

# Northwest Public Power Association **BULLETIN**

May 2014  
Volume 68, Number 5

**Who holds the almighty and  
powerful ring in the cyber world?  
13 steps for utility cyber security protection**

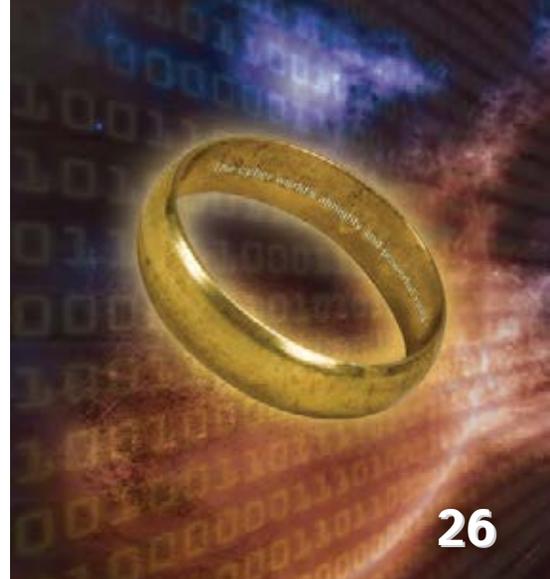




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**On the cover:** In this month's cover story, Eric Christensen and Maj. Gen. (Ret.) Tim Lowenberg of Gordon Thomas Honeywell, LLP recommend 13 steps that all utilities should take to mitigate risk in the ever-changing world of cyber security.

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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.

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# 2014 E&O Conference rallied in Reno!

Like bikers flocking to Sturgis, over 900 people convened in Reno last month for NWPPA's 2014 Engineering & Operations Conference and Trade Show, *Rally in Reno*. Unlike when the E&O visited Reno in 2011 and it snowed, this year, attendees, vendors, speakers, and staff were treated to sunshine and warm weather — mid-70s all week long! Despite the beautiful weather outside, attendees stayed indoors and packed the sessions and trade show throughout the days. Several sessions were so full that the ballroom staff needed to bring extra chairs so everyone could sit. Even one

of the pre-conference classes — the Lineman's Roundtable — had this happen on Monday because it was that popular with member utility employees.

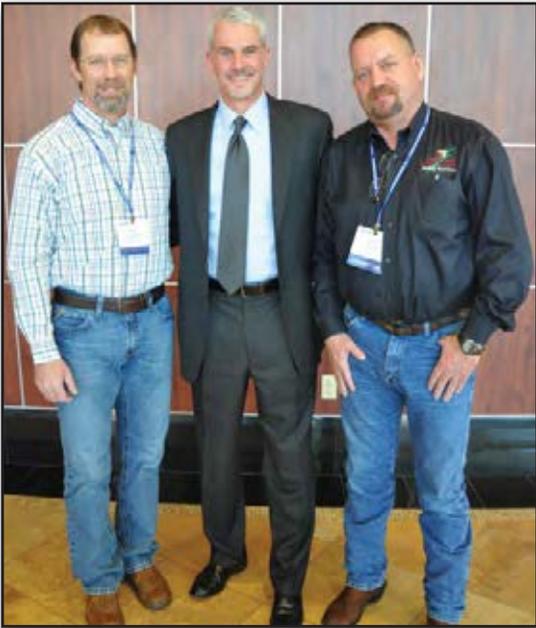
“The packed rooms and the positive feedback from attendees were testaments to the solid line up of sessions and speakers that the event offered this year,” said 2014 E&O Chairman Mark Pritchard from Okanogan County PUD. “And none of this could have been done without the hard work from my colleagues on the E&O Planning Committee and the dedicated NWPPA staff.”

*Continued on page 4*



*Top left: Allan Karl opened the conference with his animated keynote presentation, even dropping to the stage to simulate breaking his leg in a motorcycle accident. Top right: Oregon Trail Electric Cooperative's Keaton Orton talks with NISC's Hisham Noman at Tuesday morning's Vendor Café. Bottom: Conference attendees enjoyed the warm Reno afternoons while waiting for the trade show to open.*





The conference officially kicked off on Tuesday with the morning general session and the keynote speaker, Allan Karl, who shared the trials and tribulations of his three-year adventure of riding around the world by himself on a motorcycle.

“Obstacles in your roadway should be looked at as possibilities,” said Karl. “It’s perspective that matters. Find out what’s possible and you’ll always find a new beginning. Keep your eyes open.”

And with that, the conference began! The rest of the week included educational sessions; a panel of utility CEOs answering audience questions; a showing of *Storm Soldiers*, a powerful documentary about linemen in the field; and Thursday’s keynote speaker, LtCol. Mike Strobl USMC (Ret.), who talked about the circumstances that led up to Kevin Bacon playing him in the HBO movie *Taking Chance*.

*Left: 2014 Conference Chairman Mark Pritchard (left) and 2015 Conference Chairman John Spain (right) took a moment after Thursday’s general session to thank LtCol. Mike Strobl (center) for his inspiring keynote address. Center left: (L-R) Brian Coleman and Dan Condon helped Versalift win this year’s Best Theme of Conference Award. Top right: The 2014 Safety Award winners. Bottom left: (L-R) Electrical Consultants Inc.’s (ECI) Ron Roodell talks business with Glacier Electric’s Doug Ray during some downtime at the ECI booth, which won Best Enthusiasm. Bottom right: Platt Electric Supply’s crew won Best Presentation of Product.*





And, of course, there was the trade show. Many of the nearly 190 vendors really got into this year's motorcycle theme — leather vests, Harley Davison clothing, *Sons of Anarchy* t-shirts, doo rags, and even actual Harley motorcycles were seen throughout the trade show. With a new and fun theme, many vendors dressed up for the first time this year, making competition for the exhibitor awards very tight. Versalift won this year's Best Theme of Conference Award, Platt Electric Supply won Best Presentation of Product, and Electrical Consultants Inc. won Best Enthusiasm. The winners will each receive one free standard booth in the 2015 E&O trade show.

In addition to the vendor awards, NWPPA presented several utility awards throughout the conference. First, on Tuesday, April 8, prior to the opening general session, NWPPA Board President Bill Nordmark presented Snohomish County PUD's John Martinsen with the NWPPA Award for Excellence in Engineering or Operations (also known as the Milton Hunt McGuire Award). The award, which was first presented in 1947, is given to an engineer and/or operations person who has made contributions to the utility industry in the engineering or operations area. Following the presentation of the Milton Hunt McGuire Award, Nordmark presented the Career Commitment to Safety Award to Jim Womble, the safety coordinator at Lewis County PUD. The Career Commitment to Safety Award recognizes one individual each year that has outstanding proficiency in safety; demonstrated leadership in safety in his or her utility and the industry; and has made a significant contribution to safety within the industry over his or her career.

Before Thursday's general session, NWPPA presented its third and final employee award, the Safety Heroism Award, to Chelan PUD's Rocky Reach Dam team. The team — Foreman Cindy Bowen-Lorrain, Chris Shimer, Daniel Martyn, Darren Davis, and Todd Melton — were recognized for their quick actions and life-saving intervention when a co-worker, Ron Messer, experienced a cardiac incident at work. Bowen-Lorrain and Melton accepted the award from E&O Safety Committee Chairman Chet McWhorter on behalf of their team at the conference.

*Top left: (L-R) 2014 E&O Conference Chairman Mark Pritchard, NWPPA Board Trustee Toni Olson, Snohomish PUD Senior Manager John Martinsen, NWPPA Board President Bill Nordmark, and NWPPA Executive Director Anita Decker. Top right: (L-R) 2014 E&O Conference Chairman Mark Pritchard, Lewis County PUD Safety Coordinator Jim Womble, NWPPA Board President Bill Nordmark, and NWPPA Executive Director Anita Decker. Bottom: (L-R) 2014 E&O Conference Chairman Mark Pritchard, Chelan Foreman Cindy Bowen-Lorrain, Chelan Wireman Todd Melton, and E&O Safety Committee Chairman Chet McWhorter.*

On Thursday afternoon, the 2014 Safety Awards were presented. An annual tradition, the safety contest awards are based upon a review of each utility's safety contest form, the number of recordable injury/illness cases (the incident rate) in 2013, and the lost work days (the severity rate) in 2013. For a complete list of the first-, second-, and third-place winners per category, please visit our website at [www.nwppa.org](http://www.nwppa.org).

Mark your calendars for the 2015 E&O in Tacoma, Wash., April 6-10, 2015. We hope to see you there!

For photos from this year's conference and trade show, visit NWPPA's Conference Presentation Materials Web page under the Members Only Resources area of NWPPA's website.

NWPPA

## NWPPA welcomes new consultants

**O**n April 15, NWPPA welcomed Nicole Case to the association as a part-time consultant to focus on legislative issues. Nicole will be working with NWPPA's Government Relations Committee, attending the annual Legislative Rally in D.C., and writing columns for the *Bulletin* magazine.



Case started in the industry in 1993 as an attorney for the Bonneville Power Administration (BPA). Her foray into legislative work began as a power marketing specialist in BPA's Washington, D.C., office and later as a legislative assistant in the office of Congressman Bob Smith of Oregon, where she worked on energy restructuring legislation. After nearly eight years with BPA, Case took a position as the senior director of legislative affairs with Kanner & Associates, LLC, a government relations consulting firm specializing in the energy industry and representing consumer-owned utilities in the Pacific Northwest and

across the country. For the past five years, she has owned and operated her own consulting firm, Nicole K. Case Consulting. Case holds a bachelor's degree in business from Linfield College and a law degree from Willamette University College of Law.

Bill Dearing will also be consulting more with NWPPA in his areas of expertise: BES-, NERC-, FERC-, and WECC-related issues. Dearing owns Dearing Consulting in Wenatchee, Wash., and heads up NWPPA's BES Ad Hoc Work Group. Dearing worked for Chelan and Grant County PUDs for over 30 years, having served in various positions including assistant general manager — power management at Chelan and director of power management at Grant. He served on the board of directors of the Northwest Power Pool for 11 years and the WECC board for nine years. For the past seven years, he has been consulting in the energy area. Dearing is an electrical engineering graduate of Washington State University and a registered professional engineer in the state of Washington. **NWPPA**

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# GM, director survey results available soon

**B**y the end of this month, the results of NWPPA's first two annual surveys (the 2014 *General Managers Compensation Survey* and the 2014 *Directors, Commissioners, and Other Elected Officials Annual Compensation Survey*) will be available online at [www.nwppa.org](http://www.nwppa.org) in the Members Only Access section under *View Compensation Surveys* on the left-hand menu.



All survey information is kept confidential and may only be accessed by NWPPA utility member general managers and HR senior management. If you are having trouble accessing the results, please feel free to contact Brenda Dunn at [brenda@nwppa.org](mailto:brenda@nwppa.org). **NWPPA**

## 2014 Call for Entries

### NWPPA's 21<sup>st</sup> annual Excellence in Communication Awards

NWPPA's 21<sup>st</sup> Annual Excellence in Communication Awards

2014 Call for Entries

• Annual Report • Newsletter • Advertising Campaign • Special Publication • Website • Social Media • Photography • Wild Card

All entries and fees **must be postmarked by Friday, June 27**. If you have any questions about the contest, contact Brenda Dunn at [brenda@nwppa.org](mailto:brenda@nwppa.org).



## A look back at public power

### 50 years ago — 1964

*Chelan County*, a movie produced by Chelan County PUD, won first place out of 1,400 films in the industrial division in the International Film Festival in Cannes, France (Wash.) ... Chugach Electric Association received an REA loan for nearly \$15 million to install a 33,000-kilowatt steam generator, two 12,000-kilowatt gas turbines, 25 miles of 115,000-volt line, and a 20,000-kVA substation (Alaska) ... Grant County PUD retained Battelle Memorial Institute to conduct a feasibility study of the proposed Electric Power Development Center near Wanapum Dam; the facility would be used to test high-voltage power equipment (Wash.).

