

# Northwest Public Power Association BULLETIN

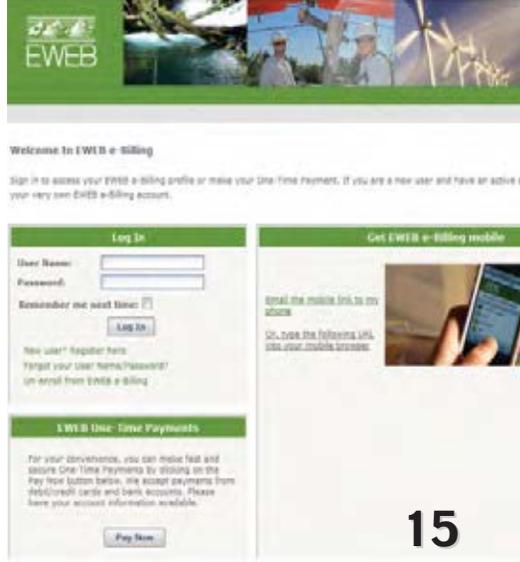
September 2014  
Volume 68, Number 9

## What you need to know to take your utility's social media to the next level





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**On the cover:** Social media is clearly here to stay. Some utilities have embraced it and ran with it, while others have dipped their toes in to test the water. Regardless of what your utility may be doing with it, there is always more you can do. Three industry experts discuss ways to better your organization's social media platform via social media policies, measurements, and new and improved apps and websites.

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

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

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## New cyber security workshop to be offered for utility executives, policy makers

**D**o you know that utilities are one of the top two targets for cybercrime (the other is finance) and every major utility in the country has been hacked at least once? Do you know that cyber attacks are eclipsing terrorism as the primary threat facing the United States? This is in part because highly organized cyber-crime families manage lucrative businesses and their members have full-time jobs finding ways to hack into systems. There is a significant risk of a large-scale attack on the electric power sector and the costs and impacts of such an event could be profound. An attack is rarely predictable in its timing and difficult to diagnose and address; it could come from many sources and target many potential vulnerabilities.



To help executives and policy makers keep current with cyber security, NWPPA will be presenting *Hack Attack*, a half-day workshop that will address some of the major emerging cybersecurity risks faced by electric utilities and provide some best practices of utilities who are keeping pace with their cybersecurity programs. The workshop will include a panel of experts, a panel of utility general managers, and roundtable discussions open to all.

The three-person panel will consist of Glenn Fowler, currently the director of Investigations, Global Security and Investigations at Nike, and formerly with the FBI; Tim Roxey,

chief cyber security officer at NERC and director at the Electricity Sector Information Sharing and Analysis Center (ES-ISAC); and Tim Conway of SANS Institute. The panel members will discuss current issues and concerns with security infrastructure with a break-out session for attendees to discuss what they learned.

After a luncheon, selected general managers will discuss how they have implemented cybersecurity programs as a risk management strategy at their respective utilities. They will talk about their role as the cyber security sponsor; the management team's role; how they created cyber awareness and best practices across the IT, operations, engineering, and finance departments; the creation of cyber awareness across the organization; effectiveness measurements via staff meetings, board meetings, incidents, etc.; and lessons learned.

Please visit [www.nwppa.org](http://www.nwppa.org) to register for the workshop, which will be held on December 10 from 10 a.m. to 2:30 p.m. at the Sheraton Hotel at the Portland Airport. The early-bird ESM rate for *Hack Attack* is \$190. NWPPA scheduled the workshop purposefully on this day to lessen travel costs for attendees who will be in Portland for the Public Power Council's Annual Meeting at the same hotel on December 11. For any questions about the event, please contact Bonnie McCombs at [bonnie@nwppa.org](mailto:bonnie@nwppa.org). NWPPA

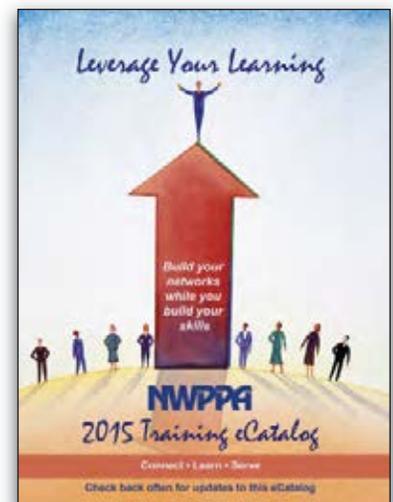
## NWPPA unveils new Training eCatalog

**I**n order to keep our members abreast of the latest training schedule, NWPPA has moved to an electronic calendar for its litany of 2015 classes, conferences, and events. In years past, NWPPA published and mailed a printed catalog once or twice a year; however, since training managers add classes throughout the year, the printed catalog became out of date nearly as soon as it was published. An eCatalog should remedy this problem because it enables anyone to get the most current schedule online — and it is a more economic and environmentally friendly option!

To access the 2015 Training eCatalog, simply visit [www.nwppa.org](http://www.nwppa.org) and click on Education/Register on the left-hand menu; a dropdown menu will appear and the 2015 eCatalog is on that list. For easy use, each event in the eCatalog has a link that takes viewers directly to the website page for the event description and the option to register. (If a link is not active, the class has not yet been opened for registration.)

