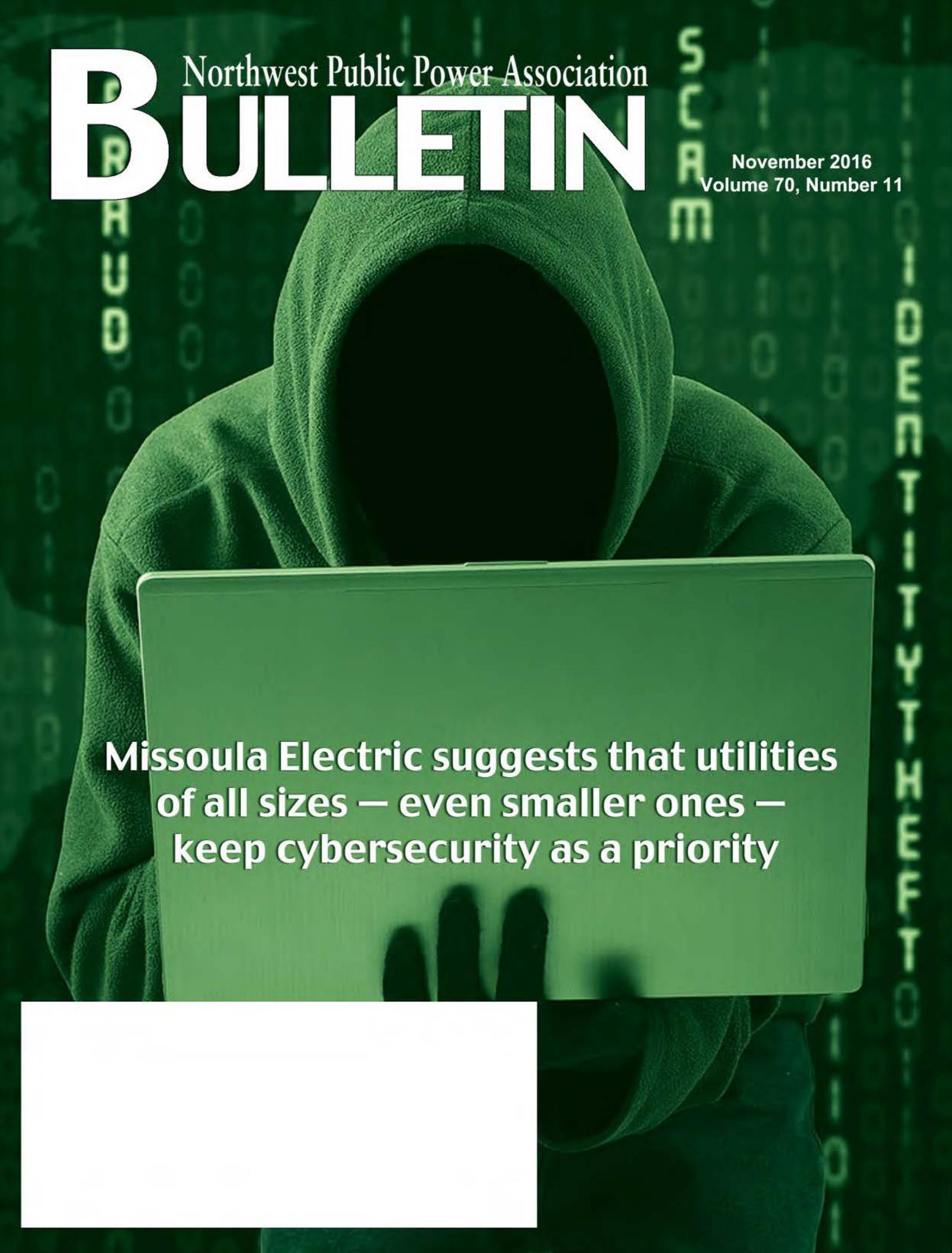


# Northwest Public Power Association **BULLETIN**

November 2016  
Volume 70, Number 11



**Missoula Electric suggests that utilities  
of all sizes — even smaller ones —  
keep cybersecurity as a priority**



**On the cover:** Missoula Electric Cooperative General Manager Mark Hayden shares his insight into the cyber vulnerabilities that plague all utilities, including smaller ones. He advises that all utilities maintain cybersecurity as not just a top priority, but as a core value in all that they do.

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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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## DER Conference focused on the change that is coming

Last month's first-ever Distributed Energy Resources (DER) Conference in Spokane, Wash., included presenters from across both the NWPPA service territory and the nation, all focused upon answering the question: "Why would a utility choose to use DER?" Engineering staff and general managers from 29 utilities attended the conference and heard the message from the many presentations and case studies that DER is coming — or is here — for many utilities and they are not necessarily in the driver's seat with this change. Customers, policy makers, competitors, and our society's desire to impact our planet less are key drivers of this change.

EES Consulting President and CEO Gary Saleba, along with Sunverge President and CEO Ken Munson, opened the conference's keynote panel with a look at where our industry and utilities are heading. Saleba discussed several drivers towards DER that are impacting — or will impact — all states, not just California or Hawaii. These drivers include the rapidly decreasing costs of DER, government-imposed renewable portfolio standards, and customers' desire for renewables, among others. Munson went further to say that drivers include the new attitudes towards energy and utility services from the growing Millennial population, which is rapidly replacing the retiring Baby Boomers, and the improving efficiencies between photovoltaics and energy storage as drivers.

A common question at the conference was when can I expect to see DER on my utility system. The answer: if you don't already have DER making inroads, then this depends upon the states that you operate within, your utility's pricing, and a host of other factors. However, a key driver is the cost of DER. For example, wind and solar energy capacity continues to climb as their costs decline. DER projects are no longer viewed as demonstration projects or customer hobbies, but have and will continue to shape our western power markets and policies. At the edge of a surge in capacity is energy storage as companies like Sunverge and Tesla push into markets in the West.

Utilities may or may not recognize DER changes underway in their service areas, such as with demand response. Curtis Trivitt, senior vice president of CoServ, a cooperative utility in Texas with 300,000 electric and gas meters, men-



tioned at the conference that his utility's customers were purchasing NEST and other smart thermostats without his utility promoting or marketing the energy-saving devices. As a result, CoServ has embarked on a demand response program with NEST to take advantage of the demand response benefits from these thermostats. Over 8,000 thermostats are now enrolled in the CoServ program and the utility has saved an average of over eight megawatts per month over the last four months.

At the close of the conference, Idaho Falls Power Engineering and Compliance Manager Richard Malloy said, "Attending conferences like the DER Conference provides utilities useful information in addition to networking opportunities to stay on top of the changes occurring in the industry so your utility isn't caught by surprise." **NWPPA**

## Inside Passage joins as NWPPA's 150<sup>th</sup> utility member

Let's all welcome Alaska's Inside Passage Electric Cooperative to the membership! NWPPA always celebrates new memberships, but this one is extra special as it brings our member public power utilities to a current total of 150.

Inside Passage is located in Auke Bay, an unincorporated community located in the city and borough of Juneau, Alaska. Founded in 1977, Inside Passage Electric Cooperative provides power to the communities of Angoon, Hoonah, Kake, Chilkat Valley, and Klukwan. The 12 full-time electric utility employees, led by CEO and General Manager Jodi Mitchell, serve approximately 1,350 meters.

For more information about Inside Passage, visit [www.facebook.com/insidepassageelectric/](http://www.facebook.com/insidepassageelectric/). **NWPPA**



## Recognize your utility's employees with the 2017 Engineering & Operations Conference Awards

**N**ominations and entries for the NWPPA awards to be presented at the 2017 Engineering & Operations Conference in April 2017 are now being accepted. All NWPPA member utilities are encouraged to recognize the efforts of their employees with one or more of these prestigious annual awards:

- The **Excellence in Engineering or Operations Award** is given to a utility employee who has made contributions to the industry in the engineering or operations area. Examples of industry contributions may include engineering or operational innovations that impact the industry; participation and/or leadership on industry standards, issues, or committees; or any of the myriad of opportunities presented by the issues and challenges the industry has faced. Entries are due by January 16, 2017.
- 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. Entries are due by January 16, 2017.

- The **Safety Heroism Award** recognizes a utility employee or team that displayed an act of unselfish and voluntary assistance in a situation where life, significant injury, or significant property loss would have been incurred but for the efforts of the individual or team. Entries are due by January 16, 2017.
- The **Utility Safety Contest Awards** recognize NWPPA member utilities for the best safety records of 2016 based upon incident experience, utility size, and the total injury and illness (incidence) rate. Data for this contest is available on your OSHA Form 300 or OSHA Form 300A. Entries are due by February 13, 2017.

Deadlines are coming up so don't delay! More information, plus the award forms, can be found at [www.nwppa.org/eo](http://www.nwppa.org/eo) or contact Scott Lowry at [slowry@nwppa.org](mailto:slowry@nwppa.org). **NWPPA**

## 2017 E&O booth sales in progress

**G**ood news for anyone wanting to participate in the E&O Trade Show in Reno, Nev. — a few booths remain available. If you haven't reserved your booth yet, do so now while you can! At the time this issue went to press, there were only 15 10x10 spaces and one 20x20 space still available.

Presales were held during the 2016 Trade Show in Spokane last April. If you have not purchased booth space yet and would like to, please contact Jenny Keesey at

[jennifer@nwppa.org](mailto:jennifer@nwppa.org) or (360) 901-3131. More information on the 2017 E&O Conference & Trade Show can be found at [www.nwppa.org/eo](http://www.nwppa.org/eo).

For anyone looking for a way to gain value-added company name recognition with our members while in Reno, sponsorship opportunities are also available. Please contact Janet Denman at [janet@nwppa.org](mailto:janet@nwppa.org), or Keesey at [jennifer@nwppa.org](mailto:jennifer@nwppa.org) for a complete list of options. **NWPPA**

# Member utilities celebrate 30<sup>th</sup> anniversary of #PublicPowerWeek

October 2-8, 2016, marked the 30<sup>th</sup> anniversary of Public Power Week — an annual country-wide program developed by the American Public Power Association (APPA) — and our members again went above and beyond.

## Alameda Municipal Power (Alameda, Calif.)

AMP hosted a Shop Clean & Local week and honored the local businesses that participate in its voluntary green energy program.

“AMP is excited to honor our local, green businesses while we celebrate Public Power Week and our role as Alameda’s non-profit provider of reliable and affordable electricity,” said AMP Interim General Manager Liz Warmerdam. “Our utility is not only connected to the community, it is owned by the community.”



(L-R) Shelan Zubdi and Bill Garvine promoted Alameda Municipal Power’s voluntary green energy program in Alameda during Public Power Week.

## Chelan PUD (Wenatchee, Wash.)

Chelan County commissioners invited customer-owners to help them kick off Public Power Week by joining in on Monday’s ribbon cutting for the new electric vehicle charging stations at the PUD headquarters office.

On Tuesday, Chelan PUD invited commissioners and customer-owners to



(L-R) Chelan employees Brandi Gilstrap and Guadalupe Peterson from Rocky Reach Visitor Center wait to greet customers at Pybus Market.

its “All Gigabit Premier” celebrating the faster broadband network during what Chelan PUD called Public Power Connect Week. There was popcorn, streamed movies, and prizes at the PUD’s Leavenworth office.

The week-long events across the county culminated with the grand finale at Pybus Market on October 8 where customer-owners could pick up nifty Park Etiquette trinkets, enter to win cool safety prizes, climb into a PUD truck, talk electrical safety with lineworkers, and meet the stars of Chelan’s Park Etiquette video.