### 25 years ago — 1989

In a pact with 11 northwest fish agencies and tribes, Bonneville Power Administration (BPA) agreed to spill \$10 million worth of water a year to protect migrating salmon and steelhead; in exchange, the agencies and tribes agreed to not sue BPA for building a third California intertie ... The Eugene Water & Electric Board integrated a new \$5.2 million Energy Management & Control (EMC) system into its new dispatch center (Ore.) ... Dave Clinton stepped in to the newly created position of assistant manager at Inland Power & Light, Co. (Wash.).

### 5 years ago — 2009

The team from Turlock Irrigation District came in first place in the journeyman category at the Ninth Annual Public Power Lineworkers Rodeo in Austin, Texas (Calif.) ... Mason County PUD 3 connected the Southside School District to the PUD's fiber optic network (Wash.) ... Clatskanie PUD launched a new Refrigerator and Freezer Recycling Program that enables their residential customers to recycle both products (Ore.) ... Columbia REA welcomed Grant Glaus to the utility as a new system engineer (Wash.) ... Homer Electric Association Director Brian Hirsch was chosen to head a new Alaska office of the U.S. Department of Energy's National Renewable Energy Laboratory. **NWPPA**

# June, July, and August 2014

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

### NEW! COMMUNICATING IN CRISIS SITUATIONS

**Who Should Attend:** Communications and marketing professionals.  
**Overview:** Public utilities depend on their front-line personnel (such as customer service representatives, receptionists/cashiers, dispatchers, and call center employees) to represent them in a professional, efficient manner. These employees are the face and voice of the organization and are often responsible for creating the customers' members' opinions of their utility. This is even more true when there is a crisis situation, regardless of whether the crisis is due to an act of nature, man-made crisis (such as leadership change, financial difficulty, or rate increases), or an accident.

**JUNE 2, 2014 — VANCOUVER, WASH.**

### DISTRIBUTION ENGINEERING PLANNING & ANALYSIS

**Who Should Attend:** Engineers and senior technical personnel involved in system design, planning, modeling, and analysis.  
**Overview:** This four-day course is one of three events in the Distribution Engineering Series designed to teach critical concepts and skills in distribution engineering. The other two sessions in the series are *Overcurrent Protection* (a two-day class) and *Overvoltage Protection* (a 90-minute webinar). Combined with a short project, those who complete all three courses receive a certificate from Hi-Line Engineering for this training series. This first session in the series is a practical and skills-focused course covering engineering planning from analyzing a computer model of a distribution system to documenting a planning study. Bring your engineering questions from your utility to this course for discussion and solutions!

**JUNE 2-6, 2014 — VANCOUVER, WASH.**

### NEW! CRISIS MEDIA TRAINING

**Who Should Attend:** Marketing, member services, community relations, and government affairs employees who deal directly with crisis management communications.

**Overview:** How a utility responds to a crisis is dependent on two things: 1) how quickly the utility physically responds to the customers' needs; and 2) how prepared the utility is when responding to media and customer questions concerning the crisis regardless of its type. The utility can either position itself (particularly in the media) or it can be positioned and tried in the court of public opinion by others.

**JUNE 3, 2014 — VANCOUVER, WASH.**

### OPERATIONS MANAGER & LINE SUPERINTENDENT BOOTCAMP 2013/2014 SECOND SERIES — SESSION #4

**Who Should Attend:** Newly appointed operations managers, line superintendents, or those who have leadership potential.  
**Overview:** This two-day course will provide you with the tools and knowledge that will add to your current operational skills and abilities to succeed as you take on additional responsibilities. Day 1, *How Outside Plant Employees Can Build Stronger Customer Relations*, is designed for employees who work in the field and covers the basic principles of good customer service. On day 2, *Building Strategic Internal Partnerships*, participants will learn about the meaningful benefits of developing and fostering internal partnerships as a foundation for mutual success.

**JUNE 4-5, 2014 — PORTLAND, ORE.**

### PATHWAYS TO LEADERSHIP SESSION #5: LEAD YOUR ORGANIZATION, SUSTAIN EXCELLENCE, AND MANAGE CHANGE

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

**Overview:** Pathways to Leadership Session 5 will focus on sustaining a culture of excellence within your team and organization. You will learn how to assess your culture, lead change, and renew the energy of your team toward desired values, goals, and initiatives. In this session you will learn and apply key tools for maximizing and sustaining high performance within your team.

**JUNE 4-5, 2014 — STEVENSON, WASH.**

### ELECTRIC UTILITY SYSTEM OPERATIONS

**Who Should Attend:** Any industry 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).

**JUNE 9-10, 2014 — VANCOUVER, WASH.**

### STAKING TECHNICIAN PROGRAM — UNDERGROUND LINE DESIGN AND SUBDIVISION LAYOUT

**Who Should Attend:** Staking engineers.

**Overview:** This two-and-a-half-day course is part of the Comprehensive Staking Technician Program. It is structured to teach the skills necessary to design and lay out URD residential subdivisions. Attendees will learn the proper application of underground components into a complete system. The components of primary cables are discussed in conjunction with selecting the proper secondary cable size and length. Emphasis is placed on the construction and operations of the system, including proper grounding of cables and apparatus.

**JUNE 9-11, 2014 — SPOKANE, WASH.**

### NEW! ONLINE — WORKFORCE COMPLIANCE WEBINAR SERIES — EMPLOYEE POLICIES: PAPERWEIGHT OR POWERHOUSE?

**Who Should Attend:** Managers, supervisors, and human resource personnel who manage employees or need to stay current with employment law issues.

**Overview:** Employee policies are meant to outline clear expectations and notice of work rules and performance standards. They also provide a legally defensible basis for negative employment actions. Attendees will learn how to use employee policies to set the tone for the workplace; help ensure equal and uniform application of rules and policies; and give supervisors and managers more support when holding employees accountable.

**JUNE 10, 2014 — ONLINE PRESENTATION**

### ONLINE — COMMUNICATING THROUGH BODY LANGUAGE

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

**Overview:** Research tells us that at least 55 percent of our communication message comes from our body language! This is a powerful number as we think about our many communications with our customers. In this webinar, you will learn what body language behaviors attract and/or detract customers. You will have a chance to see scenarios that showcase both good and bad body language elements and identify which ones you have showcased in the past.

**JUNE 11, 2014 — ONLINE PRESENTATION**

## ELECTRIC DISTRIBUTION SYSTEMS

**Who Should Attend:** Engineers, line workers, substation workers, apprentices, and support staff that have direct responsibility for the construction, operation, and maintenance of the utility's distribution system.

**Overview:** This popular two-day course provides in-depth coverage of an electric utility's distribution system, from the distribution substation to a customer's outlet. Topics covered include substation transformers and testing; step and touch potential; various systems which customers may request, such as single-phase and three-phase power; details of overhead and underground electrical systems; reliability; transformer and capacitor details; and substation communications.

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

## STAKING TECHNICIAN PROGRAM — PROTECTION/BASIC SECTIONALIZING DESIGN

**Who Should Attend:** Staking technicians.

**Overview:** This course is part of the Comprehensive Staking Technician Program. It is designed to give students a basic understanding of the devices and techniques used to protect distribution lines and customers from damage or injury due to over current/over voltage. The following topics will be covered: fault current, including the basic application of devices to interrupt the maximum available fault current produced by short circuits; voltage surges caused by lightning and the use of lightning arresters to shunt the over voltage to ground; and basic theory of voltage regulators and capacitors with a focus on correct placement and application of the devices on the circuit when a line is being staked.

**JUNE 11-12, 2014 — SPOKANE, WASH.**

## STAKING TECHNICIAN PROGRAM — LINE INSPECTION

**Who Should Attend:** Staking technicians.

**Overview:** This course is part of the Comprehensive Staking Technician Program. The *National Electrical Safety Code* requires that a utility inspect its facilities periodically to ensure that they are safe and adequate to distribute electricity.

**JUNE 12-13, 2014 — SPOKANE, WASH.**

## NEW! ONLINE — WORKFORCE COMPLIANCE WEBINAR SERIES: WORKER CLASSIFICATIONS DEMYSTIFIED

**Who Should Attend:** Managers, supervisors, and human resource personnel who manage employees or need to stay current with employment law issues.

**Overview:** The line between the worker classifications can be blurry, confusing, and time consuming to decipher. This webinar will help you understand the line that divides the classifications and the rules to consider when assessing and comparing job descriptions with actual worker job duties.

**JUNE 17, 2014 — ONLINE PRESENTATION**

## FRONT LINE LEADERSHIP SESSION #4: HR BASICS; BUILDING A MORE EFFECTIVE WORKPLACE

**Who Should Attend:** Front line supervisors and managers, and those front line employees who will be transitioning to a supervisor or manager role in the near future.

**Overview:** This course is for personnel who wish to obtain an overview and basic working knowledge of employment and labor laws that affect their business. On day one, attendees will cover basic federal laws, issues which commonly arise under these laws, and the significant areas giving rise to litigation in the employment process: hiring, evaluations, discipline, harassment, accommodation, attendance, and discharge. The purpose of day two, *Building a More Effective Workplace*, is to provide participants with a clear

understanding of the importance of employee evaluations and the process to follow in preparing for and conducting appraisals.

**JUNE 18-19, 2014 — RICHLAND, WASH.**

## NEW! ONLINE — WORKFORCE COMPLIANCE WEBINAR SERIES — THE AUDIT: CHECK YOURSELF

**Who Should Attend:** Managers, supervisors, and human resource personnel who manage employees or need to stay current with employment law issues.

**Overview:** During this webinar, you will learn how compliance audits can help your organization identify employment-related issues before employees file grievances or employee claims; they can also be used to assess what your organization is doing right and where improvements can be made to reduce costs and increase productivity.

**JUNE 24, 2014 — ONLINE PRESENTATION**

## KEY TOPICS IN UTILITY ACCOUNTING

**Who Should Attend:** Employees who are new to utility accounting; employees in the industry who need to understand the special requirements of utility accounting; and employees who would like a more in-depth understanding of utility accounting systems.

**Overview:** The course provides an introduction to many of the topics that are covered throughout the NWPPA Utility Accounting Certificate Program. We'll begin with an overview of electric utility operations and terminology before moving on to the following topics: prescribed uniform system of accounts (for example, FERC or RUS); cash accounting versus accrual accounting; work order systems; the general ledger and subsidiary ledgers; and the four accounting cycles — revenue, collections, disbursements, and payroll.

**JUNE 24-25, 2014 — SACRAMENTO, CALIF.**

## PATHWAYS TO LEADERSHIP SESSION #2: SITUATIONAL TEAM LEADERSHIP

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

**Overview:** This two-day course can teach you the skills to build trust, encourage collaboration, enhance problem solving, and help move your team(s) through the different stages of team development. It is a core framework of the following five steps: perform model, team charter, team development, situational leadership II, and tools for team leadership.

**JUNE 24-25, 2014 — BEND, ORE.**

## UNDERSTANDING RESIDENTIAL ENERGY USAGE

**Who Should Attend:** Employees within energy services, member/customer service, conservation, and marketing. Also, employees who work with customers to explain energy use and answer customer questions about their energy consumption.

**Overview:** This two-day class is offered as part of the NWPPA Customer Service Certificate program, but is open to anyone interested in the topic. This course will provide a comprehensive understanding of how energy is used in a home and explain what to look for when determining the causes of higher-than-expected energy use by a customer (including weather, seasonal appliance usage, home occupancy, and instant-on appliance usage).

**JUNE 25-26, 2014 — SACRAMENTO, CALIF.**

## FRONT LINE LEADERSHIP #1: SITUATIONAL LEADERSHIP

**Who Should Attend:** Front line supervisors and managers, and those front line employees who will be transitioning to a supervisor or manager role in the near future.