For those who depend on paper catalogs, printed versions of the eCatalog will be mailed to the field offices this month. Members of the field offices can then check back at the website for any updated versions.

If you have any questions about the newly formatted publication, please contact Bonnie McCombs at [bonnie@nwppa.org](mailto:bonnie@nwppa.org). NWPPA



# NWPPA's 2015 resolutions process kicked off in Vancouver

**D**uring the recent Government Relations Committee (GRC) meeting in Vancouver, Wash., on September 4, the 2015 NWPPA resolutions process formally began. The GRC solicited new 2015 resolutions and sought comments on current resolutions for consideration by GRC members.

All utility members have **until January 29, 2015**, to submit comments on the new 2015 and revised 2014 resolutions; comments should be sent to Nicole Case at either [Nicole@nwppa.org](mailto:Nicole@nwppa.org) or (503) 530-0790. The January deadline allows time for changes to be considered by the Resolutions Committee and resolutions be sent to all GRC members prior to the March 5 meeting in Sacramento, Calif. If you are interested in serving on the Resolutions Committee, please let Case know and you will be added to the Resolutions Committee Basecamp. Here is a timeline of Resolutions Committee milestones for your reference:

- **January 2** — All authorized representatives will be noticed of the opportunity to submit new resolutions or revisions/amendments to existing resolutions. This memo also serves as a preliminary notice that resolutions will be accepted until January 29.
- **January 15** — Newly proposed and revised/amended resolutions are due from the membership.
- **January 15** — All authorized representatives will be noticed with copies of all resolutions submitted for consideration by the GRC, asked for input prior to the GRC meeting, and invited to participate in a conference call of the Resolutions Committee to discuss the resolutions; verbiage changes; staff recommendations for resolutions to be archived or removed from archive; and other matters related to the resolutions under consideration.
- **January 29** — All comments on noticed resolutions are due, including archive status and recommended adoption process (en bloc or individually).
- **February 5** — The Resolutions Committee will convene by conference call or other electronic means to discuss and resolve all outstanding issues related to resolutions under consideration and review by the GRC.
- **February 12** — Presentation-ready resolutions prepared by the Resolutions Committee will be noticed to all authorized representatives with recommendations as to whether they should be considered en bloc or individually.
- **March 5, at the March GRC meeting** — The proposed resolutions will be presented to the GRC by Resolutions Committee Chair Marc Farmer who will summarize the reasoning behind the wording of each new or revised resolution. Authorized representatives may make one of four motions related to the presentation-ready resolutions:
  - **Option A:** Move to accept a resolution or a set of resolutions as presented;
  - **Option B:** Move to refer a resolution back to the GRC Resolutions Committee by requesting further refinement in specific areas;
  - **Option C:** Move, by two-thirds majority vote of those present, to re-open a resolution for modifications at the GRC meeting; or
  - **Option D:** Take no action or vote to reject the resolution.

This is your opportunity to define where NWPPA and public power stand on crucial issues! We encourage your input and participation to help direct the Association's legislative activities for 2015. **NWPPA**

## 2014 linecrew survey open online

**T**he 2014 *Linecrew Wage and Benefits Survey* is now open and available for utility members via the Members Only Resources tab at [www.nwppa.org](http://www.nwppa.org).



This latest survey will remain open for members to update or complete **until October 10, 2014**. At this time it will be closed and a report will be generated with the survey results. A final report summarizing the survey results will be available in early November from our website.

Because the report data is better with the more responses we receive, please set aside some time to participate in this very important survey process. We estimate that the survey should take no more than 30-45 minutes. All survey information is kept confidential and may only be accessed by general managers and HR supervisors of NWPPA member utilities.

If you are having trouble at any time during the survey process or would like a copy of your completed 2013 survey, please contact Brenda Dunn at [brenda@nwppa.org](mailto:brenda@nwppa.org). Thank you for your participation! **NWPPA**

# Share your upcoming #PublicPowerWeek activities

October 5-11, 2014, will mark the 28<sup>th</sup> anniversary of Public Power Week, an annual country-wide program developed by the American Public Power Association (APPA). APPA represents not-for-profit, community-owned electric utilities that power homes, businesses, and streets in nearly 2,000 towns and cities, serving 47 million Americans.

This year, use the hashtag #PublicPowerWeek on social media outlets! If you do so, APPA and NWPPA may share and retweet your activities on their social media pages for extra exposure. Posts about Public Power Week can be as simple as:

- Happy #PublicPowerWeek! Next time you see a lineworker, be sure to give him or her a thumbs up. They are truly heroes who fight to keep the lights on. Find out more at (*Insert website*).
- Happy #PublicPowerWeek! Did you know that (*Utility name*) is one of the nation's more than 2,000 community-owned, not-for-profit electric utilities? Find out more at (*Insert website*).
- Happy #PublicPowerWeek! #PublicPower means reliability, local control, low rates, & focus on community (*Insert website*).
- Happy #PublicPowerWeek! As a citizen-owned utility, YOU have say in our operations. Join our next (*city council/board*) meeting (*Insert website*).

For ideas and resources for celebrating Public Power Week, visit [www.publicpower.org](http://www.publicpower.org) to download the Public Power Week Toolkit that includes a variety of communication materials continuing the ongoing theme, *Public Power: An American Tradition that Works*. New this year, APPA has unveiled a public power mascot, the superhero lineworker.