## Clallam PUD (Sequim, Wash.)

Clallam PUD wrapped up the week with the opportunity for the community to meet their PUD commissioners as they grilled up hot dogs. For the kids, the PUD had a bucket truck, safety demonstrations, displays, activities, and a photo op with a lineman cutout for those future linemen.



(L-R) Commissioners Will Purser and Ted Simpson.

## Emerald PUD (Eugene, Ore.)

October 3–6, Emerald PUD had pastries, popcorn, and drinks in their lobby for customers to enjoy. Customers also had the chance to meet Emerald staff, get information about public power and the programs the PUD offers, and learn about the new Sharing Sun Community Solar program. Plus, everyone received a free gift and could enter to win a prize basket.

## Grant PUD (Ephrata, Wash.)

Grant PUD celebrated with a presentation for the public about the formation of Grant PUD on October 3 in the Grant PUD Commission Room. The presentation, given by Thomas Stredwick and Chuck Allen, both of Grant PUD Public Affairs, highlighted the pioneers in Grant County who had the vision to dream big dreams, including large-scale hydroelectric power projects to serve the region and creating a county-wide public power utility service.

Continued on page 6

“Everyone in Grant County has been affected by the vision and actions of these early pioneers,” stated Allen. “Their legacy is the benefit we receive in having some of the most affordable and reliable power in the nation.”

### Grays Harbor PUD (Aberdeen, Wash.)

Grays Harbor PUD showed their appreciation to customers by serving up donuts and hot coffee at the PUD’s annual Public Power Week drive-thru event.

### Idaho Falls Power (Idaho Falls, Idaho)

Idaho Falls Power held its annual open house, which included free food, bucket truck rides, a pole climbing demonstration, safety demonstration, electric vehicle display, hydropower plant tours, face painting, live music, and more, including a celebration of the 10<sup>th</sup> anniversary of the Idaho Falls Fiber Network.

The annual open house kicked off Public Power Week and offered a chance for non-profit electric utilities such as IFP to discuss the benefits of public power with customers.

### Klickitat PUD (Goldendale, Wash.)

Operation Warm Heart information and sign-up prizes were provided all week, in addition to two open houses, three Winterization Workshops, and kids’ activities through the week.

### Lewis County PUD (Chehalis, Wash.)

Lewis County PUD welcomed school children to the PUD for a tour and safety video. The PUD also offered cookies and a photo op with their cutout of APPA’s Captain Power. In addition, the board of commissioners passed a proclamation recognizing Public Power Week.

### Mason PUD No. 3 (Shelton, Wash.)

Mason PUD No. 3 had a busy Public Power Week welcoming students from Mason County schools for presentations.

The PUD also held its annual Shuck & Share 5K run to raise funds for the energy assistance program. This year the fun run generated \$2,400 for Project Share, the electricity bill assistance program for those in need.



Start of the Shuck & Share 5K run.

### Okanogan County PUD (Okanogan, Wash.)

Okanogan PUD held a Public Power Week kick-off event on October 1 at the Harvest Festival in downtown Okanogan. During this community event, Okanogan PUD customers had the opportunity to choose either an energy-saving smart power strip or a box set that included energy-efficient shower heads and LED light bulbs. Over 250 power strips and box sets were given out within a five-hour period.



(L-R) Energy Services Coordinator Debbie Peters; Director of Finance, Accounting and Administration Don Coppock; and General Manager John Grubich assist an Okanogan PUD customer.

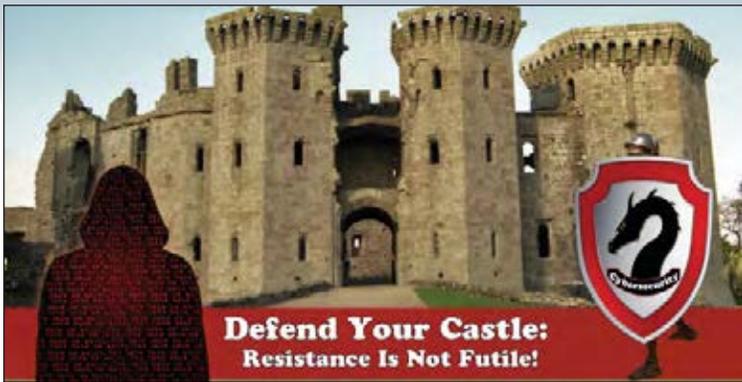
### Pend Oreille PUD (Newport, Wash.)

Pend Oreille PUD provided tours for kindergarten students presented by the PUD’s linemen and distributed energy efficiency kits to customers. The PUD also offered cookies and coffee to customers, and PUD linemen and electrical engineers presented an electrical safety program at Newport Elementary School. NWPPA



Thank you for sharing your Public Power Week events with us!

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## 2017 IT Conference will teach you to defend your castle

**O**n March 8-10, 2017, IT professionals and others responsible for information technology programs will gather at the Hotel Monaco in Seattle to hear subject matter experts present on the latest issues of concern to IT professionals.

This year's theme, *Defend Your Castle, Resistance Is Not Futile!*, reflects the predominant and ever-increasing concern with cybersecurity at today's utilities.

Confirmed presentations and speakers include:

- *The Software-Defined Data Center* — Alec Taylor, Consultant, IVOXY Consulting LLC
- *Defense through Offense: BPA's Anti-Phishing Program* — Ryan Paradis, Cyber Security Specialist, Bonneville Power Administration
- *Cyber Kill Chain - Red Team Exercises* — Pete Harris, Executive Director, INGRESSIVE IOMAXIS
- *Selecting Enterprise Integration Software* — SEDC
- *Continuous Cyber Resilience: Leading Transitions, Resources for Smaller Organizations* — Tom Muehleisen, Founder, Mill Iron Consulting LLC

Several panel discussions will be led by IT professionals at Northwest utilities:

- *Managing Mobile Devices* — Chris Folta, Manager of Information Technology, Benton PUD; and Duane Crum, Supervisor of IT Infrastructure, Benton PUD
- *Incidence Response Planning* — Joel Moore, Network Systems Supervisor, Mason County PUD No. 3; Cliff Hammons, IT Manager, Cowlitz PUD; and Chris Folta, Manager of Information Technology, Benton PUD

Additional speakers are being identified to present on other topics such as The Darknet, control systems access, least privilege access, the Internet of Things, and vulnerability management.

Other activities include the always popular roundtable discussions, an evening reception, and an optional dinner outing in downtown Seattle.

Registration is now open at [www.nwppa.org](http://www.nwppa.org). For more information, contact Bonnie McCombs at [bonnie@nwppa.org](mailto:bonnie@nwppa.org). **NWPPA**



## A look back at public power

### 50 years ago — 1966

Pacific County PUD used prizes to entice members to respond to an appliance saturation survey; the response rate was an impressive 79 percent (Wash.) ... Clallam PUD won first place at the county fair for a shrubbery and garden lighting exhibit that included a rest area with an electric foot massager (Wash.) ... Coos-Curry adopted an all-electric residential rate of \$6 for the first 300 kilowatt-hours per month (Ore.) ... The county board of commissioners of Okanogan and Chelan Counties retained R. W. Beck & Associates to conduct comprehensive water and sewer studies, including a 20-year projection financed by grants from the Farmers Home Administration (Wash.).

### 25 years ago — 1991

Columbia River PUD helped Scappoose High School set up Ed-Net, a nationwide satellite system that provides access to educational programming nationwide (Ore.) ... Mason County PUD employed a consultant to study potential electrical generation from methane gas that might be captured at the county landfill and sewage treatment processes (Wash.) ... Wilton White, a former Kodiak Electric Association director, received the Mason LaZelle Award from the Alaska Rural Electric Cooperative Association ... Dave D'Avanzo was named member services manager at Midstate Electric Cooperative (Ore.) ... Alaska Energy Authority's Bradley Lake Hydroelectric project received the Outstanding Civil Engineering Achievement Award of the Pacific Northwest Council of the American Society of Civil Engineers.

### 5 years ago — 2011

Alaska Village Electric Cooperative welcomed the community of Ekwok as its newest member ... King Estate Winery teamed up with Lane Electric Cooperative to install the largest solar power system at a winery in the Pacific Northwest (Ore.) ... The Sacramento Municipal Utility District (SMUD) announced that it will not pursue the Solar Highways project (Calif.) ... Flathead Electric Cooperative Trustee Alan Ruby was elected president of Montana Electric Cooperatives' Association. ... Snohomish County Public Utility District opened the Youngs Creek facility, the first new hydroelectric project in Washington state in nearly 20 years. **NWPPA**

# December 2016, January and February 2017

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

### HACK ATTACK 2.0

Who Should Attend: CEOs, general managers, and board and commission members.

DECEMBER 7, 2016 — PORTLAND, ORE.

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

Who Should Attend: Foremen and crew leaders.

DECEMBER 14-15, 2016 — RICHLAND, WASH.

### ENVIRONMENTAL TASK FORCE MEETING

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

JANUARY 10, 2017 — SEATTLE, WASH.

### 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 waste.

JANUARY 11-12, 2017 — SEATTLE, WASH.

### SENIOR LEADERSHIP SKILLS SESSION 5: SERIES 4: LEAD YOUR ORGANIZATION, SUSTAIN EXCELLENCE, AND MANAGE CHANGE

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

JANUARY 18-19, 2017 — VANCOUVER, WASH.

### FOREMAN LEADERSHIP SKILLS #1 — PREPARING FOREMEN FOR LEADERSHIP; LEARNING TO LEAD OTHERS

Who Should Attend: Foremen and crew leaders.

JANUARY 25-26, 2017 — VANCOUVER, WASH.

### NEW! ICS-300, INTERMEDIATE INCIDENT COMMAND SYSTEM FOR EXPANDING INCIDENTS

Who Should Attend: Personnel expected to perform in a management capacity in an expanding incident that may require a higher level of NIMS/ICS training.

JANUARY 25-27, 2017 — PORTLAND, ORE.

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

Who Should Attend: The Foreman Leadership Skills Certificate Program is comprised of four separate two-day courses (Foreman Leadership Skills 1-4). This is part four of the series. Classes in this series may be taken in any order.

FEBRUARY 1-2, 2017 — SACRAMENTO, CALIF.

### STAKING TECHNICIAN CERTIFICATION PROGRAM — CONSTRUCTION CONTRACT ADMINISTRATION

Who Should Attend: Staking technicians and engineers.

FEBRUARY 6, 2017 — SEATTLE, WASH.

### STAKING TECHNICIAN CERTIFICATION PROGRAM — JOINT USE STAKING AND MAKE-READY SURVEYS

Who Should Attend: Staking technicians and engineers.

FEBRUARY 7, 2017 — SEATTLE, WASH.

### STAKING TECHNICIAN PROGRAM — OVERHEAD/POLE-LINE STRUCTURE DESIGN AND LAYOUT

Who Should Attend: Staking technicians and engineers.

FEBRUARY 8, 2017 — SEATTLE, WASH.

### NEW! POT & POWER WORKSHOP: A GROWING ISSUE IN THE UTILITY INDUSTRY

Who Should Attend: General managers, policymakers, operations managers, key accounts managers, and communications managers.

FEBRUARY 8, 2017 — PORTLAND, ORE.

### STAKING TECHNICIAN CERTIFICATION PROGRAM — CONSTRUCTION CONTRACT ADMINISTRATION FOR CALIFORNIA UTILITIES

Who Should Attend: California utility staking technicians and engineers.

FEBRUARY 13, 2017 — ALAMEDA, CALIF.

### STAKING TECHNICIAN CERTIFICATION PROGRAM — JOINT USE AND MAKE-READY SURVEYS FOR CALIFORNIA UTILITIES

Who Should Attend: California utility staking technicians and engineers.

FEBRUARY 14, 2017 — ALAMEDA, CALIF.