**Overview:** Participants will be introduced to situational leadership

*Continued on page 10*

## TRAINING OPPORTUNITIES

as taught by the Ken Blanchard Companies and will evaluate their own leadership styles through a self-evaluation. They will learn a common vocabulary for leadership and understand the differences between successful and effective leadership.

**JULY 9-10, 2014 — BOISE, IDAHO**

### PCB MANAGEMENT — FOUNDATIONAL & ADVANCED TRAINING

**Who Should Attend:** All utility operations and technical personnel, as well as employees who are involved in managing, handling, and maintaining records and EPA reports for PCB items and PCB waste.

**Overview:** This two-day course provides practical help for electric utilities and is filled with utility best practices on how to gain and maintain compliance with U.S. EPA rules regarding PCB use and management. Day one will focus on foundational PCB issues for attendees who are just beginning their education on this complex subject. On day two, we will transition into more advanced PCB regulatory issues.

**JULY 9-10, 2014 — VANCOUVER, WASH.**

### NEW! UNDERSTANDING THE 21<sup>ST</sup> CENTURY WORKFORCE: WHAT MAKES IT TICK?

**Who Should Attend:** Policymakers, general managers, CEOs, senior managers, mid-level managers, and human resources staff.

**Overview:** For the first time in history, four generations have presented new challenges for managers and their employees in the workplace. These differences can affect everything, including recruiting, team building, dealing with change, motivating, managing, and maintaining and increasing productivity. In this interactive one-day session, participants will gain an understanding of what makes each generational group tick. This insight will equip leaders with the skills to get the most out of employees and, perhaps more importantly, create a team that can create sustainable results.

**JULY 17-18, 2014 — PORTLAND, ORE.**

### NEW! WORKFORCE PLANNING: THE KEY TO CREATING YOUR SUSTAINABILITY

**Who Should Attend:** Policymakers, general managers, CEOs, and senior and mid-level managers.

**Overview:** Understanding the depth of your talent pool is critical in today's business environment. Organizations are raising the bar with regards to knowing who their current and future leaders are, and the capabilities they possess. A strategic approach is needed to examine future leadership requirements, assess current capabilities, and determine the steps necessary to close identified gaps. Through a practical hands-on approach, participants will learn the critical decision points and conditions for implementing an effective workforce strategic plan.

**JULY 23, 2014 — PORTLAND, ORE.**

### NEW! ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3: DAY 1 — ORGANIZATIONAL DYNAMICS, TEAMS, AND DIVERSITY

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

**Overview:** This one-day course serves as an overview of basic business organization principles, including structure and operation. This seminar is designed to assist participants in learning the skills of being an effective team builder, member, and leader.

**AUGUST 5, 2014 — SEATTLE, WASH.**

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

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

**AUGUST 5-8, 2014 — SEATTLE, WASH.**

### NEW! ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3: DAY 2 — PROJECT MANAGEMENT

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

**Overview:** This one-day class is designed for executive and administrative assistants as well as other administrative professionals with responsibility for projects. The training session will provide valuable information on how to be successful in the areas of project scheduling, budgeting, and planning. Participants will learn how to understand a project cycle and develop one that works. In addition, the seminar will provide participants with the confidence to take on projects from conception to completion.

**AUGUST 6, 2014 — SEATTLE, WASH.**

### NEW! ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3: DAY 3 — GETTING SUPPORT FOR IDEAS/PRESENTATION SKILLS

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

**Overview:** This course will build specific skills that help attendees explain and gain support for ideas which may entail tough decisions and/or complicated or unpopular policies or changes. Skills covered will include how to state the purpose and main point of a message; how to present points to aid understanding while checking for understanding and reactions; how to summarize main points; and how to handle reactions to what is presented.

**AUGUST 7, 2014 — SEATTLE, WASH.**

### NEW! ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3: DAY 4 — PERFORMANCE MANAGEMENT/SELF APPRAISALS/GOAL SETTING

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

**Overview:** The ability to set and reset performance expectations swiftly and in a straight-forward manner is a critical skill for all employees. This module provides a process for handling conversations about work expectations in a way that reduces ambiguity, increases trust, and strengthens the working relationship between employees — on peer-to-peer as well as peer-to-manager levels. The purpose of this course is to provide participants with skills to discuss performance expectations with others in a way that gains their commitment and sense of ownership.

**AUGUST 8, 2014 — SEATTLE, WASH. NWPPA**

Northwest Public Power Association Events



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

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## Regulatory accounting can serve as a tool for rate setting

**D**o you remember the unplanned series of events that occurred in 2001: the California brown and blackouts, sun setting of contracts, and significant spikes in the power markets, just to name a few? For the majority of utilities, especially power, this set of events caused utilities to expend millions of dollars that were not currently included in rate base. This set of events became the poster child for the use of regulatory accounting.

We frequently talk about utilities being unique entities because of the distinctive environment in which they operate. That distinctive environment is often described as monopolistic due to defined service territories allowing utilities to have a stable customer base, and their ability to set customer rates. To ensure that customer interests are protected, utilities are subjected to regulation, limiting their rate-setting capability to recovering the cost of providing service and fair return on capital. All utilities are regulated when it comes to rate-setting authority — sometimes that role is served by the state regulatory agency, and sometimes that regulator is the utility's own board of directors or commission.

Regulation of the rate-setting process provides a unique financial and economic aspect and has its accounting consequences. Regulatory accounting is a tool that is used by utilities to bridge the gap between cost incurred in one period that may benefit future periods, and the intent to recover those costs from customers over time through rates. It is a key matching principle of cost incurred and revenues collected for financial reporting purposes.

The primary source of industry-specific accounting guidance for regulated operations was outlined in SFAS 71, *Accounting for the Effects of Certain Types of Regulation*, currently codified into ASC 980, *Regulated Operations*. Governmental entities had no specific guidance for regulated operations prior to 2010 when GASB issued Statement No. 62, *Codification of Accounting and Financial Reporting*

*Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements*, which includes a section on regulated operations incorporating many concepts of ASC 980. In today's economic environment hardly any utility does not invoke the use of regulatory accounting.

Action of a regulator that approves rates for the utility is required in order for regulatory accounting to be used for financial reporting. Once a regulator approves cost of service recovery through rates, application of regulatory accounting will result in recognition of a regulatory asset on the entity's balance sheet. Regulatory assets are established when certain expenditures are set up as deferrals rather than being recorded as period expenses. Amounts deferred as regulatory assets are then amortized over an expected period of recovery through rates. As soon as the entity determines that recovery is no longer probable, the remaining amounts should be written off as period costs. As such, the utility's rate structure should reflect the actual costs being recovered at any given point. The most common examples of costs generally deferred as regulatory assets are power/fuel cost subject to PCA; storm damage and infrequent maintenance expenditures; environmental clean-up costs; and asset impairment charges. Regulatory liability arises when a regulator requires a utility to refund amounts previously collected from the customers or when revenues are being currently collected to cover anticipated future cost. Common examples of regulatory liabilities are rate stabilization funds and, on the governmental side, deferral of large contribution in aid of construction revenues to match depreciation expenses through the life of assets.

The primary benefit to regulatory accounting is the matching of revenues and expenses; however, there are some distinct challenges that arise. First, before any costs are included in rates for recovery, they must be approved by the regulator. The regulator can disallow the recovery of certain costs, which would cause their immediate recognition in earn-

Utility	Regulatory asset	Total assets	Percent of total assets	Regulatory liability	Total liabilities	Percent of total liabilities
A	\$566,631,000	\$4,313,179,000	13.1%	\$318,643,000	\$3,031,106,000	10.5%
B	\$1,543,859,000	\$12,801,579,000	12.1%	\$1,737,326,000	\$9,317,351,000	18.6%
C	\$42,728,000	\$1,590,470,000	2.7%	\$22,336,000	\$1,116,424,000	2.0%
D	\$112,548,605	\$3,241,256,333	3.47%	\$15,477,613	\$2,188,848,314	0.7%

*The above are actual examples from utilities. The information was pulled from either the utility's 2012 Annual Form 10-K filed with the SEC or the utility's 2012 annual report posted on its website. Chart provided by Moss Adams LLP.*

*As the utility business continues to become more dynamic, the use of regulatory accounting is an essential tool to deal with unexpected outcomes, or differences between accounting standards and rate setting.*

ings. In most cases, the regulator has determined these costs were not prudent to recover from rate payers. Accounting for regulatory accounting can result in extensive tracking and effort. Each regulatory asset or liability will have different recovery periods, which may result in extensive recordkeeping to keep track of each individual regulatory asset and liability. The accounting standards also require that each type of regulatory asset or liability be disclosed in enough detail so that

the reader of the financial statements understands the type of regulatory asset and liability.

We believe the use of regulatory accounting will continue to increase. There is currently, and will continue to be, an increase in new accounting standards that require recording of liabilities and expenses that do not meet cash flows (pension accounting, asset retirement obligations, etc.) and many utilities set rates to cover current cash flows. As the utility business continues to become more dynamic, the use of regulatory accounting is an essential tool to deal with unexpected outcomes, or differences between accounting standards and rate setting. **NWPPA**

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by Kristine Lindemulder

# Customer Service takes on dispatching duties at Emerald PUD

**A**t Emerald People's Utility District, the Customer Service department does far more than answer customer calls. In fact, the six-person team is responsible for a broad range of critical utility functions. Each month, the customer service representatives (CSRs) are assigned a specific function of the department (such as crew support, billing, collections, and remittance) and they manage these assignments fluidly while also handling customer calls and performing other standard customer service duties.

In 2012, Emerald PUD made the bold decision to combine two important, front line departments: Customer Service and Dispatch. This decision did not come easily and required many discussions in the preceding months between Customer Service and Operations management; both departments weighed the pros and cons, and carefully considered feedback from employees.

Originally, the idea to combine these two departments was born from Emerald's commitment to customer service, with first-call resolution being the driving force. Emerald's CSRs have long embraced first-call resolution — the action of satisfying the customer's need during their first call, preventing the call from being bounced between employees, and eliminating the need for the customer to follow up with additional calls. CSRs were able to answer a large percentage of customer calls using first-call resolution; however, calls that involved locating and scheduling crews commonly required input by the engineering/operations coordinators (EOCs).

Emerald's dispatch functions were split into two categories: the basic coordination of crews and work order scheduling was handled by the EOCs; and complex electric system routing was determined by the system engineer. With



*Customer Service Representative Jennifer Gibson discusses a billing statement with an Emerald PUD customer-owner. Photo provided by Emerald PUD.*

only two EOCs (one full-time and one part-time), crews would often reach voicemail or wait on hold while the EOCs assisted other callers. By combining the customer service and dispatch functions into one cohesive department, the utility stood to gain a greater depth of knowledge amongst employees and a larger pool of fully trained call takers.

“The idea of bringing dispatch responsibilities to Customer Service made sense given the success we'd seen with CSRs managing billing, remittance, and collections,” explained Emerald PUD Communications

Manager Jaime Cranmer. “Each of these processes equipped our CSRs with additional information to use when handling customer calls; knowledge that contributed to first-call resolution. It made sense to add another dimension with the dispatch tasks.”

Once it was decided to move forward, a detailed action plan was put into motion, starting with a fun kickoff meeting attended by all CSRs and servicemen. The goals of the meeting were to begin strengthening rapport between the two sides and reduce any anxiety brought on by the changes. An icebreaker activity started the meeting, with each employee asked to match names to faces; an entertaining yet difficult feat considering the two groups rarely interact outside of monthly staff meetings. This upbeat activity successfully got the communication flowing. Lively discussions followed, allowing each of the CSRs to ask questions of the servicemen and develop an understanding of how best to support the crews. Together, new procedures were defined.