Images of the lineworker can also be downloaded at [www.publicpower.org](http://www.publicpower.org) and used in your promotional pieces.

If your utility does have plans to celebrate public power during October 5-11, let NWPPA know so we can highlight your activities in the November 2014 issue of the *Bulletin*. Send Public Power Week news releases and photos to Brenda Dunn at [brenda@nwppa.org](mailto:brenda@nwppa.org) before October 20, 2014. **NWPPA**



## Takeaways and tidbits

During Public Power Week, take some time to strategically engage your key accounts. APPA suggests that you reach out to business customers in your community with information on:

- How public power utilities are uniquely positioned to provide high-quality, not-for-profit service to customers and communities
- Your utility's competitive rates and reliability record
- The role of energy efficiency and conservation in helping them save money during tough economic times (while reducing their carbon footprint)
- Tools your utility currently offers to help them **NWPPA**

## NWPPA joins social media

To stay better connected with our members, NWPPA launched two new social media pages on August 6, 2014. Members and industry friends can now like NWPPA on Facebook and follow us on Twitter (under the handle @NWPPAssoc) for real-time updates about events and industry news.

In addition to keeping our members up to date on our events and news, the Association believes these pages will also help engage conference attendees; promote NWPPA's name/mission to individuals and companies less familiar with us; build community by sharing, liking, and retweeting members' posts; and highlight what NWPPA does for its members and the public power family.

And of course, we hope to have a bit of fun with it, too, by posting event photos, surveying our followers, and sharing NWPPA staff achievements. Plus we hope to have a YouTube page up and running before the year's end.

So help us help you by liking our Facebook page and following us on Twitter today! **NWPPA**



# Getting to know the NWPPA Board

- **Name:** Dave Kelsey
- **Utility:** Yellowstone Valley Electric Cooperative (Huntley, Mont.)
- **Position:** Trustee
- **Education:** Bachelor of Science in agricultural education from Montana State University
- **Years in utility industry:** 12
- **Years on NWPPA Board:** First year
- **What are the current challenges at your utility?** One of the many challenges we are facing is the current push by the EPA and the Obama Administration to mandate regulations that are aimed at restricting or shutting down coal-fired power plants; our cooperative is heavily reliant on coal for our electrical needs. Another challenge is keeping up with — and affording — the new technology changes that are occurring in the electrical industry. Also, our cooperative, as well as many others in our area, is at a point where many of our key employees are reaching retirement age; with that is the challenge to adequately replace them and the additional challenge of losing all of that institutional knowledge of our system that these retiring employees will take with them.
- **What do you see as the current challenges in the industry?** Stemming the unending push to integrate more and more renewables into an already-saturated renewable market. This push is going to force rates to go up. This also ties in with combatting legislation and regulation that is aimed at closing down coal facilities. I think the industry as a whole is facing a generational turnover in employees which is going to challenge us to be able to find qualified personnel to replace them. I also think that maintaining the functionality and importance of PMAs in the future will continue to be a challenge.
- **How does NWPPA help your utility and the industry with these challenges?** NWPPA is very active legislatively and that helps to keep our elected officials informed about numerous things that are important to our utility and the industry. NWPPA offers many educational and informational training opportunities for both management and employees in our industry which help make us all better prepared to face the challenges that our industry is encountering presently and in the future.
- **Any hobbies outside of the public power world?** Hunting when I can; taking in Montana State University Bobcat football games; and working with FFA and 4-H youth throughout the state. NWPPA



## A look back at public power

### 50 years ago — 1964

Umatilla Electric Cooperative (UEC) and Eastern Oregon Electric Cooperative (EOEC) signed an operating agreement whereby UEC assumed all operating responsibilities for EOEC ... Sacramento Municipal Utility District adopted an 18-month experimental plan to install residential underground in all new subdivisions or developments in areas within the district that have been master planned (Calif.) ... Coos-Curry Electric Cooperative adopted a new all-electric home rate, savings its consumers \$30,000 per year (Ore.) ... Kodiak Electric Association received a \$60,00 REA loan to restore its electric system, which received heavy damage in a March 27 earthquake (Alaska).

### 25 years ago — 1989

Benton County PUD Public Information Officer Rick Reil received NWPPA's Lacy Peoples Award for outstanding professional accomplishments as well as service to the community and public power interests (Wash.) ... Milton-Freewater Light & Power received first-place safety awards from NWPPA, Ruralite, and the American Public Power Association; the department has not had a lost-time accident in over five years (Ore.) ... Snohomish County PUD completed a multi-year study of consumer time-of-use rates (Wash.) ... The Northwest Power Planning Council voted to begin rulemaking on its proposed wildlife amendments to the Columbia River Basin Fish and Wildlife Program.