### NEW! ONLINE — KEY ACCOUNTS PROGRAMS

Who Should Attend: Utility professionals tasked with developing, leading, contributing, and/or maintaining a key accounts or business support program. This three-part series will also benefit utility and community leaders interested in starting or upgrading a key accounts or business community support program.

FEBRUARY 14-28, 2017 — ONLINE PRESENTATION

### STAKING TECHNICIAN PROGRAM — OVERHEAD/POLE-LINE STRUCTURE DESIGN AND LAYOUT FOR CALIFORNIA UTILITIES

Who Should Attend: California utility staking technicians and engineers.

FEBRUARY 15-17, 2017 — ALAMEDA, CALIF.

### LABOR AND EMPLOYEE RELATIONS GROUP MEMBER MEETING

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

FEBRUARY 16-17, 2017 — VANCOUVER, WASH.

### EXCEL MASTERY

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

FEBRUARY 22, 2017 — VANCOUVER, WASH.

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

Who Should Attend: Foremen and crew leaders.

FEBRUARY 22-23, 2017 — VANCOUVER, WASH.

### LEADERSHIP SKILLS SERIES SESSION #1 — SITUATIONAL LEADERSHIP

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

FEBRUARY 22-23, 2017 — REDDING, CALIF. NWPPA

## NWPPA's 2017 Conferences

Mark your calendar now to attend these upcoming conferences!

**ENGINEERING & OPERATIONS CONFERENCE & TRADE SHOW**  
APRIL 10-13 — RENO, NEV.

**NWPPA ANNUAL CONFERENCE AND MEMBERSHIP MEETING**  
MAY 21-24 — SUNRIVER, ORE.

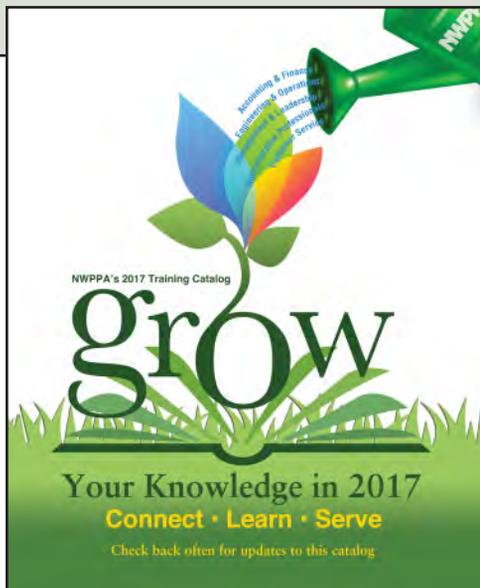
**NORTHWEST COMMUNICATIONS AND ENERGY INNOVATIONS CONFERENCE (NIC)**  
SEPTEMBER 17-20 — SACRAMENTO, CALIF.

**LABOR & EMPLOYEE RELATIONS GROUP (LERG) ANNUAL MEETING**  
OCTOBER 11-13 — SPOKANE, WASH.

**3 Cs CONFERENCE**  
OCTOBER 25-27 — SPOKANE, WASH.

**NWPPA/APA ALASKA ELECTRIC UTILITY CONFERENCE**  
NOVEMBER 13-15 — ANCHORAGE, ALASKA

For more information on these and other events, go to our 2017 Event Catalog on our website at [www.nwppa.org](http://www.nwppa.org). **NWPPA**



## Register early!

Northwest Public Power Association is offering FEMA Incident Command Systems courses in 2017!



ICS-300 — January 25-27, 2017 | ICS-300 — March 28-30, 2017  
ICS-400 — March 22-23, 2017 | in Anchorage, Alaska  
in Portland, Ore.



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# Address your internal communications first when preparing for an audit

**W**hen an auditor asks for information, the best course of action is to provide it. But it isn't always as simple as that.

Providing information for an audit often requires a certain level of organization and a history of documentation. Much of this process can be streamlined with effective internal communication, which will help alleviate stressful situations during an audit.

Here are some common scenarios: Financial teams may receive word from operations that a job is nearly closed while the auditor hears a different story. Accountants may realize the calculation estimates they spent hours completing are based on outdated information. And operations personnel may fail to track a necessary piece of data.

Fortunately, there are best practices in communications that encourage the flow of information between departments. The major components are simple:

- Hold in-person meetings
- Communicate with coworkers continually
- Understand the root causes of communication breakdowns
- Bring flexibility and awareness of these causes to the communication process

In this article, I'll provide an overview of how to implement these components so you can streamline your audit process and be prepared with accurate and timely information when the auditor makes inquiries.

### Hold in-person meetings

In-person meetings give accountants the opportunity to provide information to coworkers and address common hurdles that arise during the audit process.

These meetings are particularly useful for discussing significant work orders that have been open for a long time. While operations teams are expected to notify accounting teams when work orders need to be closed, they commonly don't, making a thoughtful check-in necessary in many cases. These meetings can be held monthly, quarterly, or annually. By working towards a common goal, you'll create a team environment that encourages, rather than shies away from, communication.

Beyond work orders that are still open, in-person meetings are also an opportune time to discuss any challenges that need to be addressed. Consider creating a detective control, which is an internal control mechanism used to detect problems with internal processes. For example, you may choose to pull reporting of all work orders that haven't

*Providing information for an audit often requires a certain level of organization and a history of documentation. Much of this process can be streamlined with effective internal communication, which will help alleviate stressful situations during an audit.*

had any activity for two to three months; this enables you to focus the discussion on the riskiest work orders.

### Keep lines of communication open

Keeping lines of communication open is key — not only between the accounting and operations teams, but also with all individuals involved in providing or synthesizing information for audits.

Communicating continually can be a particularly helpful tool for accountants. One of the most common challenges they run into is receiving late or incomplete information, such as a late invoice or miscellaneous checks when working through year-end closing procedures or analyzing key management estimates in financial statements.

With open lines of communication, accountants can provide a consistent explanation to coworkers about why receiving this information on deadline is important. If people understand their requests are necessary and important, then they're more likely to respond to them in a timely fashion.

### Understand the root causes

Communication breakdowns often arise from differences in communication styles, which can vary so greatly between departments and individuals that it may seem as though people are speaking different languages. There are also significant variations in preferences for communication modes — be they for email, phone, or in-person meetings.

On top of those different styles and preferences, varying perspectives can create communication hurdles. Accountants bring a different viewpoint to the table than engineers, and engineers have a different perspective than human resources professionals. Getting beyond these differences to a place of common ground is an instrumental piece of effective communication strategies. However, it takes awareness and flexibility from all parties.

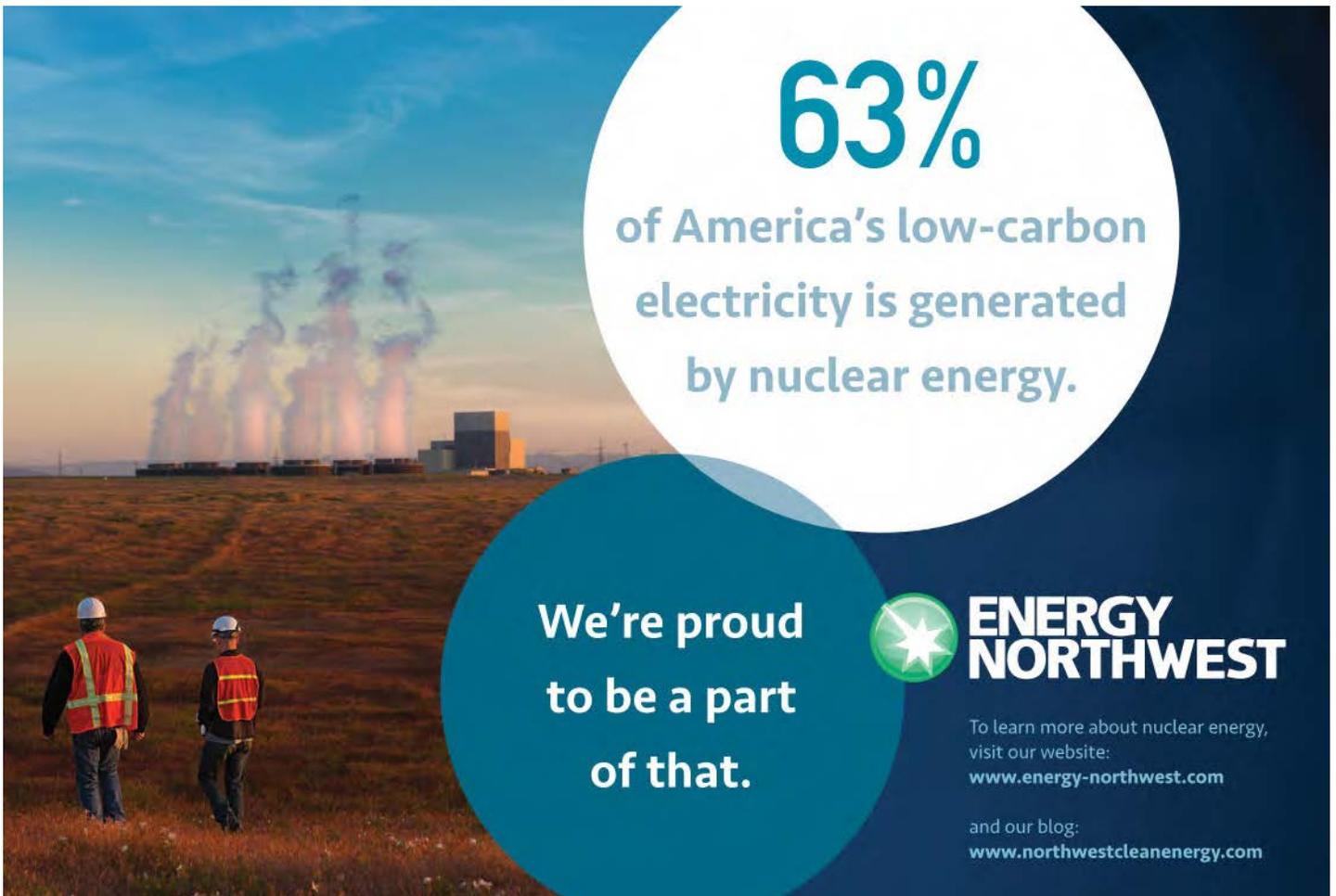
### Be flexible

A lack of time — or willingness to take the time — to bridge these gaps can create issues when key players are left out of important discussions. It takes a flexible approach to navigate the waters between different communication styles. Some important considerations are:

- **Remember everyone communicates differently.** This will help you consider colleagues' communication in context and understand the meaning better.
- **Respect that each person has an important skill set.** When discussing information relevant to audits, it's important to make sure that all the relevant team members have a seat at the table.
- **Understand your own communication style and those of others.** If you know you have a tendency to simplify information as much as possible while your coworker has a need for detail, then you can better equip yourself with the supporting facts and figures needed to make conversations with that coworker as productive as possible.

The need for timely, detailed information that arises during the audit process makes it particularly important to have effective communication strategies in place. Like any strategy, improving communication practices should begin at the top. For organizations with leaders that aren't familiar with these practices, informing them is an integral part of improving your communication practices. Doing so will enhance the effectiveness of your communications and, in turn, streamline your audit process. **NWPPA**

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and our blog:  
[www.northwestcleanenergy.com](http://www.northwestcleanenergy.com)

by Jonathon D. Tudor

# SMUD finds a furry friend and helps a veteran in need

When we formed our Military Employee Resources Group (ERG) in 2012, we did it with the intention of helping our employee veterans and active service members find others within our 2,000-strong workforce who had similar experiences and needs. By developing those connections, and with support from our executive team and board of directors, we expected that the ERG would prove to have a positive impact on its members in a number of ways.