In order to simplify communications for workers in the field, it was decided to have one designated contact number and email address for crews to reach their support staff; the crew coordinator would serve as the one primary contact

*As hoped, many benefits resulted from the new structure, including added depth of knowledge; a cohesive team; improved customer service and first-call resolution; and increased productivity in the field and within the department.*

person. Phone lines were programmed to allow calls directed to the crew coordinator number to ring at all available CSR phones, enabling another CSR to take the call if the crew coordinator is on another line or unable to answer. This gives crews the benefit of reaching a live support person easily and immediately, without landing in the voicemail system or being placed on hold. Also, scheduling and processing work orders are both streamlined by funneling all information to the designated crew coordinator instead of multiple persons.

Training the CSRs was a gradual process. One of the EOCs had extensive experience with the Customer Service department, and returned to provide training on the dispatch functions. One by one, each CSR spent two full months working closely with the EOC to gain knowledge and familiarity with their new tasks. Various tools were made available to the CSRs during their training: a book of definitions was compiled for jargon commonly used by crews, and written procedures and processes were recorded

to provide a quick, go-to reference source. In addition, the CSRs spent half a day with each serviceman while being trained, which provided a clear picture of the work the serviceman do as well as the challenges they face.

Once the Customer Service team completed their training, the crew coordinator duties were added to the monthly rotation of duties.

After business hours, a different CSR is assigned to the crew coordinator, with the responsibility being shared between the six CSRs and rotated weekly. When large outages occur, one of Emerald’s engineers takes over the dispatch lead, and the crew coordinator then provides support to the acting dispatcher. The reason for the switch is that a broader knowledge of the electric system is necessary to safely dispatch crews and reroute power between substations.

As hoped, many benefits resulted from the new structure, including added depth of knowledge; a cohesive team; improved customer service and first-call resolution; and increased productivity in the field and within the department.

“Adding the dispatch functions to our department has been beneficial to everyone involved,” said Emerald Customer Service Supervisor Alicia Burgess. “Customer calls are resolved quickly, crews are supported efficiently, and our CSRs have the self-confidence that comes from exceeding their callers’ expectations. What more could we ask for?” **NWPPA**

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



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by Randy Stearnes

# Geocaching: can you find a hydro project in a haystack?

**H**ave you ever imagined finding buried treasure? One day you might be digging for clams on the beach and suddenly your shovel hits an object under the sand. After some careful digging you unearth a chest full of gold coins.

Geocaching is a real-world, outdoor treasure hunting game using GPS-enabled devices. Participants navigate to a specific set of GPS coordinates and then attempt to find the geocache — a box — hidden at that location. The boxes are small and cannot be buried, so with careful searching a geocache can be found without disturbing the land around it.

There are 6 million registered geocachers in the world, seeking more than 9 million geocache boxes. It is a fun activity for families, seniors, people away from home on business, and for those who simply like to solve a mystery and discover buried treasure.

At its simplest level, geocaching requires these eight steps:

1. Register for a free basic membership at geocache.com.
2. Visit the Hide & Seek a Cache page.
3. Enter your ZIP code and click “search.”
4. Choose any geocache from the list and click on its name.
5. Enter the coordinates of the geocache into your GPS device.
6. Use your GPS device to assist you in finding the hidden geocache.
7. Sign the logbook and return the geocache to its original location.
8. Share your geocaching stories and photos online.

A geocache search isn't just about fun; it also provides an opportunity to the public about the many benefits of hydropower.

In 2012, Chelan County PUD, Army Corps of Engineers, and Bureau of Reclamation produced the D3 Tour Geocache Challenge. Hundreds of geocachers visited three dams

(Grand Coulee, Chief Joseph, and Rocky Reach) to find geocache boxes. Three or four boxes were hidden at viewpoints for each dam, with each box containing facts and historical information about the hydro project.

Geocachers who visited all three dams got stamps in their geocache challenge passports and received a colorful patch commemorating their achievement. The program won the 2013 Outstanding Stewardship of America's Waters Award from the National Hydropower Association (NHA).

Last year, the Foundation for Water and Energy Education (FWEE) expanded the Geocache Challenge to 13 dams, inviting geocachers to find boxes at a minimum of seven of them to earn a reward. The dams included the three original D3 Tour dams along with Bonneville, The Dalles, Wanapum, Wells, Skagit, Mossyrock, Cushman No. 1, Wynoochee, and LaGrande. After confirming their seven visits on the FWEE website, geocachers received a special patch, along with a gift from each dam visited. In some cases, the project would use the opportunity to include statistics about the dam or information about a nearby park.

Tacoma Power selected four sites for geocache boxes: Mossyrock Dam, Wynoochee Dam, Cushman Dam No. 1, and a park at LaGrande Dam. Each box contained a log book, a postcard of the nearby dam, Tacoma Power pencils, and a scroll that outlined the path electricity takes from the dam's powerhouse to Tacoma. Geocachers discover the boxes throughout the year, leaving small tokens behind and sending thank you notes by email. Many geocachers commented about their newly found



knowledge of hydropower. And they choose unique names as part of the geocache game:

- MadThylacine enjoyed Cushman Dam No 1 and sent a photo: “Nice view on a cold, rainy morning. Grabbed a postcard and left a toy.”
- Jamielaborer visited Wynoochee Dam: “We stopped to have lunch here today. The series of dam caches sounds like a lot of great adventuring around the state to earn the patch.”
- Emma&Roo perhaps had the best response for this promotion: “Easily found this on our first day camping at Coho Campground with our grandchildren and daughter. We’ve enjoyed this vacation spot for over 20 years and come here every year. We utilized the poster to teach our five year old granddaughter about electricity. We then returned the poster to the container as instructed for the next person to enjoy. Great idea for the hide and information. Thanks so much.”

The NHA has already commissioned FWEE to expand the geocache challenge nationwide next year.

Geocaching is an excellent way to incorporate fun with an opportunity to educate the public about hydropower. Each cachebox is a communications bridge to the seeker. The geocache box is a trading post for small items to share with geocachers yet to visit the site. But information cards, fact sheets, or other items may be placed by the owner for the visitor to keep. This can be an effective, low-cost way to share the many benefits of hydropower.

For more information about how geocaching can enhance your education efforts, visit the Foundation for Water and Energy Education website at [fwee.org](http://fwee.org). **NWPPA**

*Randy Stearnes is a community relations officer at Tacoma Public Utilities in Washington. He can be reached at either (253) 502-8224 or [rstearne@cityoftacoma.org](mailto:rstearne@cityoftacoma.org).*

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## Speckman retires from Salem Electric

Effective April 30, 2014, **Robert J. Speckman** retired from Salem Electric, where he had been the general manager since 1997.

Speckman was an Oregon Rural Electric Cooperative Association (ORECA) lobbyist from 1976 until 1982 when he was hired as the Customer & Community Relations manager for Salem Electric. In 1988, he was appointed to be the assistant general manager and became general manager in 1997. He has also served on many community boards of directors and is currently president of the Salem Art Association Board of Directors. He has also served on industry-related boards and committees and is a past president of NWPPA.

Speckman is a firm believer in the value of communication. His walk-around management style has connected him to Salem Electric employees and has given him ample opportunity to share his knowledge. “My goal for all Salem Electric employees is for them to look forward to coming to work,” said Speckman.

When asked what he will miss most, he said, “The people — especially when you’ve seen the same group of people for 32 years; even if the people in the group have changed over time.”

**Terry M. Kelly** became Salem Electric’s new general manager on May 1, 2014. Kelly, who was hired in 1983 as an energy analyst, was promoted to Member Services manager in 1997 and to assistant general manager in January 2011.

Throughout his career, Kelly has served on numerous boards and committees in addition to his ongoing work with various community organizations. In 1998, Kelly received the City of Salem Distinguished Service Award; in 2004, he received the City of Salem Vern Miller Key Citizen Award. Kelly has also received several industry-related awards, such as NWPPA’s Lacy People’s Award for a lifetime commitment to the public power industry with remarkable work in the areas of marketing and communication in 2007; and ORECA’s Rural Electrification Award for outstanding achievement communicating the benefits of electric cooperative membership in 2009. **NWPPA**



*Robert J. Speckman*



*Terry M. Kelly*

## EPUD report receives clean opinion

**E**merald People’s Utility District (Eugene, Ore.) released their annual independent audit and financial statements for fiscal year 2013, following a thorough review by Moss Adams LLP. The Emerald PUD Board of Directors hired Moss Adams LLP as their new audit firm in August 2013 to conduct the audit. The board selected the firm in order to provide the utility with a new perspective. Representatives from Moss Adams presented positive results to the board at their meeting on April 9.

Moss Adams LLP Partner **Scott Simpson** said, “We issued an unmodified opinion; that’s the opinion you want, sometimes referred to as a clean opinion.”

In the audit report, Moss Adams stated that Emerald’s Financial Statements “presented fairly, in all material respects” and “the financial position of Emerald as of December 31, 2013, and the changes in financial position and cash flows for the year ended in conformity with accounting principles generally accepted in the United States.”

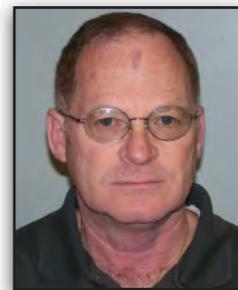
“We’re excited to have a fresh set of eyes take a look at our financials and re-affirm this utility is in strong financial shape,” said General Manager **Scott Coe**. “These results show the tremendous work by staff to remain fiscally responsible with our customer-owners’ money. We have employees to thank, as well as our board of directors.”

A complete copy of the audit report is available on Emerald PUD’s website: [www.epud.org](http://www.epud.org). **NWPPA**

## Galloway joins ARECA

**A**RECA Insurance Exchange (AIE), an Alaska-based reciprocal insurance company, recently hired **Phillip Galloway** as its director of loss control. Galloway is responsible for all loss control functions of AIE, which includes assisting Exchange subscribers with risk management; evaluating exposures to identify existing or potential risks; and formulating loss control strategies for member insureds.

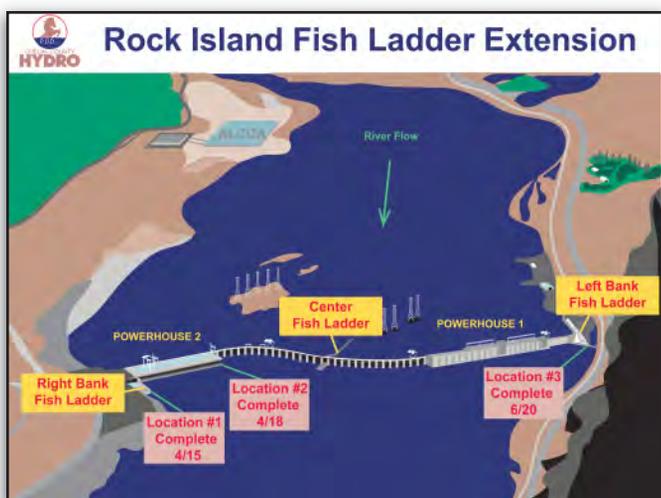
Galloway has more than 15 years of safety and loss control experience, including three years with the Alaska Municipal League Joint Insurance Association where he conducted loss control inspections throughout the state. He also has utility experience, having worked at a rural Alaska telephone company for three years.



Galloway has a bachelor's degree in business management and a master's degree in business organizational management. He also has several safety, health, and risk management certifications, including Certified Safety Professional (CSP); Certified Environmental, Safety and Health Trainer (CET); and Associate in Risk Management (ARM). Galloway was appointed by Governor Sean Parnell to serve on the Alaska Safety Advisory Council.

ARECA Insurance Exchange, a sister organization to Alaska Power Association, provides multi-line coverage to Alaska electric and telephone utilities. **NWPPA**

## Spring Chinook swim safely past dams



As of mid-April, initial results revealed that modifications to Wanapum and Rock Island dams' fish ladders are allowing safe passage to upstream migrating adult salmon and steelhead. Direct observation studies demonstrate salmon successfully navigating the modified ladder and passing upstream. Most recent fish counts show 31 spring Chinook and 102 steelhead successfully exiting the Wanapum Dam's left-bank fish ladder. These are the first of an anticipated 15,000 spring Chinook expected to make their way up the Columbia River to spawning habitat. Thirty-six miles upstream from Wanapum, three steelhead and eight whitefish passed Rock Island Dam ladders during the first days of the official fish counts.