### 5 years ago — 2009

Fall River Rural Electric Cooperative joined state and federal agencies, as well as the Henry's Fork Foundation, in celebrating green power at the co-op's Buffalo River Hydro Project (Idaho) ... Turlock Irrigation District named James (Jim) Farrar as assistant general manager of Resource Management, Planning, and Rates (Calif.) ... Valley Electric Association announced that the community again stepped up for its third annual Fill the Bucket Truck event, which collects donated school supplies, by filling 11 bucket trucks (Nev.) ... The oldest operating PUD in Washington, Mason County PUD No. 1, celebrated its 75<sup>th</sup> anniversary by hosting a cookout for members of the community. NWPPA



Connect • Learn • Serve

# October, November, and December 2014

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

### FRONT LINE LEADERSHIP #2: LEADERSHIP CHALLENGES

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

**Overview:** This is the second in a series of four sessions leading to a Certificate in Front Line Leadership from NWPPA. The front line leader's role in facilitating performance will be described, along with ways of dealing with challenges such as denial and reluctance to accept accountability.

**OCTOBER 1-2, 2014 — BEND, ORE.**

### OPERATIONS MANAGER & LINE SUPERINTENDENT BOOTCAMP 2014-2015: SESSION #1

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

**Overview:** Day 1: *Project Management and Its Execution*. Participants will learn how to understand a project cycle and develop one that works. Day 2: *Legal and Regulatory Issues*. This one-day program will cover key legal and regulatory considerations for the operations of your utility, supervising legal and regulatory compliance; managing legal and regulatory risk; and key laws.

**OCTOBER 1-2, 2014 — BOISE, IDAHO**

### ELECTRIC UTILITY SYSTEMS OPERATIONS

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

**Overview:** This popular two-day course presents a clear understanding of the technical heartbeat of the utility by providing employees with a comprehensive understanding of electric utility system operations, including generation (fossil fuel, hydro, and nuclear generation), transmission, and distribution (down to 120v/240v residential connections).

**OCTOBER 7-8, 2014 — RENO, NEV.**

### METERING: INTRODUCTION AND BASIC APPLICATION

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

**Overview:** This two-day class will take you from start to finish on the basics of metering. You will begin with a screwdriver and a determination to dismantle your standard revenue house meter. After you learn the function of each part, the next step is getting to know how the meter fits into the big picture of revenue metering.

**OCTOBER 7-8, 2014 — SPOKANE, WASH.**

### WHAT'S NEXT? A ROAD MAP FOR EXPLORING THE REST OF YOUR LIFE

**Who Should Attend:** Any employee and his or her spouse who is retiring in the next six months or is thinking about it.

**Overview:** *What's Next* is about career and life possibilities for people at or beyond mid-career. It certainly includes the phase of life called retirement, but it is more complex than that. The approach that will be taken in this class is providing a road map; not a roadmap for your life, but a road map for planning the rest of your life, one with milestones to help you in your own career and life planning.

**OCTOBER 8, 2014 — PORTLAND, ORE.**

### NORTHWEST WAGE & HOUR ANNUAL MEETING

**Who Should Attend:** Members of the Northwest Wage and Hour Group. Non-members may attend if they are part of a utility, are members of NWPPA, and it is the first time they have attended an NWWH Annual Meeting.

**Overview:** Join your peers at this annual meeting where labor relations leaders share their experiences, recommendations, and lessons learned about key labor relations issues. Back by popular demand, there will be three arbitration case studies to work through as well as presentations and panel discussions on FLSA and healthcare reform.

**OCTOBER 8-10, 2014 — BEND, ORE.**

### SUBSTATION OVERVIEW & INSPECTION

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

**Overview:** This two-day class (the first class in a new NWPPA series to be rolled out on substations) will provide an overview of substations, inspection practices, substation equipment, basic print reading, protective relaying, substation metering, specific equipment inspection practices, equipment troubleshooting, and documentation. The class will also include a tour of a substation where you will review the areas covered in the class and review what you have learned regarding substation inspection.

**OCTOBER 9-10, 2014 — REDMOND, ORE.**

### IT SECTION MEETING

**Who Should Attend:** NWPPA utility and associate members who are involved in the information technology aspects of their organizations.

**Overview:** This meeting's speaker is Zachariah Tanko from Tacoma Power. He will speak on open-source tools used to breach networks and systems. The presentation will be followed by roundtable discussions on topics of interest to the attendees.

**OCTOBER 15, 2014 — SPOKANE, WASH.**

### QUALIFIED WORKER TRAINING

**Who Should Attend:** Individuals who do not hold an electrical journeyman certificate, engineers, technicians, meter readers, and other operations personnel who are required by OSHA 1910.269 to have this training.

**Overview:** The course covers federal regulations related to entering a secured area; minimum approach distances or clearances; personal protective equipment; job briefings; substation entrance procedures; and opening padmount transformers, switchgear, and metering compartments. Opening and/or viewing electrical equipment in secured areas is typically to take information off of nameplates, readings from meters or gauges, etc.

**OCTOBER 16, 2014 — PORTLAND, ORE.**

### NEW! ONE-DAY SCHOOL ON LOAD FORECASTING

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

**Overview:** Does your current load and revenue forecast reflect the economic, financial, and regulatory realities facing your utility

Continued on page 8

## TRAINING OPPORTUNITIES

today? Do you understand what goes into the load forecast developed by your utility and BPA? If your utility has not revisited its projected load and forecast methodology recently, it may be time to re-examine these given the TRM rate design and the new economic and regulatory environment utilities are operating in today. For BPA customers, BPA's TRM rate design relies on the load forecast developed by BPA for your utility in order to project demand and load shaping charges. The load forecast is also used to determine your utility's need for Tier 2 purchases or new resource acquisitions for the next 5 to 20 years.

