: February 20, 2014.  
TO APPLY: Apply online at [www.muni.org/jol](http://www.muni.org/jol) or 632 W. 6th Ave., Ste. 605, Anchorage, AK 99501.

## POSITION: Customer Engineering Supervisor

COMPANY: Anchorage Municipal Light & Power (Anchorage, Alaska)  
SALARY: \$72,800-\$92,768 annually.  
DEADLINE TO APPLY: February 20, 2014.  
TO APPLY: Apply online at [www.muni.org/jol](http://www.muni.org/jol) or 632 W. 6th Ave., Ste. 605, Anchorage, AK 99501.

## POSITION: Line Design Engineering Supervisor

COMPANY: Anchorage Municipal Light & Power (Anchorage, Alaska)  
SALARY: \$72,800-\$92,768 annually.  
DEADLINE TO APPLY: February 20, 2014.  
TO APPLY: Apply online at [www.muni.org/jol](http://www.muni.org/jol) or 632 W. 6th Ave., Ste. 605, Anchorage, AK 99501.

## POSITION: Chief Power Dispatcher

COMPANY: Anchorage Municipal Light & Power (Anchorage, Alaska)  
SALARY: \$73,902.40-\$94,161.60 annually.  
DEADLINE TO APPLY: February 20, 2014.  
TO APPLY: Apply online at [www.muni.org/jol](http://www.muni.org/jol) or 632 W. 6th Ave., Ste. 605, Anchorage, AK 99501.

## POSITION: Generation Division Manager

COMPANY: Anchorage Municipal Light & Power (Anchorage, Alaska)  
SALARY: \$65,806.96-\$116,213.14 annually.  
DEADLINE TO APPLY: February 20, 2014.  
TO APPLY: Apply online at [www.muni.org/jol](http://www.muni.org/jol) or 632 W. 6th Ave., Ste. 605, Anchorage, AK 99501.

## POSITION: Networking Systems Analyst

COMPANY: Anchorage Municipal Light & Power (Anchorage, Alaska)  
SALARY: \$66,955.20-\$85,425.60 annually.  
DEADLINE TO APPLY: February 20, 2014.  
TO APPLY: Apply online at [www.muni.org/jol](http://www.muni.org/jol) or 632 W. 6th Ave., Ste. 605, Anchorage, AK 99501.

## POSITION: Systems & Communications Division Manager

COMPANY: Anchorage Municipal Light & Power (Anchorage, Alaska)  
SALARY: \$65,806-\$116,213 annually.  
DEADLINE TO APPLY: February 20, 2014.  
TO APPLY: Apply online at [www.muni.org/jol](http://www.muni.org/jol) or 632 W. 6th Ave., Ste. 605, Anchorage, AK 99501.

## POSITION: Utility Power Dispatcher

COMPANY: Anchorage Municipal Light & Power (Anchorage, Alaska)  
SALARY: \$110,219.20 annually.  
DEADLINE TO APPLY: February 20, 2014.  
TO APPLY: Apply online at [www.muni.org/jol](http://www.muni.org/jol) or 632 W. 6th Ave., Ste. 605, Anchorage, AK 99501.

## POSITION: Training Coordinator

COMPANY: Northwest Line Construction Industry Joint Apprenticeship and Training Committee (JATC)  
SALARY: DOE.  
DEADLINE TO APPLY: February 21, 2014.  
TO APPLY: Resumes accepted by email at [nwline@nwlinejatc.com](mailto:nwline@nwlinejatc.com).

## POSITION: Distribution Engineering Supervisor (DES)

COMPANY: Mission Valley Power (Pablo, Mont.)  
SALARY: DOQ.  
DEADLINE TO APPLY: February 27, 2014.  
TO APPLY: Job description and application can be found online at [www.cskt.org](http://www.cskt.org), by calling Personnel Department at (406) 675-2700, ext. 1040, or Kerry Wiedrich at (406) 883-7944.

## POSITION: Electrical Engineer — Management

COMPANY: Copper Valley Electric Association (Glennallen, Alaska)  
SALARY: Up to \$145,000 annually.  
DEADLINE TO APPLY: February 27, 2014.  
TO APPLY: Apply online at [www.cvea.org](http://www.cvea.org).