Two additional evaluation techniques will assist in the active monitoring of adult passage. These techniques include tagging 250 hatchery-program adult spring Chinook salmon at Priest Rapids Dam with a combination of computer chips and radio transmitters (known as PIT tags and acoustic tags) and releasing them below Wanapum Dam. The technology allows biologists to monitor the progress of tagged fish as they advance up the river past Wanapum and Rock

Island dams. As additional data confirms effective passage, the utility hopes to end the trap-and-haul method currently in place at Priest Rapids Dam.

Utility biologists and engineers are confident that results will continue to affirm that modifications installed at both dams allow for safe and effective fish passage. Both hydroelectric facilities have safely passed fish for more than 50 years and believe these early results are an indication of what will likely be another successful passage season. **NWPPA**

## Seven member utilities receive RP3 designation

American Public Power Association (APPA) has awarded NWPPA members Clallam PUD (Port Angeles, Wash.), Clark Public Utilities (Vancouver, Wash.), Emerald PUD (Eugene, Ore.), Grays Harbor PUD (Aberdeen, Wash.), Lassen Municipal Utility District (Susanville, Calif.), Mason PUD 3 (Shelton, Wash.), and Roseville Electric (Roseville, Calif.) with its Reliable Public Power Provider (RP3) recognition.

The designation recognizes these utilities for providing their customers with the highest degree of reliable and safe electric service. Only 94 of the nation's more than 2,000 public power utilities earned the RP3 recognition.

Brent McKinney, chair of APPA's RP3 Review Panel, announced the awards on April 7 at the association's annual Engineering & Operations Technical Conference held in Oklahoma City, Okla.

The three levels of the designation are diamond (the highest), platinum, and gold. Mason 3 received diamond-level status; Clallam, Clark Public Utilities, Emerald, Lassen, and Roseville received platinum-level status; and Grays Harbor received gold-level status.

The RP3 designation recognizes public power utilities that excel in four key areas: reliability, safety, workforce development, and system improvement. Criteria within each category are based on sound business practices and represent a utility-wide commitment to safe and reliable delivery of electricity.

"RP3 utilities are providing a high level of service to communities all over the country," said McKinney. "These 94 designees stand out as models of safe, reliable, and forward-thinking utility operations."

RP3 applications are evaluated and scored by an 18-member panel that includes officers from APPA's safety, transmission, and distribution, and system planning committees and others. The RP3 designation now lasts for three years (up from two), so the 94 utilities that earned the designation this year join the 90 that received it last year. This is the ninth year that RP3 recognition has been offered. **NWPPA**

### Purnell honored as top surveyor



**C**lallam PUD (Port Angeles, Wash.) has announced that **Jon Purnell**, the PUD's utility systems land agent, has been recognized as the 2013 Washington Land Surveyor of the Year.

According to the Land Surveyors' Association of Washington's (LSAW) website, the title Surveyor of the Year is awarded annually to the one individual who, by assessment of his or her peers, has contributed the most to the surveying profession as a whole over the past five years. LSAW includes more than 800 licensed surveyor members and the award is the profession's most prestigious state-level award.

PUD Engineering Manager **John Purvis** said, "This Award is indicative of the exceptional service and professionalism that Jon provides Clallam PUD and our customers."

Purnell was honored with the award at the 2014 annual LSAW conference in early March. Each year, the 12 local LSAW chapters submit nominations for the award. At the fall state-wide meeting, chapter and state-level officers review the nominations and vote via secret ballot to choose a recipient.

On receiving the award, Purnell said, "Receiving this award makes one reflect upon what being a professional person really means. In the surveying profession, we are obligated to serve the public interest in an objective and unbiased manner first and foremost. Professionals also have a responsibility to assist those who aspire to professional licensure to attain their goals, while passing on the values of the profession. These responsibilities I feel keenly now more than ever."

PUD General Manager **Doug Nass** said, "We want to congratulate Jon Purnell on receiving this award. He is truly deserving of this honor. He is also quite representative of the high-caliber employees that work at the PUD and serve the public." **NWPPA**

### Gardner returns to Blachly-Lane

**B**lachly-Lane Electric Cooperative (Eugene, Ore.) has welcomed back **Greg Gardner**; he assumed the Blachly-Lane operations manager position on March 24, 2014, and previously served in the position from 2008 to 2010. When outgoing Operations Manager **Robert Wittenberg** announced his retirement, Gardner applied for and was awarded the position. Gardner's experience in the industry and prior Blachly-Lane experience will be valuable to the cooperative. **NWPPA**

### Okanogan PUD honors Luchte

**D**uring the April 7, 2014, Okanogan County PUD (Wash.) Commission meeting, PUD Commissioners **Steve Houston**, **Ernie Bolz**, and **David Womack** awarded **Steve Luchte** with his 20-year service award. Luchte is currently the serviceman for the Brewster area.

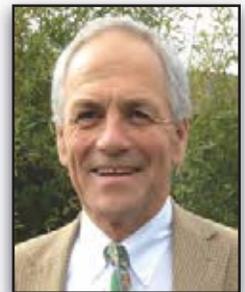
**NWPPA**

### Whitfield to fill OPALCO board vacancy

**T**he OPALCO (Eastsound, Wash.) Board has appointed **Dr. Jerry Whitfield** of Shaw Island to fill the board vacancy in District 4 (Shaw, Bell, Canoe, and Crane Islands). Dr. Whitfield began his service to the cooperative in March.

Whitfield and his wife have been OPALCO members since 1999. As a doctorate aerospace engineer, Whitfield has served with such companies as Rolls Royce Aero Engines, General Electric Company, and The Boeing Company. An entrepreneur in the renewable energy field since the mid-1980s, Whitfield invented the wood pellet stove; built and led a successful manufacturing company; and helped pioneer the wood pellet industry across North America.

Lately, Whitfield invented a unique café coffee roaster, Sonofresco; he and his wife run the business in Burlington, Wash. Whitfield is also developing product ideas to simultaneously generate carbon negative energy and biochar from surplus biomass materials. **NWPPA**



## PenLight hires communications coordinator

**P**eninsula Light Co. (Gig Harbor, Wash.) has hired **Brian McLean**, a former newspaper editor and publisher, to be the communications coordinator for the cooperative.

McLean will be responsible for legislative affairs with the statewide co-op association and PenLight's Ambassador Program, a group of members who have expressed interest in learning about energy measures that could affect them in the future. He will also be involved in public affairs, including community events, as well as the monthly newsletter called *Lights* that PenLight members receive with their bills.

McLean worked in the newspaper business for nearly 17 years, most recently as the editor and publisher of *The Peninsula Gateway* in Gig Harbor, Wash., and the *Herald* in Puyallup, Wash. He also worked at *The Olympian* in Olympia, Wash., and the *Peninsula Daily News* in Port Angeles, Wash., in addition to smaller roles with The Associated Press and the (Spokane) *Spokesman-Review*. McLean graduated from Washington State University with a communication degree. **NWPPA**



## SMUD names new general counsel

**S**acramento Municipal Utility District (Sacramento, Calif.) has named **Laura Lewis**, chief assistant general counsel, to be the utility's new general counsel. Lewis, a 14-year SMUD veteran, was appointed by the SMUD Board of Directors to fill the position following former general counsel **Arlen Orchard's** recent appointment to SMUD general manager and CEO. Orchard replaced **John Di Stasio** who officially retired on April 11.

"I am honored and grateful to be chosen by the board of directors to be SMUD's general counsel and to succeed Arlen Orchard who ran our legal department for 13 years," said Lewis. "I look forward to delivering for our customers as SMUD and the utility industry face ever-increasing challenges in the years ahead."



"Laura's experience in SMUD's legal department, working closely with the board and with Arlen, made her the clear choice to be SMUD's top lawyer," said **Genevieve Shiroma**, president of the SMUD Board of Directors.

Lewis joined SMUD in 1997 as a staff attorney and served in that capacity through 1999. She served as an attorney at the San Francisco law firm Davis Wright Tremaine until 2002, when she returned to SMUD and served as a senior attorney through 2010. She served as assistant general counsel through 2012 before becoming chief assistant general counsel in 2013.

As chief assistant general counsel, Lewis oversaw legal matters related to the Federal Energy Regulatory Commission (FERC), North American Electric Reliability Corporation (NERC), wholesale markets, and transmission. She served as chair of the Energy Regulatory Task Force (ERTF) of the Large Public Power Council (LPPC), which involved negotiating and crafting strategic positions among disparate public power members and representing LPPC interests before FERC and NERC. **NWPPA**

## PCWA wins water award



(L-R) PCWA Board Chairman **Joshua Alpine**, Deputy Director of Customer Services **Linda Yager**, Director of Customer Services **Matt Young**, CAD/GIS Supervisor **Abe Hendricks**, and PCWA District 3 Director **Mike Lee**.

**T**he Placer County Water Agency (Auburn, Calif.) has won a statewide award from the California Municipal Utilities Association (CMUA) for an innovative program that uses advanced geographic information systems (GIS) mapping technology to identify high-use water areas and notify customers of their usage. The award was announced at the April 17 meeting of the PCWA Board of Directors. **NWPPA**

### CEC announces new solar projects

**C**ustomer-owned utility Midwest Energy and community solar developer Clean Energy Collective (CEC) signed an agreement to build a 1-megawatt community solar photovoltaic array, the largest in Kansas, with panels owned by Midwest Energy members throughout central and western Kansas.



*An example of a CEC solar community project in Rockford, Minn.*

The 4,000-panel solar garden will be located within the Midwest Energy service territory, making renewable energy ownership available to all of Midwest Energy's 50,000 electric members.

Two days later, CEC announced that Vernon Electric Cooperative (VEC), a member-owned cooperative utility serving southwestern Wisconsin, would also be bringing community-owned solar to Wisconsin. The Vernon Electric Community Solar Farm, a 305-kilowatt, 1,001-panel clean power facility, will be built at VEC's headquarters in Westby, Wis. In partnership with CEC, VEC will provide any member in its service territory the opportunity to own individual panels in a new locally sited, utility-scale solar PV array. This is the first community-owned solar facility under construction in the state of Wisconsin.

Clean Energy Collective (CEC) is the nation's leading developer of community solar solutions. CEC pioneered the model of delivering clean power generation through large-scale facilities that are collectively owned by participating utility customers. For more information, visit [www.easycleanenergy.com](http://www.easycleanenergy.com). **NWPPA**

### Bill Allanson joins Arnett

**A**rnett Industries would like to welcome **Bill Allanson** as its new national sales manager. Allanson comes to Arnett with over 34 years of experience in the utility industry. He has held positions as a standards engineer for a large investor-owned utility, as well as regional sales manager in the 16 western states. Recently, Allanson relocated back to the Northwest from Arizona and will be working out of Arnett Industries' Oregon office. Allanson said that he "looks forward to getting out and working with the contractors and utilities in representing Arnett's testing and product lines."

Arnett General Manager **Chris Shipley** said, "We're excited to bring Bill onto the team as we continue to expand our services and promote our growing product offerings for our new and existing customers."

Since 1971, Arnett Industries has served the needs of the utility industry throughout North America by manufacturing

state-of-the-art diagnostic tools and equipment. Arnett also provides comprehensive dielectric testing services; repair of hotline tools and equipment; and distribution of product offerings. For more information, visit <http://hjarnett.com/>.

**NWPPA**

### Apex announces Osprey System

**A**s a full-service helicopter provider operating throughout the United States, Apex Helicopters, based in Florence, Ore., is proud to be the exclusive provider of the Osprey Pole-Top Imaging System. Having spent years, and thousands of hours flying traditional aerial inspection techniques, our pilots and customers have been impressed with this new method of comprehensive line inspection, as it is safer, faster, and more cost effective.