**OCTOBER 16, 2014 — SPOKANE, WASH.**

### **NEW! BUILDING TEAM GREATNESS**

**Who Should Attend:** Managers and supervisors who support teams in an office environment.

**Overview:** Join your public power peers at this class and develop leadership skills that foster team trust, collaboration, and focus. This highly interactive session will provide you with a solid understanding of effective team dynamics, the ingredients of a high-performing team, and how you can build and lead successful teams.

**OCTOBER 21, 2014 — PORTLAND, ORE.**

### **KEY TOPICS IN UTILITY ACCOUNTING**

**Who Should Attend:** Employees who are new to utility accounting, or who need to understand the special requirements of utility accounting.

**Overview:** The class will begin with an overview of electric utility operations and terminology before moving on to the following topics: prescribed uniform system of accounts (for example, FERC or RUS); cash accounting versus accrual accounting; work order systems; the general ledger and subsidiary ledgers; and the four accounting cycles: revenue, collections, disbursements, and payroll.

**OCTOBER 21-22, 2014 — VANCOUVER, WASH.**

### **3 Cs 2014 WORKSHOP: CREDIT, COLLECTIONS, AND CUSTOMER SERVICE**

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

**Overview:** Customer service, credit, and collections employees constantly need to hone their communication skills, stay on top of legal issues, learn about new devices, and take care of themselves while coping with the stress of their jobs. Attend this workshop where subject matter experts, panels of your peers, and roundtable discussions will help you gain sound insights and advice that you can apply to your work. Develop a network of others in your field as go-to resources when you need advice.

**OCTOBER 22-24, 2014 — PORTLAND, ORE.**

### **LINEMAN SKILLS SERIES: DAY 1 — AC TRANSFORMERS, ADVANCED THEORY, AND PRACTICAL APPLICATION**

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

**Overview:** This advanced class provides attendees with a journeyman lineman's view of AC transformers. The curriculum includes a combination of electrical theory and hands-on practice. The overall program is to teach students how transformers are used to manage and control the flow of alternating current in electrical distribution systems.

**OCTOBER 28, 2014 — STOCKTON, CALIF.**

### **PATHWAYS TO LEADERSHIP SESSION 3: INSIDEOUT COACHING — MORE LEADERS COACHING, MORE OFTEN, FOR MORE IMPACT!**

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

**Overview:** InsideOut Coaching is designed to help organizations achieve performance breakthroughs by turning leaders and managers into confident and effective coaches. The G.R.O.W. Model represents the four stages of decision making; targeted questions at each stage provide the practical framework for holding effective coaching conversations.

**OCTOBER 28-29, 2014 — PORTLAND, ORE.**

### **LINEMAN SKILLS SERIES: DAY 2 — REGULATORS AND CAPACITORS: POWER QUALITY FOR LINEMEN**

**Who Should Attend:** Electrical linemen, linecrew foremen, substation personnel, and electrical engineers.

**Overview:** This course is designed to help the student better understand the function, purpose, and application of regulators and capacitors. Students will observe the inner workings of a step voltage regulator and applied electrical theory. Students will also learn to work safely with various capacitors in different configurations and connections, while using hands-on demonstrations.

**OCTOBER 29, 2014 — STOCKTON, CALIF.**

### **ONLINE — OVERVOLTAGE PROTECTION WEBINAR (DISTRIBUTION ENGINEERING SERIES #3)**

**Who Should Attend:** Engineers and senior technical personnel involved in the selection and location of lightning arrestors and proper system grounding.

**Overview:** This webinar is part of the Electric Utility Engineering Certificate Program that teaches critical concepts and skills in distribution engineering. The other two classes are *Distribution Engineering Planning & Analysis* (a four-day class) and *Overcurrent Protection* (a two-day class). This course will cover lightning theory, grounding, basic impulse insulation level (BIL), and the calculation of the margin of protection of the system and equipment.

**OCTOBER 29, 2014 — ONLINE PRESENTATION**

### **LINEMAN SKILLS SERIES: DAY 3 — PERSONAL PROTECTIVE GROUNDING**

**Who Should Attend:** All electrical workers involved in personal protective grounding.

**Overview:** This course discusses protective grounding theory, emphasizing safety and the range of acceptable currents. It also covers visual inspection of grounding systems (mats, connectors, risers, and straps); special considerations and hazards (IEEE Standard 80); and personal protective grounds, including sizing, testing, inspection, maintenance, and use.

**OCTOBER 30, 2014 — STOCKTON, CALIF.**

### **EMPLOYER COLLECTIVE BARGAINING TEAM PREPARATIONS**

**Who Should Attend:** General managers, operations managers, members of the employer bargaining team, and chief negotiators.

**Overview:** During this course, you will gain valuable and practical knowledge about the three phases of collective bargaining: preparation and defining the range/scope of negotiations; bargaining over issues (both non-economic and economic) and packaging of all remaining issues; and package offers, offer variations, final offer, and achieving agreement or implementation of the final offer.