## POSITION: Sierra Nevada Regional Manager

COMPANY: Western Area Power Administration (Lakewood, Colo.)  
SALARY: \$120,749-\$181,500 annually.  
DEADLINE TO APPLY: February 27, 2014.  
TO APPLY: Apply online at [usajobs.gov/getjob/viewdetails/360178300](http://usajobs.gov/getjob/viewdetails/360178300).

## POSITION: Primavera P6 Project Scheduler

COMPANY: Wilson Construction Co. (Canby, Ore.)  
SALARY: DOE.  
DEADLINE TO APPLY: February 28, 2014.  
TO APPLY: Submit cover letter and resume on the Opportunities page at [www.wilsonconst.com](http://www.wilsonconst.com).

## POSITION: Meter Relay/Substation Technician — Regular

COMPANY: Matanuska Electric Association (Palmer, Alaska)  
SALARY: Union scale.  
DEADLINE TO APPLY: March 9, 2014.  
TO APPLY: Complete and submit an MEA employment application at [www.mea.coop](http://www.mea.coop).

## POSITION: Distribution Engineer II — Regular

COMPANY: Matanuska Electric Association (Palmer, Alaska)  
SALARY: DOE.  
DEADLINE TO APPLY: March 9, 2014.  
TO APPLY: Complete and submit an MEA employment application at [www.mea.coop](http://www.mea.coop).

## POSITION: Senior Engineer

COMPANY: Golden Valley Electric Association (Fairbanks, Alaska)  
SALARY: TBD.  
DEADLINE TO APPLY: April 27, 2014.  
TO APPLY: Submit a completed application by mail, fax (907) 458-6367, or email [rmm@gvea.com](mailto:rmm@gvea.com).

## POSITION: Distribution Design Specialist

COMPANY: Clatskanie People's Utility District (Clatskanie, Ore.)  
SALARY: DOE.  
DEADLINE TO APPLY: Open until filled.  
TO APPLY: Application may be found at [www.clatskaniepub.com](http://www.clatskaniepub.com). Submit completed application, resume, and cover letter to Human Resources, P.O. Box 216, Clatskanie, OR 97016, fax (503) 308-4884, or email to [melissa@clatskaniepub.com](mailto:melissa@clatskaniepub.com). NWPPA



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**National Electrical Contractors Association**  
**Tracy Harness, Chapter Manager**  
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**tracyh@nwlineca.com**  
**www.nwlineca.com**

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Spokane, WA 99212  
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Redmond, OR 97756  
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Olympia, WA 98502  
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**Cougar Construction**  
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Albany, OR 97321  
Call (541) 791-3410

**DJ's Electrical, Inc.**  
2319 S.E. Grace Avenue  
Battle Ground, WA 98604  
Call (360) 666-8070

**EC Company**  
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Call (206) 436-6042

**International Line Builders, Inc.**  
SO. California Office  
2520 Rubidoux Blvd.  
Riverside, CA 92509-2147  
Call (951) 682-2982

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Sacramento Office  
1550 S. River Rd.  
West Sacramento, CA 95691  
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Tualatin Office  
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Spokane, WA 99027  
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**Jaco Construction, Inc.**  
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Ephrata, WA 98823-1167  
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**Magnum Power, LLC**  
P.O. Box 2  
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**Michels Power**  
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Salem, OR 97303  
Call (253) 606-3294

**Potelco, Inc.**  
14103 Stewart Road  
Sumner, WA 98390-9622  
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P.O. Box 15307  
Spokane, WA 99215  
Call (509) 926-6003\*

**Power City Electric, Inc.**  
3327 East Olive  
P.O. Box 2507  
Spokane, WA 99202  
Call (509) 535-8500

**Power Technology**  
1602 Guild Rd.  
Woodland, WA 98674  
Call (360) 841-8331

**Robinson Brothers Construction, Inc.**  
6150 N.E. 137th Avenue  
Vancouver, WA 98682  
Call (360) 576-5359

**Service Electric Co.**  
1615 First Street  
P.O. Box 1489  
Snohomish, WA 98291  
Call (360) 568-6966

**Sturgeon Electric Company, Inc.**  
1500 NE Graham Road  
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(509) 590-5335\*  
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13487 Leland Road  
Oregon City, OR 97045  
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5405 North Lagoon Avenue  
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Call (503) 233-8801  
(503) 231-3372

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1190 N.W. 3rd  
P.O. Box 1190  
Canby, OR 97013  
Call (503) 263-6882  
(503) 329-9917\*