The Osprey System has a perfect safety record and only two noise complaints after inspecting more than 500,000 structures. The system can be deployed for scheduled inspection of transmission and distribution networks, as well as storm response and assessment of new construction.

With a flight profile that is two to three times higher than former inspection methods, and 20 times faster, the aircraft and crew operate well above the hazards associated with the wire environment.

Apex Helicopters welcomes any questions regarding this system and would be happy to provide further details. Contact **Byron DeVries** at (541) 997-3270 or [apex@apexheli.com](mailto:apex@apexheli.com).

Apex was originally founded in 2007 in Bozeman, Mont., primarily as a flight school. In 2010, Apex underwent many changes, including moving to Oregon where Apex saw a need for professional aerial service. For more information, visit <https://apexheli.com/>. **NWPPA**

### SpotCast delivers weather forecasts

**O**CENS SpotCast is a world-wide weather delivery service designed specifically for satellite phones. SpotCast rapidly delivers well-crafted, multi-period weather forecasts across several weather variables in a condensed format. SMS-capable satellite phones with built-in GPS positioning possess the essential architecture to request weather content; however, the low-bandwidth data capabilities of handheld satellite phones was previously an obstacle for delivery directly to the phone. OCENS SpotCast worldwide weather service overcomes this obstacle with its short-form weather reports that are generated automatically based on the device's GPS location. SpotCast will also work with the inReach SE personal messaging and tracking device and virtually any smartphone with built-in GPS.

OCENS Inc. of Seattle, Wash., is a satellite communications provider that is continuously innovating value-add voice and data solutions for maritime and land-based applications. More information on OCENS's complete line of products can be found at [www.ocens.com](http://www.ocens.com). **NWPPA**



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by Tom Porter

# Waters of the U.S. rule rekindles years-long fight



**O**n March 25, the Environmental Protection Agency (EPA) and the U.S. Army Corps of Engineers jointly proposed a Notice of Proposed Rulemaking (NPR) to clarify which streams, wetlands, and other waters are considered “waters of the United States,” subject to Clean Water Act (CWA) permitting requirements.

The proposal has ignited a firestorm of opposition from a number of sectors, including from the agriculture and the electric utility industries. Members of Congress are also weighing in to reflect concerns of their constituents.

The two agencies claim the proposal will “enhance protection for the nation’s public health and aquatic resources, and increase CWA program predictability and consistency by increasing clarity as to the scope of ‘waters of the United States’ protected under the Act.”

The agencies have been developing the rule for several years, after the legal definition of which bodies of water are subject to CWA jurisdiction was called into question in Supreme Court decisions in 2001 (*SWANCC v. U.S. Army Corps of Engineers*) and 2006 (*Rapanos v. U.S.*).

Legislation that would have broadened EPA’s CWA regulatory authority met with stiff bipartisan resistance in prior Congresses and failed to pass, even when both chambers were led by Democrats.

The proposed rule would define “waters of the U.S.” to mean: traditional navigable waters; interstate waters and wetlands; the territorial seas; all impoundments of a traditional navigable water, interstate water, the territorial seas or a tributary; all tributaries of a traditional navigable water, interstate water, the territorial seas or impoundment; and all waters, including wetlands, adjacent to a traditional navigable water, interstate water, the territorial seas, impoundment, or tributary.

“Other waters” that do not fit in any of the above categories could still be classified as “waters of the U.S.” through a case-specific basis showing that, either alone or in combination with similarly situated waters in the region, they “have a significant nexus to a traditional navigable water, interstate water, or the territorial seas.”

The “other waters” provision is of particular concern to many, including the Waters Advocacy Coalition (WAC) — a broad group of nearly 40 associations representing utilities, agriculture, manufacturing, and others, including National Rural Electric Cooperative Association (NRECA) and the Edison Electric Institute (EEI). The WAC group, which favors a less expansive rule, says the NPR provides “essentially no limit to CWA federal jurisdiction.”

The agencies say the rule “does not affect longstanding exemptions in the CWA for farming, silviculture (forest man-

agement), ranching, and other activities; does not change regulatory exclusions for waste treatment systems and prior converted cropland; and does not change the regulatory status of water transfers.”

In tandem with the proposed regulation, the agencies issued an interpretive rule (IR), effective immediately, that purportedly expands the list of existing agricultural exemptions from permitting requirements so long as they are conducted consistent with Natural Resources Conservation Service (NRCS) conservation practice standards. However, “The IR — in effect — limits farmers’ ability to use the agricultural exemptions by introducing compliance with NRCS standards as a qualification for their use,” a WAC brief says. There is also concern that the IR is only agency “guidance” and does not have the force of law.

The industry groups are also concerned that the exemptions affirmed in the IR only apply to the Section 404 permit program, not the Section 402 National Pollutant Discharge Elimination System (NPDES) permit requirements for discharges of pollutants.

In an April 14 interview with the *E&E* publication, former EPA General Counsel Roger Martella remarked that it was noteworthy that the Administration is broadening the definition of certain key terms, like what constitutes a tributary and a riparian area. Martella said, “The energy groups I think are the ones who could stand to be impacted significantly as well (as agriculture, developers, etc.), and ironically, this comes at a time where the air regulations are saying we want more creative energy, more gas, more renewable energy. But at the same time EPA’s regulations are going to fall square at exactly where those activities are supposed to take place.”

The American Public Power Association Director of Government Affairs Seth Voyles said the organization “is concerned and is analyzing the proposal closely to examine how it would impact waters that were never meant to be under the CWA’s jurisdiction.”

In a March 25 *Electric Co-op Today* article, NRECA Senior Vice President for Government Relations Kirk Johnson said, “Such an expansion of Clean Water Act rules would have significant impacts on co-ops by increasing the number and costs of permits needed for distribution and transportation corridor construction and maintenance and substations.”

Expanding the law to cover all ditches, flood plains, wetlands, riparian areas, and seasonal streams could require discharge permits for water flowing into — rather than out of — some treatment or cooling water ponds, Johnson said.

The National Water Resources Association (NWRA), which provides water to millions of agricultural and municipal water users, supports the original intent of the CWA, but is concerned about the potential impacts of the NPR “because it could unnecessarily increase permitting burdens and costs for water suppliers and their customers,” said Executive Vice

President Robert Johnson. He added that NWRA hopes to work with the EPA and Army Corps to address their concerns and has requested an extension to the public comment period so the impacts of the rule can be fully vetted.

The rule's complexity would "undoubtedly create even more litigation ending up before the U.S. Supreme Court for further clarification," said NWRA President Tom Myrum. "This never-ending cycle will take decades to play out and in the meantime provide no certainty to those dependent upon this important jurisdictional definition."

Investor-owned utilities say the proposed rule's significant expansion of CWA jurisdiction would set in motion regulatory and permitting requirements for a number of electric utility activities, "including generation construction and operations as well as transmission construction and maintenance ... Many of these critical infrastructure projects would be subject to lengthy new or expanded CWA-related permitting processes, which could in turn increase costs and further challenge a smooth fleet transition to low-emitting generation sources." The group also believes that decommissioning operations would be "negatively impacted."

The political battle lines have long been drawn in this fight, so issuance of the proposed rule was expected to trigger a reaction from key industries and their elected officials.

At a March 27 House Interior and Environment Appropriations Subcommittee hearing that was intended to be a review of EPA's budget, Administrator Gina McCarthy was barraged with questions from Republicans about the proposal; they called it a prime example of government overreach. "It's the biggest land grab in the history of the world," said the Appropriations Chairman Hal Rogers (R-Ky.), promising a fight to stop the rule.

Rep. Mike Simpson (R-Idaho), who chairs the Energy and Water Subcommittee, said the rule threatens the economy of western states. "You've just fired the first shot across the bow in the West, because we see this as a war," he said.

However, McCarthy defended the rule and the science behind it, and disputed that the proposal would expand CWA jurisdiction of "navigable waters." Rather, she said it is intended to clarify existing statutory requirements muddled by recent Supreme Court rulings for the benefit of farmers and other affected industries.

At an April 2 hearing on the Army Corps' budget by the House Transportation and Infrastructure Committee, Chairman Bill Shuster (R-Pa.) told Assistant Army Secretary Jo-Ellen Darcy that the rule is a "massive federal jurisdiction grab" and vowed to stop it. Darcy responded: "We believe that the certainty that is going to result if this rule goes final will help us down the road because the applicant will know what's jurisdictional and what's not, what's going to need a permit and what's not."

Shuster has promised oversight hearings "to examine the Administration's and the Agency's overreach on this issue," and the first took place in Pennsylvania on April 28.

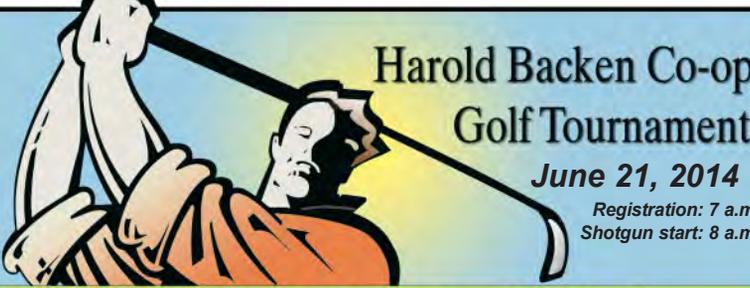
Rep. Steve Daines (R-Mont.), who sits on Shuster's panel, told NWPPA the rule would regulate seasonal bodies of water the same way as large lakes or rivers. "That simply doesn't make sense, and is deeply concerning to the people of Montana," he said. "This senseless, one-size-fits-all regulation would place an unnecessary burden on Montana farmers, ranchers, contractors, and even gardeners, and I will continue working to stop it."

While congressional reaction to the rule was positive from Democrats such as Senate Environment and Public Works Committee Chair Barbara Boxer (D-Calif.), it drew an attack from new Senate Energy and Natural Resources Committee Chair Mary Landrieu (D-La.), who faces strong Republican opposition in her November re-election race. Landrieu called the rule an "overreach" and said "unfortunately, the EPA seems unable or unwilling to find any balance in its decision making," while also promising to work to reverse the proposal.

The public has until July 21, 2014, to submit their comments on the NOPR. While the IR has already been approved, the agencies are seeking separate public comments on it until June 5, 2014.

Given the potential impacts on utilities and agriculture, NWPPA members are encouraged to review the proposal closely to determine how they will be affected, and to communicate that to their elected officials. **NWPPA**

*Tom Porter is with Morgan Meguire, NWPPA's Washington, D.C., consulting firm. He can be reached at either (202) 661-6187 or [tporter@morganmeguire.com](mailto:tporter@morganmeguire.com).*



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by Eric Christensen and Maj. Gen. (Ret.) Tim Lowenberg

# Who holds the almighty and powerful ring in the cyber world?

## 13 steps for utility cyber security protection

**W**hile computer and Internet technology create enormous benefits for 21<sup>st</sup> century utilities, they also expose utilities to new and sinister cyber threats. For utility managers, entering the cyber world can feel like entering J.R.R. Tolkien's Middle Earth, a strange land filled with treacherous creatures like orcs, ring-wraiths, and wargs. Like Middle Earth, the cyber world is inhabited by peculiar and threatening forces ranging from amateur hackers to organized criminal enterprises searching for valuable financial information to politically motivated actors and nation-states capable of using malicious computer codes as weapons systems. And like Gollum, the hobbit twisted beyond all recognition by the power of the One Ring, threats in the cyber world often go undetected, arise from nebulous but nefarious motives, and can unleash powerful, destructive effects beyond all expectation.

In light of the near-universal consensus among defense analysts, policy makers, and computer experts that the electric utility sector is among the most vulnerable of sectors to cyber-attacks, how should utility managers address these threats? We recommend the following 13 steps that all utilities — regardless of size — should take to mitigate risk in the complex and ever-changing world of cyber security.