**OCTOBER 30-31, 2014 — PORTLAND, ORE.**

### **STAKING TECHNICIAN CERTIFICATION — BASIC SURVEYING**

**Who Should Attend:** Staking technicians.

**Overview:** This three-day course is part of the comprehensive staking technician program. It will teach students the basic and advanced methods of line route surveying. This course also includes a basic overview of GPS and its application to line design and staking. To complete the study, the student will learn how to

transfer both paper and electronic field data to hand drawings or computer-aided drafting programs.

**NOVEMBER 3-5, 2014 — STOCKTON, CALIF.**

### **INTRODUCTION TO ROBERT'S RULES OF ORDER**

**Who Should Attend:** Policymakers, clerks to the board, executive secretaries, administrative assistants, and any utility employee participating in board or commission meetings.

**Overview:** *Robert's Rules of Order* can be baffling and intimidating. People who know how to use it sometimes seem to employ the system as a weapon, not a tool to make meetings better; but it doesn't have to be that way. In this highly interactive day-long class, attendees will learn essential principles, and practice the tools and techniques to use Robert's Rules well in order to run smooth, efficient, and fair meetings.

**NOVEMBER 5, 2014 — TACOMA, WASH.**

### **ELECTRIC UTILITY SYSTEM OPERATIONS**

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

**Overview:** This popular two-day course presents a clear understanding of the technical heartbeat of the utility by providing employees with a comprehensive understanding of electric utility system operations, including generation (fossil fuel, hydro, and nuclear generation), transmission, and distribution (down to 120v/240v residential connections).

**NOVEMBER 5-6, 2014 — SPOKANE, WASH.**

### **NEW! ROBERT'S RULES: THE ROLE OF THE CLERK TO THE BOARD/ SECRETARY**

**Who Should Attend:** Policymakers, clerks to the board, executive secretaries, administrative assistants, and any utility employee participating in board or commission meetings.

**Overview:** During this highly energetic and interactive session, attendees will review *Robert's Rules of Order* as they apply to minutes; understand the complete role of the clerk/secretary; and learn the essentials of taking meeting minutes in real life, the three different types of minutes, the ways minutes can go wrong, and the rules on changing minutes after approval. Attendees will also learn advanced meeting management through group participation.

**NOVEMBER 6, 2014 — TACOMA, WASH.**

### **STAKING TECHNICIAN PROGRAM — EASEMENT ACQUISITION**

**Who Should Attend:** Staking technicians.

**Overview:** This course is part of the Comprehensive Staking Technician Program. Experienced line designers say obtaining the right-of-way easement is the toughest part of staking. A well-designed power line is of little use if it cannot be built on the land.

**NOVEMBER 6-7, 2014 — STOCKTON, CALIF.**

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

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

**Overview:** This course, as taught by the Ken Blanchard Companies, begins with a self-discovery pre-workshop exercise to determine your personality type. The session continues with an explanation of how best to identify and deal with the different personality types you work with. Learn why it takes a different approach with members of your workgroup and how to bridge

their temperaments to their developmental levels.

**NOVEMBER 13-14, 2014 — PORTLAND, ORE.**

### **NEW! FRAUD IN UTILITIES**

**Who Should Attend:** All utility accounting staff, policymakers, managers, purchasing, engineering, and human resources staff.

**Overview:** In this one-day course, attendees will explore common types of fraud in utilities, gain an understanding of the controls that fail, and how to protect your utility against fraud. Learn the most common types of fraud in utilities, gain an understanding of the reasons fraud occurs, and learn how a strong internal control system can minimize the chance of fraud.

**NOVEMBER 18, 2014 — VANCOUVER, WASH.**

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

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

**Overview:** Day 1: *Reducing Conflicts and Attitude Problems*. This class is designed to provide participants with an understanding of the dynamics of workplace conflicts and strategies of how to better manage those conflicts and improve relationships. Day 2 : *Communication and Customer Service for Line Crews*. The purpose of this one-day seminar is to improve the company's business relationships through the skills of interpersonal communication with internal and external customers.

**NOVEMBER 18-19, 2014 — VANCOUVER, WASH.**

### **ADVANCED UTILITY ACCOUNTING**

**Who Should Attend:** Senior level accounting staff, chief financial officers, and finance directors.

**Overview:** This one-day class will cover advanced accounting issues currently affecting utilities — new FASB and GASB reporting standards and regulatory accounting, and how they can benefit a utility. The course will conclude with a roundtable discussion on issues that are a priority for your utility. Attendees should be prepared to discuss top priorities and provide feedback.

**NOVEMBER 19-20, 2014 — VANCOUVER, WASH.**

### **ORECA WINTER MEETING — 957.1: HOW TO EVALUATE AND IMPROVE BOARD PERFORMANCE**

**Who Should Attend:** Policy makers of electric cooperatives and public utility districts.

**Overview:** All effective organizations, corporations, and institutions do at least one thing: they implement a formal process to evaluate their performance to find areas where they can improve. This course is designed for cooperatives and public power district boards.

**DECEMBER 2-3, 2014 — SALEM, ORE.**

### **UNDERSTANDING DIFFERENCES IN UTILITIES: A HISTORICAL PERSPECTIVE**

**Who Should Attend:** Accounting and finance staff, policy makers, and any staff interested in learning about public power history.

**Overview:** This one-day workshop provides an introduction for employees about the history of electricity, the rise of public power, and current trends in the electric utility industry. The history of public power is rich and enduring because of the work of a grassroots group of men and women with a vision for a better life.