But it's safe to say we didn't expect Maggie.

Maggie, a black Labrador retriever, first came to our attention through Marine Corps veteran and new ERG member Joe Williams — at the time a new employee who had joined SMUD as part of the Power Pathway™ program. The Power Pathway program, led by Pacific Gas & Electric Company (PG&E), the Sacramento Employment and Training Agency (SETA), and American River College, helps connect veterans to training opportunities and jobs in the energy industry. SMUD is a key partner of the program, and we've provided its students with line training and other resources for years. We've also hired seven employees from the program, including Williams.

In an ERG meeting in 2015, members came up with the idea of supporting Alpha K9 — a local nonprofit that specializes in training and matching service dogs with veterans suffering from post-traumatic stress disorder (PTSD).

Williams then mentioned that his parents' Labradors had just had a litter of puppies. He suggested that he and his parents could donate the puppy to Alpha K9 on behalf of the ERG, and then the ERG could raise funds to have it trained and provided to a veteran free of charge.

Williams' parents were very supportive of the plan, and they chose Maggie, the seventh puppy of the litter and named for her magenta collar, to be donated to Alpha K9 on the ERG's behalf. When Maggie turned 10 weeks old, Williams brought her to SMUD's East Campus facility and met representatives of Alpha K9 for the handoff.

The ERG's leaders, including executive sponsor Senior Director of Grid Assets Mike Wirsch, worked to include Alpha K9 in SMUD's internal charitable giving program. The call then went out for SMUD employees to donate funds to Alpha K9 to help cover the costs of training Maggie to be a service dog. As they always do, SMUD employees responded immediately and donated over \$4,000.

Over the next several months, Alpha K9 evaluated and trained Maggie. During this time, the ERG provided opportunities for outside experts to come and speak to veterans at SMUD about support services, educational opportunities, and more, and on multiple occasions Alpha K9 brought



*Above: SMUD Meter Tech Apprentice Joe Williams, a Marine Corps veteran and Military ERG member, walks Maggie at SMUD's East Campus facility.*



*Above: Maggie at about 10 weeks of age.*

Maggie to those events. Alpha K9 even brought Maggie to join our contingent in a local Veterans Day parade.

It's safe to say that SMUD employees became very fond of Maggie.

ERG members were thrilled when Maggie passed all of her evaluations and completed her training at Alpha K9 to become a service dog. Alpha K9 was able to quickly place her with a 20-year Navy veteran in Southern California, and all reports are that they are both doing very well with the match.

For many years, we've made efforts to hire veterans and to support our own veterans and active military members. We've found that the skills and experiences veterans possess often translate very well to our industry, and we're proud to help those who have done so much to help our country.

It's been several months since Maggie made her move to Southern California, but she still has a place in the hearts and minds of many SMUD staffers.

She's also still featured on quite a few cubicle walls. Check out her picture — it's not hard to see why. **NWPPA**

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# Government tort liability across state lines



*For the protection of its citizens, every state has enacted a statutory framework partially waiving sovereign immunity.*

Consumer-owned utilities that are also government bodies, such as PUDs and municipal utilities, enjoy special statutory protections and limitations against legal claims and liabilities arising out of their otherwise wrongful acts. For example, a plaintiff seeking compensation for an accident or for property damage caused by a PUD or municipal utility would have to jump through more procedural hoops, and would possibly recover less damages, than a plaintiff pursuing the same claims against an investor-owned utility. These statutory tort claim limitations arise out of the age-old legal doctrine of “sovereign immunity.” Broadly speaking, sovereign immunity means that a governmental body (*ie*, the “sovereign”) is immune from lawsuits except when it consents to them.

For the protection of its citizens, every state has enacted a statutory framework partially waiving sovereign immunity. The Oregon Torts Claims Act (OTCA), for example, allows persons to sue public bodies for torts, subject to certain conditions and limitations. The OTCA caps damages in a tort claim against the state for injury or death, however, at \$2,073,600. The OTCA also generally requires that the plaintiff provides notice of the claim prior to initiating legal action, and imposes shorter time limits for certain claims. Although the State of Washington provides no statutory cap on damages, it does also require that tort claims against the state (or its subdivisions) be presented to the office of risk management 60 days before filing.

The specific question addressed in this article is what happens to statutory tort claim limitations when the utility crosses state lines? While statutes may clearly prescribe the parameters of government liability within a state’s own court system, they do not (and cannot) address tort liability

in another jurisdiction. Foreign states are not required to honor or enforce the statutory protections available to government bodies in their home states. A PUD or municipal utility that owns a generating facility or other equipment in a neighboring state may face substantially greater legal risk as compared to owning the same equipment in its own state. What about damage caused by a line crew offering aid to a utility in a neighboring state pursuant to a mutual aid agreement? Or utility managers and directors that drive a utility-owned vehicle to an industry conference out of state and get in a car accident?

In *Nevada v. Hall*, 440 U.S. 410 (1979), the Supreme Court addressed whether Nevada’s statutory waiver of sovereign immunity, specifically the cap on damages, applied in California. Several California residents suffered severe injuries in an automobile collision on a California highway. The driver of the other vehicle was an employee of the University of Nevada driving a car owned by the State of Nevada on official state business. Plaintiffs filed suit for damages in California court; Nevada filed a pretrial motion to limit the amount of damages pursuant to Nevada’s \$25,000 limit on any award in a tort action against the state.

The Supreme Court determined that the doctrine of sovereign immunity affords no support for a claim of immunity in the courts of another sovereign. Further, the Full Faith and Credit Clause of the federal Constitution does not require one state to apply another state’s law in violation of its own legitimate public policy. California had a substantial interest in providing full protection to those who are injured on its highways by the negligence of residents and nonresidents, and enacted legislation to allow those injured on its

highways through the negligence of others to secure full compensation. Consequently, nothing prohibited California from adopting its policy of full compensation, and Nevada was subject to full liability for the tort committed by its employee.

Washington courts have addressed similar cross-border disputes. In *Haberman v. WPPSS*, 109 Wn.2d 107 (1987), bondholders brought claims against the Washington Public Power Supply System (WPPSS). WPPSS, as readers know, included consumer-owned utilities from Washington, Oregon, and Idaho. Government bodies from Oregon and Idaho sought protection under the tort-claim limits afforded by the laws of their home states. To determine which state law would apply, the Washington court applied the “most significant relationship test,” weighing the place of injury; the place where the conduct causing the injury occurred; the residence of the parties; and the place where the relationship is centered. Noting that the Washington legislature waived sovereign immunity to discourage tortious governmental conduct, the court held that application of Washington law would further the legislature’s purpose without interfering with Oregon’s or Idaho’s ability to govern. Therefore, the court applied Washington law and held that the Oregon and Idaho utilities were not protected by tort-claim limits enacted in their home states.

In *Williams v. State*, 76 Wn. App. 237 (Wash. Ct. App. 1994), however, a Washington court found that the Oregon statute did apply under the circumstances. There, an Oregon resident was killed when his truck collided with a structure on the Washington side of the I-5 bridge; the driver’s wife filed a wrongful death action against both Washington and Oregon in Washington court. The State of Oregon argued that the plaintiff failed to comply with the OTCA notice requirement — although the plaintiff had

*The takeaway from these cases is that a consumer-owned utility that is also a governmental body cannot be certain that statutory tort claim limits applicable in its home state would also apply in a neighboring state.*

complied with all applicable Washington requirements. The court again applied the “most significant relationship test” and found that Oregon had a justifiable expectation that its own notice statute would protect it equally in Washington. The court granted Oregon’s motion to dismiss.

The takeaway from these cases is that a consumer-owned utility that is also a governmental body cannot be certain that statutory tort claim limits applicable in its home state would also apply in a neighboring state. The legal risks of owning property in, providing services in, or even traveling to other states could dwarf the legal risks of engaging in the exact same activities at home. In such case, affected utilities would be well advised to explore legal tools, such as contractual indemnity provisions and expanded liability insurance coverage, that would help mitigate that increased risk exposure. **NWPPA**

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by Connie McDougall

## Remote rescue

### Saving a life miles from urban medical care



*It took a village to get the rescue done, from doing CPR to driving the ambulance to contacting family. (L-R) Survivor Kevin Adkinson (with the AED that saved his life), intern Blaine Storms, Byron DiGrazia, Cullen Lehman, Joshua Kelley, Cody Watson, Stacy Claybo, intern Tanner Wilson, and Bruce Cann. Not pictured: Bob Flanders.*

Seattle City Light’s motto is “Safety First,” a phrase that becomes especially important in secluded parts of the state far from emergency services.

There is no immediate 911 help where Kevin Adkinson works as a hydroelectric maintenance machinist at Seattle City Light’s Skagit Hydroelectric Project. Deep in the North Cascade Mountains of Washington state, it’s a place so remote, there’s just a single two-lane highway that winds its way to the nearest hospital 67 miles away.

So, last August, when Adkinson collapsed in full cardiac arrest, bringing him back to life fell to his coworkers.

But if any staff could do it, this one could.

For more than 50 years, employees at the Skagit Project and visitors to the North Cascades National Park have been served by the Newhalem-Diablo Fire Brigade, named after Seattle City Light company towns in the area.

Two years ago, the utility hired full-time, professional Fire Brigade Chief Cody Watson. He manages equipment maintenance and training while overseeing the brigade and Skagit Technical Rescue Team. Both units are staffed by

employee volunteers. The brigade is much like a traditional fire department, responding to fire and medical calls. The rescue team specializes in helping people caught in difficult places — on cliffs and ravines or in caves and tunnels.

In addition to Skagit, Seattle City Light has another distant facility — the Boundary Hydroelectric Project, located in the far northeastern corner of the state. Folks there have access to Life Flight, an air-ambulance helicopter out of Spokane. But even a chopper takes time, so Boundary maintains a 12-person team skilled in high-angle, swift water, and river rescues. Team members take part in regular drills and practices while staying current with advanced medical training. They have saved lives on Boundary’s reservoir many times and are essential to the safety of employees and visitors.

This attention to safety is part of the larger safety culture at Seattle City Light. Employees take advantage of classes in CPR and the use of an AED (heart defibrillator). Office workers are encouraged to be aware of seemingly mundane hazards like small spills leading to big falls.

*City Light's safety philosophy is captured in a program developed by employees called "The Other 16." Employees sent in photos of themselves and loved ones having fun off the clock. Some of the photos were made into posters and displayed throughout the utility. The message: Stay safe on the job so you can enjoy the other 16 hours you're not at work.*

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For those in the field doing dangerous jobs — line workers and others — there's a rigorous safety program designed just for them.

City Light's safety philosophy is captured in a program developed by employees called "The Other 16." Employees sent in photos of themselves and loved ones having fun off the clock. Some of the photos were made into posters and displayed throughout the utility. The message: Stay safe on the job so you can enjoy the other 16 hours you're not at work.

This focus on safety may be part of the reason why Adkinson was returned to his family one hot summer day.

In the middle of a lunchtime game of basketball with his colleagues, 46-year-old Adkinson felt terrible. "I had a pain in my chest and my lungs were on fire," he remembers. "I couldn't get my breath."

Skagit's fire chief and a friend of Adkinson, Watson, walked him over to the firehouse to take his vital signs. Everything seemed okay.

To make sure, Watson arranged for two high school interns to give Adkinson a ride back to his office and the fire chief would check him again in an hour.

Adkinson got up, walked out the door, and collapsed.

The interns came running back, calling Watson, who found his coworker on his back, not breathing, no pulse.

All the training kicked in.

One person called 911. Another grabbed the AED. Another started CPR. Others readied the onsite ambulance for transport.