### Step 1: NIST Cybersecurity Framework

On February 12, 2014, the National Institute of Standards and Technology (NIST) released the first version of its Framework for Improving Critical Infrastructure Cybersecurity. The Framework, issued in response to President Obama's Executive Order No. 13636, is intended to create common, voluntary industry standards and best practices for addressing cyber-security threats. The



*In light of the near-universal consensus among defense analysts, policy makers, and computer experts that the electric utility sector is among the most vulnerable of sectors to cyber-attacks, how should utility managers address these threats?*

therefore be a prime focus of every utility. After a long period of flux, in November 2013 the Federal Energy Regulatory Commission (FERC) adopted Version 5 of the CIP standards, with certain reservations. Utilities with "High- and Medium-Impact" assets (as defined in NERC's "BES Cyber Asset" definition) must come into compliance with Version 5 by April 2016 and those with "Low-Impact" assets must come into compliance by April 2017. Utility managers should therefore pay careful attention to these standards, as well as refinements to the standards now under development in response to FERC's November 2013 order. In addition, NERC is conducting a pilot program with results due in the near future that should provide useful information for utility compliance managers.

Utility managers should also pay close attention to physical security standards. In reaction to damage caused by a sophisticated physical attack on the Metcalf Substation in California's Silicon Valley, on March 7, 2014, FERC ordered NERC to develop standards to secure key electrical

Framework provides a standardized approach for identifying cyber-security threats and protecting organizations against those threats through technological counter-measures and education of management and front-line operators. While the Framework is an ongoing and evolving document, it is a useful starting point for developing a cyber-security strategy. The steps we recommend here are consistent with the NIST Framework.

### Step 2: NERC CIP Standards

Because they are mandatory and violations can lead to substantial penalties, NERC Reliability Standards are of primary concern to electric utilities. NERC's Critical Infrastructure Protection (CIP) standards define utility obligations to address threats in the cyber-security realm and should

facilities against physical attack. Compliance with these standards could be extremely expensive. In raising this concern, FERC Commissioner John Norris recently noted that just three utilities reported to him that they may have to spend more than \$500 million for physical security enhancements in the wake of the Metcalf incident. As is also obvious, under-reaction could prove even more costly for the utility and for our national security.

**Step 3: Develop a cyber-security strategy**

In compliance with the NIST Framework and CIP Standards, utility management should develop a cyber-security strategy that identifies cyber risks; provides clear guidance and training to utility employees to effectively address those risks; and ensures the strategy is carried out and documented through continuous feedback to utility managers. As discussed below, it is important that the strategy include coordination with affected municipal and state governments, first responders, and Federal Information Sharing and Analysis Centers (ISACs).

**Step 4: CEO briefings**

The cyber-security strategy developed in step 3 should include a requirement for regular briefings of the utility’s chief executive officer and relevant senior management by cyber security personnel, including updates on newly identified cyber threats; progress in implementing CIP standards and other mitigation measures; and adaptations to the strategy to address new threats, vulnerabilities, and emerging challenges. Such briefings demonstrate the importance of cyber security to the rest of the organization and ensure senior management is aware of cyber-related issues. Full awareness of cyber threats should, in turn, help assure the organization is devoting adequate resources to addressing those threats, and build the “culture of compliance” NERC looks for in assessing adherence to Reliability Standards.

**Step 5: Legal review of IT contracts**

The utility should conduct a legal review of its IT equipment and services contracts to ensure compliance with CIP standards, the Security Development Lifecycle guidelines discussed below, the utility’s internal cyber-security strategy, and other relevant requirements.

**Step 6: Review IT procurement**

The utility should also ensure it is procuring computer software and hardware in a “secure” manner in conformity with Security Development Lifecycle (SDL) processes and other best practices. Such procurement practices guard against incorporation or introduction of unsafe equipment and malicious software into the utility’s computer systems.

**Step 7: Procurement staff training**

Consistent with steps 5 and 6, the utility’s procurement and acquisition staff, as well as its IT security staff, should receive training on SDL and other requirements relevant to IT acquisition; they should be given resources sufficient to ensure effective cyber-security provisions are incorporated into all IT acquisition contracts.

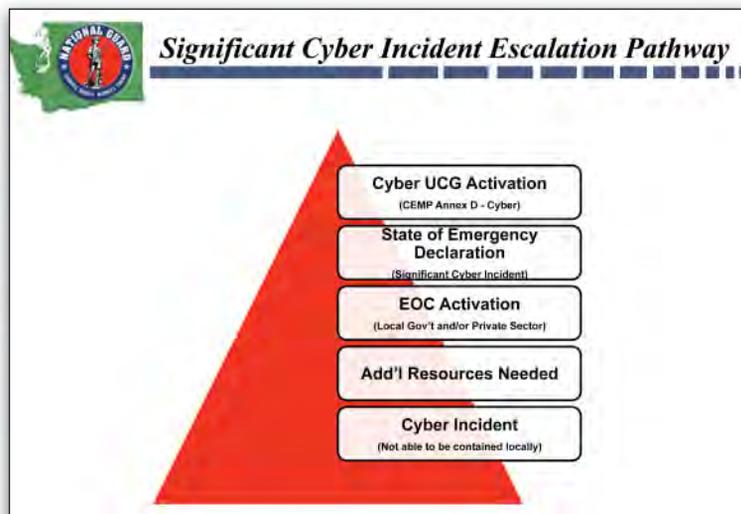
**Step 8: Verify implementation of cyber-related contract requirements**

To ensure the measures discussed in steps 5 through 7 are properly implemented, the utility should review its contractual relationships with third-party IT service providers to verify that security-related requirements of IT contracts are actually being carried out in conformity with contractual and industry standards. Substandard computer installations and non-conforming contract services can give hackers, cyber criminals, and cyber attackers access to critical computer-controlled infrastructure.

**Step 9: Use Information Sharing and Analysis Centers (ISACs)**

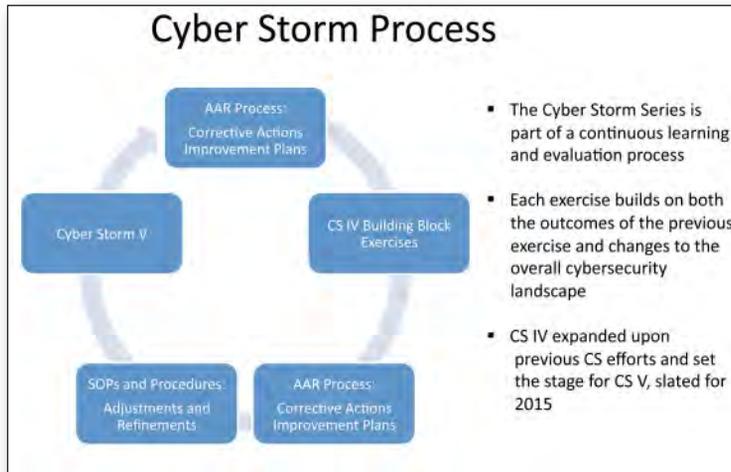
ISACs (mentioned in Step 3 above) are sector-specific organizations developed voluntarily in cooperation with the Department of Homeland Security to facilitate detection and prevention of cyber intrusions, vulnerability scanning, penetration testing, and training and education services. The

Department of Homeland Security coordinates the flow of information to, from, and among 16 national ISACs. Utility managers and security officials should pay particular attention to ES-ISAC, the ISAC for the electricity sector. Information from other ISACs may also enhance awareness of cyber threats as well as the tactics, techniques, and procedures employed by nefarious actors. These collateral sources include the



*Continued on page 28*

Multi-State ISAC, which provides cyber-threat information and cyber-response assistance to state and local governments including utility commissions; the Supply Chain ISAC, which focuses on threats identified in the acquisition/procurement process; the Water ISAC, which provides useful information for water utilities; the Nuclear Energy ISAC, which covers nuclear energy cyber issues; and the Financial Services ISAC, which has information helpful to protecting the financial information of utility customers as well as the utility's own financial information.



## Step 12: Practice cyber-incident responses

As with most utility functions, the adage “practice makes perfect” applies to cyber-incident preparedness and cyber-incident response. Fortunately, the Department of Homeland Security’s Cyber Storm program offers excellent opportunities for utilities to participate in a realistic simulation of a major cyber attack. The Cyber Storm exercise series provides an opportunity for more than 1,000 local entities to participate in a coordinated, week-long

national cyber exercise, the results of which are used to develop other progressively challenging exercises and enhance the nation’s cyber-response systems. Washington utilities such as Snohomish County PUD played an active role in the 2013 Cyber Storm exercise. The next Cyber Storm exercise is scheduled for 2015.

## Step 10: Develop disaster recovery plans

Most utilities have extensive business continuity and recovery plans that describe how the utility will deal with natural disasters such as earthquakes and major storms. Disaster preparedness also requires development of plans to assure the utility’s recovery from a major cyber attack or series of attacks. The threat of such attacks is so real that a cyber-mitigation, response, and recovery plan should be the subject of a separate, detailed Annex to the utility’s continuity plan. NARUC’s *Cybersecurity for State Regulators 2.0* (February 2014) provides a comprehensive set of criteria and recommended actions (from a wide variety of sources) for utility commissions to use as assessment tools. These sources and others are helpful in developing an effective Cyber Annex to the utility continuity and recovery plan.

## Step 11: Build a relationship with law enforcement

Federal, state, and local law enforcement agencies and some state military departments have important roles in identifying cyber intrusions; developing coordinated responses to such intrusions; apprehending or assisting in the apprehension of cyber criminals; and recovering from major cyber incidents. Utilities should strive to build strong relationships with these agencies. To be effective, the utility must pre-identify the specific law enforcement officials it will contact in case of a suspected terrorist attack or cyber intrusion. The utility should go beyond the minimum requirement of compiling a contact list and create active, ongoing relationships with the law enforcement officials it will need to rely on in the event of a major cyber attack.

## Step 13: Support your local emergency response plan

Finally, the utility should determine if its state government has developed a cyber-response plan. If a plan exists, at a minimum the utility should become thoroughly familiar with it and, even more important, should offer to participate in the development and continuous testing and refinement of the plan.

The state of Washington, for example, leverages its “cyber security centers of excellence” and lessons learned from Cyber Storm exercises to integrate cyber-security planning by state agencies ranging from the Washington Military Department (including its civilian State Emergency Operations Center and Air and Army National Guard cyber operations units) to the Office of the State Chief Information Officer; the Washington State Patrol; the Washington State Fusion Center; the Utilities and Transportation Commission; state universities; municipalities such as the City of Seattle; aerial and maritime port authorities; and public utilities. These and other stakeholders, participating as members of a Washington State Cyber Integrated Project Team, have contributed to development, testing, and refinement of a Washington State Cyber Incident Annex that is based on the National Cyber Incident Response Plan. The Washington Cyber Incident Annex includes provisions for convening a Cyber Unified Coordination Group to oversee cyber incident responses, with representation from utilities and other critical infrastructure sectors that could be subject to cyber attack.

*Because electric power is so critical to the functioning of modern society, utilities are — willingly or not — thrust into the role of front-line players in the battle for control of cyberspace.*

Until that time comes, dealing with malevolent forces in the cyber domain will be an omnipresent and growing challenge. Because electric power is so critical to the functioning of modern society, utilities are — willingly or not — thrust into the role of front-line players in the battle for control of cyberspace. The 13 steps described above, if implemented, will help utilities protect their own assets and help secure the nation against potentially crippling cyber attacks. **NWPPA**

### Conclusion

The conflict between good and evil in Middle Earth was finally resolved when Gollum, still madly clutching the One Ring, falls into the fire at the Cracks of Doom. With the malevolent force of the Ring destroyed, the forces of evil were shorn of their power and collapsed, allowing the hobbits and other peaceful residents of Middle Earth to return to normal life. The moment when the forces of evil in the cyber world will be shorn of their power is a long way off.