**DECEMBER 3, 2014 — SPOKANE, WASH.**

### **BASICS OF BUDGETING AND FINANCIAL FORECASTING**

**Who Should Attend:** Finance and accounting employees; senior management or policy makers; or any employee seeking to increase his or her knowledge of the budgeting process that takes place at electric utilities.

*Continued on page 10*

# TRAINING OPPORTUNITIES

**Overview:** In this one-day seminar, attendees will create a basic budget that ties the following elements together. A Work Plan: a verbal presentation of what will be accomplished during the next budget year; an operating (profit and loss) budget analyzing income and expenses anticipated to accomplish the work set out in the Work Plan; a capital budget outlining what assets will be purchased or built as outlined in the Work Plan; a cash budget tying together the operating and capital budget; and a balance sheet outlining changes to assets, liabilities, and owner equity (net assets).

**DECEMBER 4, 2014 — SPOKANE, WASH.**

## FRONT LINE LEADERSHIP SESSION #5: SUPERVISING UNION EMPLOYEES

**Who Should Attend:** Operations directors, managers, line superintendents, labor relations professionals, and human resource managers who supervise union employees and deal with stewards and officers of the union.

**Overview:** The MARC program provides a well-organized format to produce uniform interpretation of the contract, rules, and policies, which reduces inconsistencies in dealing with employees. It also ensures that union procedures with proper documentation are consistently followed in handling grievances, providing job performance counseling, administering disciplinary action, and making job promotion decisions.

**DECEMBER 9-11, 2014 — SPOKANE, WASH.**

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: ALL FOUR DAYS

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

**Overview:** This is a four-day series of classes that provide utility-specific information directed toward administrative assistants and executive secretaries that want to become more effective in managing their tasks and in communicating with others. Courses include: Day 1: *Critical Thinking and Decision Making*; Day 2: *Positive Assertiveness in the Workplace*; Day 3: *Personal Strategies for Navigating Change*; and Day 4: *Organizational Skills: Time & Stress Management*. By registering for all four classes, you will receive \$100 off the total registration (\$25 off each of the regular daily rates).

**DECEMBER 9-12, 2014 — SACRAMENTO, CALIF.**

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

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

**Overview:** This one-day class is designed to help individuals develop and build decision-making, critical-thinking, and problem-solving skills. Participants will learn about various methods for assessing and resolving problems and for understanding the role of inferences and assumptions. The class is intended to serve as a means for building confidence for how to ask the right questions and in overcoming the stress that sometimes accompanies making decisions.

**DECEMBER 9, 2014 — SACRAMENTO, CALIF.**

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: DAY 2 — POSITIVE ASSERTIVENESS IN THE WORKPLACE

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

**Overview:** This one-day class focuses on how to be assertive by sending the right signals and getting the right responses. The session provides insight into how you can handle yourself without

appearing to be either shy or pushy. Participants will learn how to get things done; better manage conflicts; recognize one's own strengths and weaknesses; and build a positive image.

**DECEMBER 10, 2014 — SACRAMENTO, CALIF.**

## NEW! HACK ATTACK!

**Who Should Attend:** General managers and policy makers.

**Overview:** Cyber-attacks are eclipsing terrorism as the primary threat facing the United States. To help our executive and policy maker members keep current with cyber security, we have prepared *Hack Attack!*, a half-day workshop in Portland that will address some of the major emerging cybersecurity risks faced by electric utilities and provide some best practices of utilities who are keeping pace with their cybersecurity programs. For more information, see page 3.

**DECEMBER 10, 2014 — PORTLAND, ORE.**

## FOREMAN LEADERSHIP SKILLS #4 – DEVELOPING MANAGEMENT SKILLS & BUILDING AN EFFECTIVE WORK GROUP

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

**Overview:** Day 1: *Developing Valuable Organization Management Skills*. One of the more difficult tasks any leader faces is learning to effectively manage his or her job and that of others. The realities of shorter deadlines, competing priorities, endless meetings, constant interruptions, and higher quality expectations are just a few of the challenges individuals face on a day-to-day basis. Day 2: *Building a More Effective Work Group*. Almost everything we do in our work is done within the context of a team effort. However, more often than not, the difficult part facing the team leader is inspiring individuals to work together toward a common end or goal.

**DECEMBER 10-11, 2014 — VANCOUVER, WASH.**

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: DAY 3 — PERSONAL STRATEGIES FOR NAVIGATING CHANGE

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

**Overview:** In today's workplace, employees are experiencing tremendous changes in organizational strategies, in the way work gets done, and in the way people work together. These changes present new demands and challenges for every individual in the organization. Without personal strategies for dealing productively with change, employees can become overwhelmed and communication can break down. This module provides an effective approach to navigating change that people in any organization can use.

**DECEMBER 11, 2014 — SACRAMENTO, CALIF.**

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: DAY 4 — ORGANIZATIONAL SKILLS: TIME & STRESS MANAGEMENT

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

**Overview:** This one-day seminar is intended to help participants understand how to stay focused on their goals, whether work or personal, while ups and downs occur around them. Participants will gain insight into developing personal flexibility to deal with uncertainty and to find meaning in what they are doing. This seminar will focus on the important personal skill of self-control and self-determination. Participants will learn to recognize their personal stressors and to deal with stress.