Watson administered the AED shock.

"When I came to, I was staring into Cody's eyes," recalls Adkinson. "He was shouting at me, 'Kevin! Kevin!'"

Adkinson was placed in the ambulance and driven to meet a hospital ambulance in the town of Mablemount. "I was talking," he says. "I was afraid to close my eyes." Once transferred, he was taken to Mount Vernon for emergency treatment.



*Kevin Adkinson is back to a modified work schedule after suffering a heart attack at City Light's Skagit Hydroelectric Project in the North Cascades.*

In the ER, doctors inserted a coronary artery stent. "I felt better almost immediately," he says.

Adkinson was released a couple of days later to recover at home. He went back to a modified work schedule after Labor Day.

Watson is just thankful he was there to help his friend. "I watched Kevin play basketball recently. It's crazy to think he's doing so well and playing again so soon." He pauses and adds, "Unfortunately, the doctors couldn't fix his jump shot."

For his part, Adkinson is deeply grateful for the Skagit colleagues who jumped in to help him — administering CPR, driving the ambulance, and contacting his kids, wife, and parents.

"You don't want to put your friends in a situation like that," he says, "but when you wake up, that's exactly who you want to see." **NWPPA**

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## PenLight celebrates community solar project

**P**eninsula Light Company CEO (Gig Harbor, Wash.) Jafar Taghavi thanked 60 Harbor Community Solar participants on September 16 during a ceremony held at the Harbor History Museum.

About 100 PenLight members purchased at least one of 1,850 available units last year, when the electric cooperative sought participation. The 60-kilowatt array was installed last fall by A&R Solar of Seattle.

The project falls in line with Washington state's renewable energy incentive program, which will provide a check annually to each participant through 2020 based on the amount of energy produced by the system. The solar energy is used by the Harbor History Museum, which has seen about a 30-percent decrease in its electricity bills. The Harbor Community Solar project has been generating power since November 2015. **NWPPA**



*Peninsula Light Company CEO Jafar Taghavi thanks the Harbor Community Solar participants. Photo by Peninsula Light Company.*

## Blachly-Lane honors Jarvis for five years of service

**T**he Blachly-Lane Electric Cooperative (Eugene, Ore.) Board of Directors honored General Manager Joe Jarvis for his five years of service to the cooperative at its September 27 board meeting.

Under Jarvis' leadership, the cooperative has implemented an extensive 10-year capital improvement plan to increase capacity and reliability to its residential and industrial members. Energy efficiency services and rebate offerings have increased to help members conserve energy and save money. Jarvis also revamped the Co-op Connections Card program to bring added value to members.

"It has been an honor serving as Blachly-Lane's general manager," said Jarvis. "I've enjoyed meeting many of the members and finding new friends along the way. We will continue our improvement efforts to bring members the best service possible at a reasonable cost."

Prior to his tenure at Blachly-Lane, Jarvis was formerly the executive manager of operations at Chelan County PUD where he served for 31 years. **NWPPA**

## BPA selects Janet Herrin as next COO

**T**he Bonneville Power Administration has selected Janet Herrin as its next chief operating officer. Herrin will bring over 30 years of energy industry experience and leadership to BPA. She will replace Claudia Andrews, who retired from BPA after 26 years of federal service.



*Janet Herrin*

"I am very pleased to welcome Janet Herrin to BPA's senior leadership team," said Elliot Mainzer, BPA's administrator. "I have worked closely with Janet over the past few years and have been very impressed with her character, industry knowledge, and passion for operational excellence. With her deep understanding of public power, hydroelectricity, and the competing demands of managing a public service organization, Janet is exceptionally well positioned to serve as BPA's next chief operating officer. I look forward to working with her to further strengthen our culture and execute on our most important strategic objectives."

Herrin, born in Seattle, will start after the beginning of the calendar year. As COO, Herrin will be responsible for Power Services; Transmission Services; Environment, Fish and Wildlife; Customer Support Services; and Information Technology. She will also oversee the new Business Transformation Office and play a critical role in BPA's heightened focus on disciplined program management and cost containment.

Herrin currently serves as a senior advisor to the secretary for the Department of Energy in Washington, D.C. In this role, Herrin provides strategic counsel on rapidly changing industry issues and has worked closely with BPA, including on its development of a best-in-class human resources organization. **NWPPA**

## Chelan's fiber project comes in under budget, ahead of schedule

**O**n October 3, Chelan PUD (Wenatchee, Wash.) commissioners got some good news at the start of the 30<sup>th</sup> annual Public Power Week — that the conversion to support all gigabit speed across the PUD's fiber network finished last month about nine months ahead of schedule and an estimated 17 percent under budget.

Robert Shane, Fiber and Telecom director, said the replacement project moved the network to speeds 40 times faster than the original equipment installed about 14 years ago. PUD fiber crews replaced 5,500 connection devices at Chelan County homes and businesses during the project that started in August 2014. The final device was installed in Cashmere in September. The project was budgeted at \$5.1 million, but as costs are tallied the actual total is expected to be lower, Shane said.

In addition to the faster broadband service, the work supports future bandwidth needs as new applications grow and also relieves or eliminates congestion, Shane added. Plus, the new equipment is more reliable, fully supported by the manufacturer, and offers advanced diagnostic and monitoring tools. Shane thanked commissioners for supporting the project and commended PUD crews for closely working with retail service providers, businesses, and homeowners to keep disruption of service to a minimum when equipment was changed out. **NWPPA**

## Changes to OPALCO election process approved

**A**fter hearing from the membership at OPALCO (East-sound, Wash.) open house events, the board approved a number of the changes to the election process that were proposed by a volunteer Member Review Committee. Beginning in 2017, all voting will be by electronic (online) or mail-in ballot; the era of voting on the boat is over in order to have a more substantive and informational annual meeting on the ferry; and voting districts will remain as they stand and members will continue to vote in every election, not by district.



*Committee members (L-R): Doug Marshall, Stephen Shubert, Rob Thesman, Terry O'Sullivan, Wally Gudgell and Gabriel Jacobs. Not pictured: Ed Sutton.*

“At the Open House events, we heard loud and clear from our members: ‘one member: one vote’ across all districts,” said Board President **Vince Daucunas**. “On the issue of equity in voting districts, the membership appears to be divided. We will continue to study this issue and give members ample opportunity to participate in the discussion.”

The seven-member committee, which represents all four voting districts, met for six weeks to conduct this comprehensive review. The committee members are **Terry O'Sullivan**, co-chair (Orcas); **Wally Gudgell**, co-chair (Orcas); **Ed Sutton** (Orcas); **Doug Marshall** (Orcas); **Gabriel Jacobs** (Shaw); **Rob Thesman** (Lopez); and **Stephen Shubert** (San Juan). **NWPPA**

## PCWA canal improvements facilitate additional winter deliveries

**I**n anticipation of the coming winter irrigation season, the Placer County Water Agency (Auburn, Calif.) Board Directors approved additional deliveries of 60 miners’ inches of water to Zone 1 canal customers at its meeting on October

6. The decision provides irrigation water to nearly 100 customers who have waited patiently for additional releases.

“Our response during the past drought resulted in several operational improvements of our canal system,” said Director of Customer Services **Matt Young**. “These added efficiencies allow us to meet the demands of customers who have waited, some as long as 20 years, to put the water to good use.”

Canal improvements include the application of additional gunite to reduce water loss and prevent seepage, and installation of automated gates to minimize unregulated releases where the canals terminate. Although water demand drops during the winter, customers still need water to irrigate small hobby farms, provide for livestock, maintain healthy ponds, and reduce fire risks.

The additional deliveries also reflect PCWA’s healthy and robust water supply, buoyed by efficient water use of customers. The additional deliveries do not affect the ability of PCWA to meet state requirements for drought resilience or current customer demands. **NWPPA**

## OTEC welcomes Penning as new GM

**T**he Oregon Trail Electric Cooperative (Baker City, Ore.) Board of Directors is pleased to announce that **Les Penning** has been selected for the position of general manager.

A South Dakota native with formal education in industrial technology and business, Penning will arrive in early December to replace **Werner Buehler**. After nine years serving as general manager of OTEC and 46 years in the electrical utility industry, Buehler announced his plans for retirement beginning January 2017.

“We are happy to welcome Les into his new role with OTEC,” said Board President **George Galloway**. “It’s been a long, competitive vetting process and Les brings 22 years of leadership experience with 16 years of senior utility leadership to the table.”

Penning most recently served as the chief operations officer and deputy general manager for Powder River Energy Corporation (PRECorp), a transmission and distribution cooperative with 140 employees serving 28,000 meters in Wyoming and Montana. **NWPPA**

## Solar plant powers up at Rancho Seco

**T**he Sacramento, Calif., region’s latest green power resource, the brand new solar plant at Rancho Seco Solar Power Plant, has been switched on and is now delivering clean electricity to the State Capitol and other downtown state buildings as well as the new Golden 1 Center — making it one of the greenest sports arenas in the world.

*Continued on page 20*

Officials with state and local government, the Sacramento Kings, SMUD, plant operator and technology provider First Solar, and plant owner D. E. Shaw Renewable Investments ceremonially “flipped the big switch” on the plant a week before the Golden 1 Center’s grand opening on October 4.

The power purchased from the project will provide energy for SMUD’s commercial SolarShares® program. The SolarShares program is designed to provide business customers with a low-cost, hassle-free solar option to onsite solar panels. This program provides SMUD business customers with the sustainability and other benefits of solar energy where cost, roof orientation, or other factors constrain the ability to install conventional rooftop panels.

Recently, the California Department of General Services (DGS), which oversees 79 state-owned properties, including 58 office buildings, signed on to buy about half the power generated by the plant, agreeing to a 20-year SolarShares partnership. The solar-generated electricity is expected to significantly reduce DGS facilities’ impact on energy use and the environment, displacing nearly 2,860 metric tons of CO<sub>2</sub> emissions per year — the equivalent to taking more than 600 cars off the road. Together with other local renewable generation, DGS will be 100-percent renewable in SMUD’s territory. **NWPPA**

### Reimers selected to head External Affairs at Turlock

**O**n September 13, Michelle Reimers, a 10-year veteran in the fields of public information and governmental affairs at Turlock Irrigation District (Calif.), was named TID’s assistant general manager of External Affairs. Reimers will head up the newly formed administration, and is responsible for managing key TID functions such as communications, education, community involvement, governmental affairs, and overall strategic planning for the District. Reimers will advise General Manager Casey Hashimoto on matters of public policy as well as provide her counsel regarding the District’s opportunities and threats.

“When I think of the current and emerging water and power issues facing TID, there is no more qualified person to help recommend forward-thinking strategies in the interests of our customers,” said Hashimoto of Reimers.

Prior to her current position, Reimers served as the District’s director of external affairs and public information division manager. In those capacities, she was responsible for the scoping, planning, and implementation of high-profile projects such as full redesigns of TID’s external and internal websites; the District’s first-ever power online outage notification system for customers; and the District’s 125<sup>th</sup> Anniversary Celebration and award-winning commemorative documentary film *The Irrigationist*.



Reimers advocates on TID’s behalf via several state and national professional organizations. She holds a Bachelor of Arts degree in organizational communications from California State University Stanislaus and graduated Magna Cum Laude. **NWPPA**

### Auditor delivers 15<sup>th</sup> consecutive clean audit to Grays Harbor

**I**n the September 15 exit conference, the Washington State Auditor’s office delivered a 15<sup>th</sup> consecutive audit for Grays Harbor PUD (Aberdeen, Wash.) in which it reported no findings. The report, which focused on accountability and financial statements, credited the PUD for its clean report and for achieving it while replacing its chief financial officer.