*Eric Christensen is a partner at Gordon Thomas Honeywell, LLP (GTH), a full-service law firm with offices in Seattle and Tacoma, Wash. Maj. Gen. (Ret.) Tim Lowenberg is of counsel with Gordon Thomas Honeywell, LLP and vice president of GTH-Governmental Affairs advising clients on counter-terrorism, cyber security, and energy security matters. They can be contacted at [echristensen@gth-law.com](mailto:echristensen@gth-law.com) and [tlowenberg@gth-gov.com](mailto:tlowenberg@gth-gov.com), respectively.*

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- NWPPA reserves the right to edit all listings in order to fit size requirements in the publication.

**POSITION:** Senior GIS Programmer/Analyst  
**COMPANY:** Matanuska Electric Association (Palmer, Alaska)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** May 20, 2014.  
**TO APPLY:** Complete and submit an MEA application online at [www.mea.coop](http://www.mea.coop).

**POSITION:** Transmission & Distribution Electrical Services Meter Relay and Line Services Power Supervisor III  
**COMPANY:** City of Tacoma (Tacoma, Wash.)  
**SALARY:** \$101,608.00-\$130,270.40 annually.  
**DEADLINE TO APPLY:** May 20, 2014.  
**TO APPLY:** Apply online at [www.cityoftacoma.org/jobs](http://www.cityoftacoma.org/jobs).

**POSITION:** Senior Engineer  
**COMPANY:** Commonwealth Utilities Corporation (Saipan, Northern Mariana Islands)  
**SALARY:** \$65,000-\$92,030 annually.  
**DEADLINE TO APPLY:** May 22, 2014.  
**TO APPLY:** Submit completed application, resumé, cover letter, and list of references to Human Resources Office, Commonwealth Utilities Corporation, P.O. Box 501220, Saipan, MP 96950-1220 USA, or fax to (670) 235-5131.

**POSITION:** Engineer II  
**COMPANY:** Homer Electric Association (Homer, Alaska)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** May 22, 2014.  
**TO APPLY:** Apply online at <http://homerelectric.applicantpro.com/jobs/>.

**POSITION:** Senior Programmer Analyst  
**COMPANY:** Matanuska Electric Association (Palmer, Alaska)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** May 23, 2014.  
**TO APPLY:** Complete and submit an MEA application online at [www.mea.coop](http://www.mea.coop).

**POSITION:** Operations Superintendent  
**COMPANY:** Big Bend Electric Cooperative (Ritzville, Wash.)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** May 24, 2014.  
**TO APPLY:** Submit an up-to-date resumé and completed application to Christina Carter, Manager of Engineering and Operations, Big Bend Electric Cooperative, P.O. Box 348, Ritzville, WA 99169. For more information, contact [admin@bbec.org](mailto:admin@bbec.org) or call (509) 659-1700.

**POSITION:** Business Operations Analyst  
**COMPANY:** Snohomish County PUD No. 1 (Everett, Wash.)  
**SALARY:** \$65,000-\$80,000 annually.  
**DEADLINE TO APPLY:** May 26, 2014.  
**TO APPLY:** Apply online at [www.snopud.com](http://www.snopud.com), under Careers.

**POSITION:** Inside Sales — Construction Group  
**COMPANY:** General Pacific (Fairview, Ore.)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** June 1, 2014.  
**TO APPLY:** Submit cover letter and resumé with a minimum of three verifiable references to [akindall@generalpacific.com](mailto:akindall@generalpacific.com).

**POSITION:** Manager of Financial Planning and Regulatory Affairs — Regular  
**COMPANY:** Matanuska Electric Association (Palmer, Alaska)  
**SALARY:** \$82,514-\$103,142 annually, DOE.

**DEADLINE TO APPLY:** July 7, 2014.  
**TO APPLY:** Complete and submit an MEA application online at [www.mea.coop](http://www.mea.coop).

**POSITION:** Distribution Engineer II — Regular  
**COMPANY:** Matanuska Electric Association (Palmer, Alaska)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** July 7, 2014.  
**TO APPLY:** Complete and submit an MEA application online at [www.mea.coop](http://www.mea.coop).

**POSITION:** Journeyman Meterman and/or Journeyman Relay/Meter Technician  
**COMPANY:** Central Lincoln People's Utility District (Newport, Ore.)  
**SALARY:** \$41.41 or \$42.06 per hour.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Send resumé to Personnel, Compensation, & Benefits Manager, Central Lincoln PUD, P.O. Box 1126, Newport, OR 97365, fax (541) 574-2122, or email to [styler@cencoast.com](mailto:styler@cencoast.com).

**POSITION:** Manager of Purchasing  
**COMPANY:** Oregon Trail Electric Cooperative (Baker City, Ore.)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Submit resumé and any other applicable documents to OTEC, 4005 23rd St., Baker City, OR 97814. For questions or additional information, please contact Debby Ray, director of Human Resources, at [dray@otecc.com](mailto:dray@otecc.com).

**POSITION:** Journeyman Lineman  
**COMPANY:** Consumers Power Inc. (Philomath, Ore.)  
**SALARY:** \$41.71 per hour.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Send cover letter and resumé to Human Resources, Consumers Power Inc., P.O. Box 1180, Philomath, OR 97370, email to [debg@cpic.coop](mailto:debg@cpic.coop), or fax to (541) 929-8501.

**POSITION:** Journeyman Lineman  
**COMPANY:** Klickitat PUD (Goldendale, Wash.)  
**SALARY:** \$40.61 per hour.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Applications and detailed job description are available online at [www.klickitpud.com](http://www.klickitpud.com).

**POSITION:** Field Engineering Technician  
**COMPANY:** Consumers Power Inc. (Philomath, Ore.)  
**SALARY:** \$29.22 per hour.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Send cover letter and resumé to Human Resources Department, Consumers Power Inc., P.O. Box 1180, Philomath, OR 97370, email to [debg@cpic.coop](mailto:debg@cpic.coop), or fax to (541) 929-8501.

**POSITION:** Electrician/Operator  
**COMPANY:** Petersburg Borough (Petersburg, Alaska)  
**SALARY:** \$39.18-\$37.43 per hour.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Job description and application can be found at [www.petersburgak.gov](http://www.petersburgak.gov).

**POSITION:** Working Foreman  
**COMPANY:** Tanner Electric Cooperative (North Bend, Wash.)  
**SALARY:** \$45.89 per hour.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Apply online at [www.tannerelectric.coop](http://www.tannerelectric.coop).

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**POSITION: Electric System Manager/Engineer**

COMPANY: City of Ketchikan (Ketchikan, Alaska)

SALARY: \$77,240-\$99,487 annually, DOQ.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Complete job description and application available at [www.egovlink.com/ketchikan/postings.asp?listtype=JOB](http://www.egovlink.com/ketchikan/postings.asp?listtype=JOB).

**POSITION: Journeyman/Apprentice Lineman**

COMPANY: Sun River Electric Cooperative, Inc. (Fairfield, Mont.)

SALARY: DOE.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Download application at [www.sunriverelectric.coop](http://www.sunriverelectric.coop).

**POSITION: Member Services Engineer**

COMPANY: Orcas Power & Light Cooperative (Eastsound, Wash.)

SALARY: Competitive.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Detailed job description and application can be found at [www.opalco.com](http://www.opalco.com).

**POSITION: Distribution Engineering Supervisor (DES)**

COMPANY: Mission Valley Power (Pablo, Mont.)

SALARY: DOQ.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Job description and application can be found online at [cskt.org](http://cskt.org). Contact Kerry Wiedrich at (406) 883-7944 or [wiedrich@missionvalleypower.org](mailto:wiedrich@missionvalleypower.org).

**POSITION: Power Plant Shift Supervisor**

COMPANY: Homer Electric Association (Homer, Alaska)

SALARY: Competitive.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Apply online at [www.homerelectric.applicantpro.com/jobs](http://www.homerelectric.applicantpro.com/jobs).

**POSITION: Journey Lineworker**

COMPANY: McMinnville Water & Light (McMinnville, Ore.)

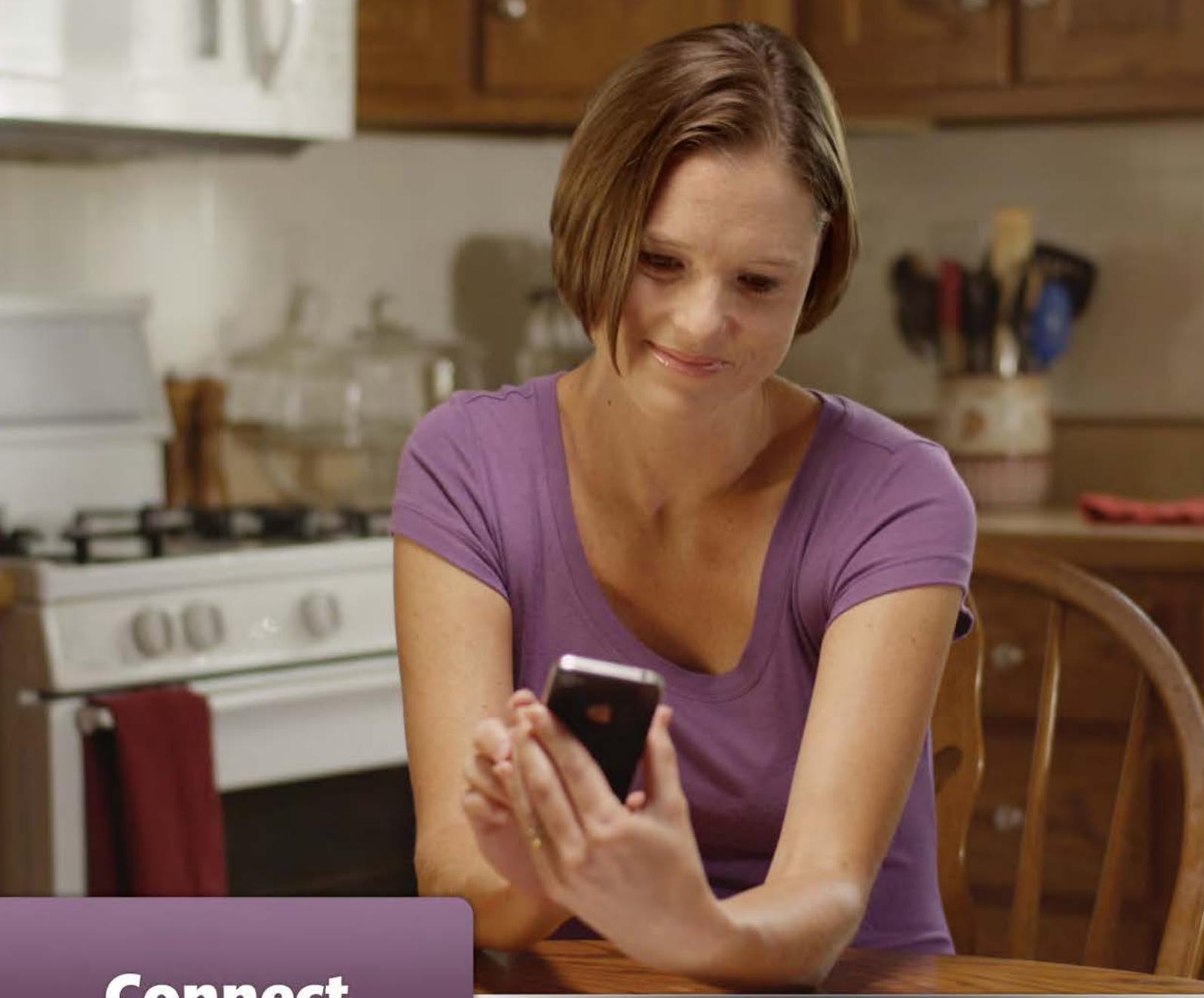
SALARY: Per IBEW Local 125 contract.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Application and full job description are available at [www.mc-power.com](http://www.mc-power.com). **NWPPA**

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