“When I accepted the post as CFO, I had full confidence in the financial performance of the utility,” said Chief Financial Officer Kathryn Skolrood. “I am very proud to see that confidence rewarded by the state auditor. It is a credit to the utility and all the employees who helped make it happen.”

“As a public entity, we are stewards of our customers trust and resources,” said General Manager Dave Ward. “This report tells us that, once again, that trust is well placed.” **NWPPA**

### Umatilla Electric names new COO

**S**onja Bogart, a Hermiston native who has spent her 20-year utility career in Minnesota, has been named as chief operating officer at Umatilla Electric Cooperative (Ore.).

During the majority of her career from 1997 to 2015, Bogart worked at Wright-Hennepin Cooperative Electric Association in Rockford, Minn. Wright-Hennepin serves about 45,000 electric accounts west of Minneapolis. She also previously held positions at a power supply cooperative and an energy consulting firm.

At Wright-Hennepin, she first worked as a marketing specialist, then energy and services manager; since 2002, she held the title of vice president of customer service, sales, and marketing. She also led several of the utility’s independent business units.

Bogart received a Bachelor of Science degree in business administration from the University of Oregon, where she majored in marketing and finance. While working at Wright-Hennepin, she received her Master of Business Administration from the University of St. Thomas, St. Paul, Minn.

“She has proven herself, rising to a high level in a well-respected cooperative,” UEC General Manager and CEO Robert Echenrode said. “Along with her broad experience, she brings knowledge and appreciation of our area with her hometown roots.” **NWPPA**

### T&B receives Industry Partner Award from NECA



Accepting the 2016 NECA Industry Partner Award are: (l to r) Franklin Sullivan, executive VP, North America, ABB/Thomas & Betts; Nancy Lindsay, market development manager – construction, ABB/Thomas & Betts; David Hardt, NECA president; and John Grau, NECA CEO.

Thomas & Betts (T&B), a member of the ABB Group, received the Industry Partner Award from the National Electrical Contractors Association (NECA) at the 2016 NECA Convention and Trade Show in Boston. The Industry Partner Award recognizes individuals or organizations allied with the electrical construction industry whose decisions, actions, or cooperation with NECA contribute to the industry's success.

“Like NECA, Thomas & Betts was founded at the beginning of the electrical age, and it has become one of the industry's strongest and most innovative leaders,” NECA CEO John M. Grau said when he presented the award. “As a member of NECA's Premier Partner sponsorship program, which brings together NECA members and the leading companies in the industry, Thomas & Betts will continue to play a pivotal role in shaping our future.”

Accepting the award on behalf of Thomas & Betts was Nancy Lindsay, market development manager – construction. Also present from Thomas & Betts/ABB Electrification Products Division were Franklin Sullivan, executive VP, North America; Doug Schuster, SVP, global managing director, Installation Products; David Dean, VP sales operations; and Ralph Donati, product marketing director.

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

### Evluma promotes Bezzo, welcomes Mills

Evluma announced the promotion of Regional Sales Manager Taisha Bezzo to the role of OmniMax product manager and the addition of Steve Mills as sales director — western region.

In her new role, Bezzo will oversee the overall performance of the OmniMax™ product line, which will include the development of market strategies and new product promotions. Bezzo moves into the role of OmniMax product manager eager to introduce Evluma's latest and most cutting-edge product to markets previously unexplored by Evluma.

“I'm really excited to introduce this new product where we take our current technology and incorporate it into a new product that will help to revolutionize the industry. OmniMax is different than anything currently in the market. We're always thinking one step ahead and working with our customers to create a light that meets their needs,” she said.

Mills comes to Evluma with a wealth of experience within the utilities industry, having recently filled the role of district sales manager with Carlson Sales and currently serving as a sitting member of the Policy Subcommittee for the NWPPA E&O Conference Committee. Prior to accepting his role with Carlson, Mills served as the vice president of sales for General Pacific.

“I think highly of the staff; they have their priorities in the right spot. The products are also of the highest quality, very cutting edge, and very exciting to work with,” he said. “It's really nice to go out and sell a product you can feel proud of. I like that and want to be a part of that.”

A background as one of the leading manufacturers of LED photo-finish equipment affords Evluma a refreshing point of view about lighting technology. For more information, visit [www.evluma.com](http://www.evluma.com). **NWPPA**

### Burns & McDonnell wins EPC contract from SaskPower

SaskPower has awarded a contract to Burns & McDonnell for comprehensive engineer/procure/construct (EPC) services for the new Chinook Power Station, a 350-megawatt natural gas-fired power facility to be located in Southwestern Saskatchewan. SaskPower is a provincial Crown corporation and Saskatchewan's leading energy supplier. The company issued a formal notice to proceed in July and engineering design is underway.

The plant will be built on a greenfield site in a rural area near Swift Current, Saskatchewan. The plant site is located in Southwestern Saskatchewan, about 100 miles

*Continued on page 22*

north of the Canada/U.S. border. Pending environmental approval, construction is expected to begin as early as late 2016, with the plant being commissioned and in service in late 2019.

Burns & McDonnell teamed with the SaskPower engineering group in submitting the winning bid as part of a competitive bid process that attracted five competing proposals from independent power providers (IPPs). As the EPC contractor, Burns & McDonnell will work closely with SaskPower engineers and construction management staff on all phases of the project.

“We’re very gratified by the confidence SaskPower has shown in us,” said **Chris Lehan**, vice president of energy in Canada for Burns & McDonnell. “We have a track record of taking on the most complex power projects in the industry under difficult and challenging conditions and take great pride in coming through for our clients.”

Burns & McDonnell is a company made up of more than 5,300 engineers, architects, construction professionals, scientists, consultants, and entrepreneurs. For more information, visit [www.burnsmcd.com](http://www.burnsmcd.com). **NWPPA**

### ABB and Microsoft partner on digital solutions

**A**BB and Microsoft Corp. announced a strategic partnership to help industrial customers create new value with digital solutions. Customers will benefit from the unique combination of the Microsoft Azure intelligent cloud and ABB’s deep domain knowledge and extensive portfolio of industrial solutions.

The two partners are committed to empowering digital transformation in customer segments such as robotics, marine and ports, electric vehicles, and renewable energy. By selecting Microsoft Azure as the cloud for its integrated connectivity platform, ABB’s customers will now have access to an enterprise-grade cloud infrastructure that benefits from billions of dollars of ongoing investment.

“This partnership will provide unique benefits to our customers in utilities, industry, transport, and infrastructure, building on the combined strength of Microsoft and ABB,” said ABB CEO **Ulrich Spiesshofer**. “Building on our installed base of more than 70 million connected devices and more than 70,000 digital control systems, the next step is to develop one of the world’s largest industrial cloud platforms.”

Together, ABB and Microsoft will accelerate digital solutions that improve customers’ productivity by increasing uptime, speed, and yield. As ABB standardizes its platform on Azure, and expands its leadership in energy and the fourth industrial revolution, the company will take full advantage of Azure services such as Azure IoT Suite and Cortana Intelligence Suite to capitalize on insights gathered at every level from device, to system, to enterprise, to cloud.

ABB is a pioneering technology leader in electrification products, robotics and motion, industrial automation and power grids serving customers in utilities, industry, and transport and infrastructure globally. For more information, visit [www.abb.com](http://www.abb.com). **NWPPA**

### Henkels & McCoy, Inc., hires Erol Ozkirkbas for VP role

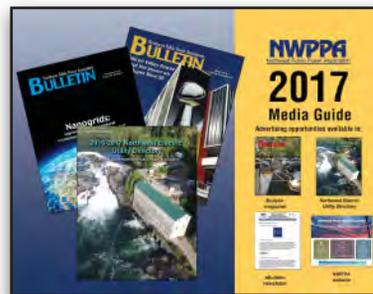
**H**enkels & McCoy, Inc., (H&M) recently appointed **Erol Ozkirkbas** to vice president of Power Transmission, Distribution, and Substations (TDS). In this role, Ozkirkbas will provide strategic development, direction, and management of TDS projects and programs, and will support the regional execution of work through management and deployment of strategic resources.



Ozkirkbas has over 30 years of experience in power construction and operations. He previously served as the chief operating officer and general manager – Energy for Altran North America. Prior to this, he was the senior vice president of the Generation, Transmission and Distribution Division at Burns and Roe Enterprises. Before joining Burns and Roe, he held the position of vice president and general manager of Reading Power Operations at WorleyParsons. While at WorleyParsons, he managed a joint venture to execute large construction projects for the Tennessee Valley Authority. Throughout his career, Ozkirkbas has been instrumental in establishing and implementing market strategies, along with union relations, construction, engineering, design, permitting, and procurement activities.

He holds a Master of Science degree in mechanical engineering and a Bachelor of Science degree in mechanical engineering from the University of Evansville.

Henkels & McCoy, Inc., is a leading utility construction firm providing critical infrastructure for the power, oil and gas pipeline, gas distribution, and communications markets throughout North America. For more information, please visit [www.henkels.com](http://www.henkels.com). **NWPPA**



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 **Digital  
Boundary Group**

by Nicole Case

# NWPPA holds second District Dialogue with Oregon Congressman Kurt Schrader



*The District Dialogue series, the brainchild of NWPPA Executive Director Anita Decker, provides a wide-ranging forum for NWPPA electric utility members to meet with their member of Congress and build relationships and discuss key issues.*

In early August, NWPPA members from consumer-owned utilities located in Oregon's 5<sup>th</sup> Congressional District gathered to meet with their U.S. Representative, Democrat Kurt Schrader. The NWPPA meeting was the second of what is becoming an annual summer District Dialogue with key members of Congress within NWPPA's footprint.

The District Dialogue series, the brainchild of NWPPA Executive Director Anita Decker, provides a wide-ranging forum for NWPPA electric utility members to meet with their member of Congress, build or strengthen relationships, and discuss key issues. Before the month-long August congressional recess, Decker collaborates with the NWPPA legislative team to identify a member of Congress that has worked to support NWPPA members or has been influential on key issues. The August congressional recess provides the ideal timeframe for these meetings because members of Congress are back in their districts and typically have more time to discuss issues.

The meeting with Rep. Schrader followed the same format as the first District Dialogue in August 2015. Last year, NWPPA, in collaboration with Franklin PUD and Energy Northwest, brought a large contingent of public power members from Washington state to meet with U.S. Representative Dan Newhouse who replaced long-time NWPPA supporter Rep. Doc Hastings. The latter, who represented Washington's 4<sup>th</sup> Congressional District for two decades, rose to the chair of the all-important House Resources Committee. Rep. Newhouse was eager to learn how best to represent consumer-owned electric utilities in his district and to continue Hastings' legacy as one of the strongest supporters in Congress on issues associated with the Columbia River.

NWPPA selected Rep. Schrader this year due to his strong support of key energy and environment issues; his emerging clout on the powerful House Energy and Commerce Committee; and his reputation as a consensus builder. Schrader has represented the 5<sup>th</sup> District of Oregon since 2009 and in the 114<sup>th</sup> Congress joined Oregon Rep. Greg Walden (R-Ore.) on the committee that has jurisdic-

tion over most energy legislation in the House of Representatives.

In an increasingly polarized Congress, Schrader has worked on a bipartisan basis to support important priorities for consumer-owned utilities in the House energy bill, including provisions to modernize the Federal Energy Regulatory Commission's hydropower licensing process and streamline utility management of rights-of-ways on federal land.

Breaking with many in his party, Schrader also opposes the Waters of the U.S. rulemaking, which would give the EPA and the Corps of Engineers sweeping new authority over current and past waterways.

All of these issues were discussed by the 11 NWPPA members and staff who attended the meeting, which was hosted by Canby Utility in Rep. Schrader's hometown of Canby, Ore. Attending the meeting with Rep. Schrader were:

- Canby Utility General Manager Dan Murphy and Board Member Gary Potter
- Monmouth Power & Light General Manager and NWPPA Board of Trustee Chuck Thurman
- Salem Electric General Manager Terry Kelly and Board Member Jerry Berger
- Tillamook PUD Board Member Harry Hewitt
- Central Lincoln PUD General Manager Debra Smith and Board Member Ron Benfield
- Clatskanie PUD General Manager Marc Farmer
- NWPPA's Decker and Legislative Consultant Nicole Case

No issue received more attention than Schrader's sponsorship of legislation (HR 2358), along with Rep. Ryan Zinke (R-Mont.), to improve vegetation management in rights of way over federal lands in the energy bill. NWPPA



members thanked Schrader for his tireless work to gain support for the legislation, which at press time was currently an issue in the energy bill conference.

NWPPA members also thanked the congressman for his support of classifying hydropower as a renewable resource. At the meeting, Schrader underscored his support for hydropower, commenting that he opposed dam breaching while expressing concern over the recent federal court decision on the Federal Columbia River Power System Biological Opinion.

With the summer forest fire season underway, NWPPA members raised the importance of legislation to treat wildfire suppression as disaster funding. They noted that the legislation was critical because in recent years federal land management agency budgets have fallen short of the necessary funds to combat wildfires in NWPPA's territory. Schrader announced that he supports efforts to provide disaster funding for wildfire suppression, and pledged to work with his colleagues in Congress.

Financing for NWPPA members was also discussed, as members highlighted the importance of preserving municipal bond funding and the Rural Utilities Service for utility infrastructure.

"These meetings provide an important forum for NWPPA members to discuss key issues with our members of Congress," said Salem Electric's Kelly. "I appreciate Rep. Schrader's support and willingness to sit down with us during a busy campaign season to hear our views on issues that affect our members' utilities bills."

NWPPA will continue to provide a forum for its members to meet with key members of Congress every August with the District Dialogues. **NWPPA**

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



## How does WECC identify the impact level of a transmission operator facility?

by David Godfrey

**A**fter the approval of the CIP v5 Standards, transmission operator control centers (TOCC) were considered to contain either high- or medium-impact Bulk Electric System (BES) Cyber System (BCS) assets. Unlike balancing authority and generation operator control centers, there was no provision for a low-impact TOCC, which could also impact TO control facilities. There are a few anticipated TOCC risks to the BES, including misuse due to a lack of necessary protections to control centers, and misallocation of resources due to level of protections applied to control centers being greater than that needed in a low-risk setting.

The North American Electric Reliability Corporation (NERC) has defined a control center as "one or more facilities hosting operating personnel that monitor and control the Bulk Electric System (BES) in real-time to perform the reliability tasks, including their associated data centers, of ... 3) a transmission operator for transmission facilities at two or more locations."

Transmission owner (TO) entities affected by the new CIP v5 Standards in the Western Interconnection relayed their concerns to WECC's Critical Infrastructure Protection (CIP) team. The CIP team took the entities' concerns to NERC, the other regional entities, and the CIP v5 Transition Advisory Group. The result of several meetings was a draft Lesson Learned, developed by the Electric Reliability Organization (ERO) on September 30, 2015. This document included a survey that, depending on TO responses, provided the regions with enforcement discretion to treat TOCC's as low-impact BES assets. Survey Question 1 was: "Does the TO facility operate at least two geographically separate transmission facilities?" If the TO answers no, the TO facility is not considered a control center; the WECC CIP team will evaluate the TO facility as a low-impact BES asset.

In the Western Interconnection, the survey identified 23 TO entities for which the TOCC definition did not apply. It is important to note that BES Cyber Assets (BCA) and BCS associated with circuit breakers and/or other electrical elements owned by the TO and located within a TOP substation should assume the impact rating of the TOP host facility and be afforded the full protections of the CIP v5 Standards, as applicable. **NWPPA**

*David J. Godfrey is the vice president and chief administrative officer of the Western Electricity Coordinating Council. He can be contacted at (801) 883-6863.*

# Missoula Electric suggests that utilities of all sizes — even smaller ones — keep cybersecurity as a priority

Public power has been safely and reliably serving the energy needs of Northwest member-consumers for decades, and in that time relatively little has changed regarding the core technology of delivering electricity. Fundamentally, the system still consists of poles, wires, and meters that connect homes and businesses throughout the region. On the other hand, how we analyze, manage, and maintain the systems and data which keep the power flowing to our members has changed dramatically over time. The pace of this change and the advent and adoption of new technologies continues to accelerate on an almost daily basis.

Technology advancements have certainly made serving our members more efficient, effective, and convenient. Take automated meter infrastructure (AMI) for example. AMI not only revolutionized the gathering of monthly meter readings, the technology behind AMI created new opportunities for outage management and restoration. Similarly, the software we utilize to bill members, stake new services, and account for our utility's plant is both versatile and powerful. In the field, our linemen are equipped with mobile mapping and GPS tools that allow for more efficient navigation of our electric system. It's hard to imagine how we ever got by without the high-tech tools that have become commonplace in our industry, but the gains we make in efficiency and member service require an ever-increasing focus on compliance and security. As the uptake of new technology continues to grow, we as electric providers must layer in additional levels of control for risk management and the protection of systems and data through robust cybersecurity programs.

No organization is exempt from the threat of a cyberattack. "Cyberattacks are expensive and damage not only the victim, but our entire economy," stated David Trepp, president and CEO of Info@Risk in Eugene, Ore. "For example, we pay more credit card overhead (interest and fees) on every transaction because companies have to recoup their losses from cyberattacks. In addition, cyberattacks against utilities and other key infrastructure providers affect our national security."

Lest you think your organization may not be at risk because of size or other factors, think again. According to Info@Risk, they have seen utilities increasingly become targets of cyberattacks.

These threats against utilities extend beyond external entities like hacktivists, cyber criminals, and foreign nation-state sponsored entities. Internal entities including malicious, negligent, or improperly trained employees and contractors can equally cause significant damage to your operation and reputation through intentional acts or unintentional errors.

Most concerning are observations of utilities targeted by logic bombs, which are malware applications that are surreptitiously placed on key devices and then lay dormant, awaiting the signal to begin the attack. The goal of such logic bomb deployments is to have enough of them deployed that when the "go sign" is received, our nation's power grid is attacked simultaneously at numerous locations, potentially bringing it down.

In order to manage all of these cyber assets, and the mountains of data that come with them, utilities must maintain a robust data integrity and security program. All of us in the industry can easily relate to risk management efforts as they relate to safety, and our approach to cybersecurity should be very similar. The goal of our safety program at Missoula Electric Cooperative (MEC) is not simply policy implementation and enforcement, but instead our goal is to fundamentally change our safety culture by increasing awareness and mitigating risk. Additionally, we recognize that safety is the responsibility of every employee and that when we all do our part individually, the safety culture as a whole is strengthened. The approach to cybersecurity is much the same — our individual efforts bolster the overall program for the benefit of the cooperative and its membership.

As part of our 2016 Safety and Security initiative, MEC participated in an important study centered on cybersecurity at small utilities across the nation. In May, staff from the National Renewable Energy Laboratory (NREL) visited MEC as part of a project funded by the Department of Energy's Office of Energy Policy and Systems Analysis. The purpose of the project was to study the challenges that small distribution utilities face with regard to reliability, resilience, and cybersecurity. NREL visited six utilities (co-ops, municipal utilities, and tribal utilities), each with fewer than 100 employees and 50,000 meters, and held-day long conversations about risk management, asset management, governance, and related topics.

## Breach Data: 2014-2015\*

2,260 confirmed Data Breaches Across 82 Countries in 2015  
2,122 Confirmed Data Breaches Across 61 Countries in 2014

	Compromises** complete in minutes	Breach Sources		
		External	Internal	Partner
2014	60%	~80%	~15%	~5%
2015	81.9%	~85%	~13%	~2%

\*Verizon Data Breach Investigations Report published in April 2015 and 2016  
\*\*Compromises include credential theft, RAM scraping, key stroke logging/spyware, and phishing.

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## Human Defense Strategies

- **Phish Attacks**
  - Always confirm sender!
  - Never enter credentials on a foreign site
  - Do not open attachments
  - Hover over links, and verify destination URL, before clicking.
- **Telephone Attacks**
  - Train live receptionists to recognize suspicious and repeat calls.
  - Verify purpose of the call and permission to disclose.
  - Verify the phone number.
    - Caller ID check only via dial-back.
  - No sensitive information should be disclosed.
    - Train employees as to what IS sensitive information (Classification Guide)
- **On-site Attacks**
  - Challenge unknown persons politely, or report them!
  - Collect business card - inquire purpose of visit.
  - Check driver's license as positive photo ID
  - Verify purpose and scope of visit with appropriated managers
  - Log visit
  - Escort visitors at all times
  - Take visitors on a camera parade

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## Threat Sources

### I: Hacktivists

- Digital Vigilante Justice, e.g.
- Anonymous
- Islamic Jihad (Israeli Drone Hack)
- Monkey Wrenching

### II: Nation-State Sponsored Entities

- Espionage
- Time Bombs, e.g. utilities
- Extortion/Reprisal, e.g. Sony
- Physical Damages, e.g.
  - 2008, Stuxnet destroyed Iranian uranium enrichment centrifuges- Malware may have been delivered via USB key
  - December 2014, German Steel Mill Blast Furnace Meltdown & "Massive Damage"- Malware was delivered via phishing email
  - Fall 2015, Ukrainian Electric Grid

### III: Cyber Criminals

- Identity Fraud
- Credit Card Fraud
- Tax Return Fraud
- Medical Fraud
  - Post-mortem Medicare
  - Elective Surgery
  - Prescription
  - Record Tampering
- Corporate Fraud
  - Extortion, e.g. Cryptolocker Ransomware
  - Account Takeover
  - Purchase Order
- Real Estate Transactions
- Intellectual Property Theft
- Insider Trading
- ACH/Check Transactions

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## A Few Mobile Security Considerations

- Prepare for lost/stolen devices
  - Remote wipe capability
- Train users
  - Have them sign Appropriate Use Policy
- Keep malware off mobile devices
  - Keep O/S current
  - Anti-virus
  - Train users about appropriate application storefront protocols
- Separate work and personal content & data
- Secure data at rest & in transit via encryption
- Control authentication
  - Consider dual-factor
- If an Access Point is not fully trusted, stick to the cellular network.

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The above graphics were all provided by Info@Risk, the Oregon-based company that MEC hired to prioritize the needs of its organization through a comprehensive penetration test of current operation.

“We wanted to know what small utilities are doing well already, and in which areas they might need help,” said Maurice Martin, technology lead for NREL’s Cyber-Physical Systems Security & Resilience Center. “Talking to utilities is the only way to find that out, and the folks at MEC were generous with their time and supplied us with valuable insights for our study.”

The final project report has not yet been released for publication, but Martin says it will identify 11 challenges that seem prevalent at smaller utilities. For instance, one challenge is that many cybersecurity guidance documents were created with large utilities in mind and lay out programs that may be beyond the budget of smaller organizations.

Continued on page 28



*A comprehensive penetration test is a “red team” exercise, where a utility’s safeguards are thoroughly tested from all possible attack vectors including human, physical, and technical attacks. The process provided a key baselining exercise that informs the utility about which safeguards are working as expected and which ones are not.*

“There are literally hundreds of small distribution utilities across the country, and together they serve a big chunk of the U.S. During this study, they’ve asked for guides that are shorter and more focused on their needs,” said Martin. The final report should be released later this year.

As noted in the NREL study, keeping pace with changing technology and the related security requirements can be challenging for any company, but this is especially true for a small to mid-sized utility where staffing and financial resources are limited. For me and my staff at MEC, participation in the study was a valuable lesson in identifying gaps in our understanding of existing security policies and procedures; our understanding of the adequacy of resources devoted to cybersecurity; and highlighting opportunities for an improved security culture at the cooperative.

An important next step at MEC was to enlist the help of Info@Risk to prioritize the needs of our organization through a comprehensive penetration test of our current operation. A comprehensive penetration test is a “red team” exercise, where a utility’s safeguards are thoroughly tested from all possible attack vectors, including human, physical, and technical attacks. The process provided a key baselining exercise that informs the utility about which safeguards are working as expected and which ones are not. MEC, like all utilities, has limited resources to allocate to cyber defenses. The final report we received takes the guesswork out of prioritizing our finite budget and allows us to invest in areas that will provide the most return on that investment.

As the above description suggests, the results of any comprehensive penetration test are not the end, but instead the beginning of the journey toward improved cyber security. An effective penetration test will identify strengths within your current operating environment and suggestions for improvement based upon the related level of risk. Some suggestions for improvement will be easy such as strengthening passwords, installing software patches, or developing training programs for your staff. Others will be more difficult and may require a commitment of additional human or capital resources, or even the assistance of your current third-party software vendors to fill the gap.

Ultimately, by taking a holistic approach to cybersecurity similar to the cultural model we use with safety, our goal is to raise individual awareness and focus on risk identification and mitigation. The evolution and integration of technology in our industry is not likely to reverse course anytime soon, and it is our obligation as stewards of an ever-increasing amount of data to put our consumers first by maintaining cybersecurity as not just a top priority, but a core value in all that we do. **NWPPA**

*Mark Hayden is the general manager of Missoula Electric Cooperative in Montana and can be reached at [markh@meccoop.com](mailto:markh@meccoop.com). Hayden will be speaking about MEC’s cyber testing project in more detail at NWPPA’s Hack Attack 2.0 event in Portland, Ore., on December 7. For more information about Hack Attack 2.0, see the sidebar to the right.*

# Hack Attack returns with version 2.0

**O**n December 7, CEOs, general managers, and board/commission members will gather at the Sheraton Portland Airport for a half-day workshop on the latest cybersecurity trends and incidents that put utilities at risk. Knowledge experts will share information on cybersecurity assessments, challenges, vulnerabilities, insurance, and advice on how to mitigate risks.

To show how theory translates into boots-on-the-ground experience, several utilities will talk about what they are doing to increase security and minimize the impacts of cyberattacks. Included in the lineup is Mark Hayden, general manager of Missoula Electric Cooperative and the author of this month's cover story, "Missoula Electric suggests that utilities of all sizes — even smaller ones — keep cybersecurity as a priority."

The agenda for Hack Attack 2.0 includes the following sessions:

- **Cybersecurity Interviews by the National Renewable Energy Lab: Challenges and Opportunities**  
Maurice Martin, senior technology leader at the Cyber-Physical Systems Security & Resilience Center, NREL, will share what they learned from cybersecurity assessment interviews with medium to small utilities across the western U.S.
- **Missoula Electric's Cybersecurity Assessment, Physical and Cyber Testing**  
Missoula Electric General Manager Mark Hayden will talk about what his co-op learned from the NREL assessment and subsequent testing of both their physical and cyber vulnerabilities.
- **Vulnerabilities, Pentesting, and Employee Training**  
Leidos Chief Cybersecurity Strategist Gib Sorebo will unveil the secret activities of The Darknet and talk about the latest utility vulnerabilities and exploits. He will also cover the various pentesting tools available and the importance of training all employees on cybersecurity protections.
- **Salem Electric's Pentesting Exercise**  
Michael Richman, IT manager at Salem Electric, will share the utility's experience conducting a Red Team exercise and how they learned what hacking actually looks like in order to respond as quickly as possible.



- **Recovery Planning (Planning to Fail Well)**  
Bill West, VP of underwriting at Federated Rural, will talk about what cyber insurance is (and is not), and the components of the incidence response plan that is required in order to obtain the insurance.
- **Recovery Plan Development**  
A member utility will share the process it has been using to develop a cybersecurity recovery plan.
- **Cybersecurity Information and Reporting**  
Marc Sachs, senior VP and chief security officer at the Electric Information Sharing and Analysis Center (E-ISAC), will discuss physical and cyber breaching incidents, and how E-ISAC can be used by all utilities to share information and report on the latest cyber incidents at all levels.
- **IT/OT Convergence**  
Protections include more than securing the operating system. A member utility will talk about the importance of collaboration between the IT and OT worlds and how they have moved to develop this working cooperation.

This event is being held just after the December Northwest Requirements Utilities morning meeting, and the day before the PPC Annual Meeting. Lunch will be served at noon with presentations starting at 12:30 p.m. For more information, visit [www.nwppa.org](http://www.nwppa.org) or contact Bonnie McCombs at [bonnie@nwppa.org](mailto:bonnie@nwppa.org). **NWPPA**

# JOB OPPORTUNITIES

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

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

**POSITION: Construction Electrical Engineer II/III - Substation Engineering (R16-394)**

COMPANY: Portland General Electric (Portland, Ore.)

SALARY: DOE.

DEADLINE TO APPLY: November 19, 2016.

TO APPLY: Complete the following employment application by the deadline: [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=R16](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=R16).

**POSITION: Electrical Engineer III - Substation Engineering (R16-395)**

COMPANY: Portland General Electric (Portland, Ore.)

SALARY: DOE.

DEADLINE TO APPLY: November 19, 2016.

TO APPLY: Complete the following employment application by the deadline: [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=R16-395](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=R16-395).

**POSITION: Electrical Engineer III - Substation Operations (R16-399)**

COMPANY: Portland General Electric (Portland, Ore.)

SALARY: DOE.

DEADLINE TO APPLY: November 19, 2016.

TO APPLY: Complete the following employment application by the deadline: [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=R16-399](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=R16-399).

**POSITION: Field Engineer**

COMPANY: Franklin PUD (Pasco, Wash.)

SALARY: \$29.64-\$35.33 per hour.

DEADLINE TO APPLY: November 19, 2016.

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

**POSITION: Distribution Manager**

COMPANY: PacifiCorp (Portland, Ore.)

SALARY: \$91,700-\$118,700 annually.

DEADLINE TO APPLY: November 20, 2016.

TO APPLY: Apply online at [https://pacificorp.taleo.net/careersection/2/jobdetail.ftl?job=161293&lang=en&sns\\_id=mailto#.WApC-8qOpSA.mailto](https://pacificorp.taleo.net/careersection/2/jobdetail.ftl?job=161293&lang=en&sns_id=mailto#.WApC-8qOpSA.mailto).

**POSITION: Journeyman Lineman**

COMPANY: Tanner Electric Cooperative (North Bend, Wash.)

SALARY: \$43.17 per hour

DEADLINE TO APPLY: November 23, 2016.

TO APPLY: Email cover letter and resumé to Jim Anderson, Operations Manager, [jim@tannerelectric.coop](mailto:jim@tannerelectric.coop).

**POSITION: Electrical Engineer**

COMPANY: Kittitas PUD (Ellensburg, Wash.)

SALARY: \$80,000-\$90,000 annually.

DEADLINE TO APPLY: November 24, 2016.

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

**POSITION: Journeyman Meterman**

COMPANY: Mason County PUD No. 3 (Shelton, Wash.)

SALARY: \$43.29 per hour.

DEADLINE TO APPLY: December 5, 2016.

TO APPLY: Apply online at [www.masonpud3.org/careers/employment.aspx](http://www.masonpud3.org/careers/employment.aspx), to [thedraf@masonpud3.org](mailto:thedraf@masonpud3.org), fax to (360) 432-1525, or mail to P.O. Box 2148, Shelton, WA 98584.

**POSITION: Power Generation Technician**

COMPANY: Kodiak Electric Association, Inc. (Kodiak, Alaska)

SALARY: \$46.95 per hour.

DEADLINE TO APPLY: December 9, 2016.

TO APPLY: Visit [www.kodiakelectric.com](http://www.kodiakelectric.com) for a complete job description and application documents. Contact Nancy B. Sweeney, Human Resources, Kodiak Electric Association, Inc., at [nbsweeney@kodiak.coop](mailto:nbsweeney@kodiak.coop) for more information.

**POSITION: Finance Director/CEO**

COMPANY: Jefferson County PUD (Port Townsend, Wash.)

DEADLINE TO APPLY: December 15, 2016.

TO APPLY: Direct inquiries to NRECA Executive Search. Submit electronically a cover letter, a two- to three-page resumé, and at least three professional references or letters of recommendation. Submit to Rick Crinklaw, NRECA Executive Search, [ExecutiveSearch@nreca.coop](mailto:ExecutiveSearch@nreca.coop).

**POSITION: Dispatcher I/Dispatcher II**

COMPANY: Matanuska Electric Association (Palmer, Alaska)

SALARY: DOE.

DEADLINE TO APPLY: December 20, 2016.

TO APPLY: Apply online at [www.mea.coop](http://www.mea.coop).

**POSITION: EVP of Administration & Finance**

COMPANY: Valley Electric Association (Pahrump, Nev.)

SALARY: DOE.

DEADLINE TO APPLY: December 31, 2016.

TO APPLY: To apply for this position, to review the complete job description, and for more information about employment opportunities at VEA, go to [www.vea.coop](http://www.vea.coop).

**POSITION: Journeyman Lineman (U16-101)**

COMPANY: Portland General Electric (Portland, Ore.)

SALARY: \$42.74 per hour.

DEADLINE TO APPLY: January 18, 2017.

TO APPLY: Complete the following employment application by the deadline: [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=U16-101](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=U16-101).

**POSITION: Protection T&E Engineer III (R16-389)**

COMPANY: Portland General Electric (Portland, Ore.)

SALARY: DOE.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Complete the employment application at [https://PGN.igreentree.com/CSS\\_External/CSSPage\\_Referred.ASP?Req=R16-389](https://PGN.igreentree.com/CSS_External/CSSPage_Referred.ASP?Req=R16-389).

**POSITION: Field Engineering Technician**

COMPANY: Kootenai Electric Cooperative, Inc. (Hayden, Idaho)

SALARY: \$31.72-\$37.20 per hour.

DEADLINE TO APPLY: Open until filled.

TO APPLY: Complete application online at [www.kec.com](http://www.kec.com). Mail to HR Manager, Kootenai Electric Cooperative, Inc., 2451 W. Dakota Ave., Hayden, ID 83835, or fax to (208) 762-8154. **NWPPA**

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**tracyh@nwlineca.com**  
**www.nwlineca.com**

**Advanced Underground Utilities**  
P.O. Box 309  
Sumner, WA 98390  
Call (253) 988-2449

**Aztech Electric, Inc.**  
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(Zip 99211-1795)  
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Spokane Valley, WA 99212  
Call (509) 536-6200

**Brent Woodward, Inc.**  
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Redmond, OR 97756  
Call (541) 504-5538

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Bellevue, WA 98005  
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Portland, OR 97230  
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**Cougar Construction**  
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Albany, OR 97321  
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**DJ's Electrical, Inc.**  
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Battle Ground, WA 98604  
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(360) 518-0904\*

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Kent, WA 98032  
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**Holmes Electric**  
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Kent, WA 98032  
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2520 Rubidoux Blvd.  
Riverside, CA 92509-2147  
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Sacramento Office  
1550 S. River Rd.  
West Sacramento, CA 95691  
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