**DECEMBER 12, 2014 — SACRAMENTO, CALIF. NWPPA**

by John Gross

# Acknowledging product adoption cycles and groups will help increase product activation

All products have a life cycle (introduction, growth, maturity, and decline) and there are different qualifications for each stage. Breaking down the life cycle and how to communicate a product/service during each stage is a different topic all together; recognizing that consumers/customers will adopt a product at different rates is what we will focus on here.

### Product adoption cycles

Every new product or service that is created and launched is done so for a purpose. There is a need by a customer group or segmented target group, and the product/service fills the need and offers a value to the customers.

Let's take a prepayment program for example. The basic concept of the program is that customers control their own payments; they can pay weekly, monthly, annually, daily, or by the hour if they really wanted to. Prepayment helps customers who may struggle with payments; it also helps customers learn more about their usage because they can track it online. It's designed for different target markets, such as:

1. Those that struggle to make payments
2. Those that are tech savvy and like convenience
3. Those that like to monitor usage, view graphs, charts, etc.

Many utilities do not consider the product/service adoption cycle when they plan on launching a program or service, and they should. It's often easier to come up with the program and internal systems/operations than it is to come up with a plan that captures as many customers as possible. Therefore, consider the adoption cycle and plan accordingly to communicate with the groups you want to capture; knowing the group and its key characteristics and communicating accordingly will lead to higher adoption rates of your targeted groups.

### Product adoption groups

Each segmented target market has different types of customers in each group (see Figure 1). They adopt products at different times of the products life cycle. Therefore, plans, estimates, and communications for each program should consider the following.

- Innovators
- Early adopters
- Early majority
- Late majority
- Laggards

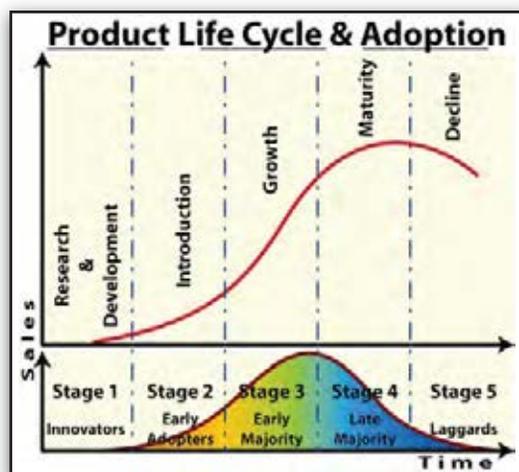


Figure 1

You know who they are. There are those that buy the new iPhone the day they come out; this group is called the innovators. They tend to be well informed and are willing to try new products/services, therefore taking more risks. Innovators represent the first 2.5 percent to adopt the product or, in our case, service.

Early adopters activate new services next. They respond quickly based off of positive feedback from innovators. This group tends to be educated and opinion leaders; they represent about 13.5 percent of all consumers/utility customers.

Early and late majority adopters make up the core of consumers. Together they make up about 68 percent of all consumers and are split evenly down the middle — 34 percent for each. Early majority adopters tend to avoid risk and start using a product/service once it has been proven; they rely heavily on recommendations from others who use the product. Late majority adopters are more skeptical, adopting products and services once they are heavily used or are common.

Lastly are the laggards; these customers (and I am sure you can name a few) avoid change and may not adopt a new service at all until their current option is no longer available. They make up the remaining 16 percent.

*Continued on page 12*

## Conclusion

So what does this all mean? If you want to maximize opportunity for the programs/services you offer, consider communicating to each of them based on the adoption cycle. Spread out communications so you can reach them all and be in front of them with the product during the optimal time when they would be likely to act. Some will immediately sign up; others are going to wait a little bit to make sure the program works. Some will wait until all the kinks are worked out and they hear positive feedback; others will be the last to get on board.

If you have any new programs that you are launching, consider specific communications for your target markets and consider timed communications for each of those that adopt products in each of the different stages. **NWPPA**

*John Gross is president of Goldstreet Design Agency, Inc., in Bend, Ore. Goldstreet Design Agency develops and produces customized communication materials for utilities with strong focus on electricity, stormwater, drinking water, wastewater, and more. Learn more at GoldstreetDesigns.com or contact Gross at john@goldstreetdesigns.com.*

## Takeaways and tidbits

- Consider the adoption cycle and plan accordingly to communicate with the groups you want to capture
- Know the groups' key characteristics and communicate accordingly
- Spread out communications so you can reach all of your customers in their different adoption groups
- Consider specific, timed communications for your target markets in each of the different adoption stages

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by Richard Lorenz

## Reefer madness: electric service to a legalized marijuana industry

**A**t a recent board meeting of the Cowlitz County PUD in Longview, Wash., the hot topic was not a pending rate increase or other typical utility business. Instead, the commissioners wrestled with the issue of whether or not Cowlitz PUD should provide electric service to marijuana-growing operations.

Initiative 502, passed by Washington voters in November 2012, made it legal under state law for Washington residents to grow, sell, and possess small quantities of marijuana. Federal law, however, has been slow to catch up with state law and marijuana use remains unlawful under the Federal Controlled Substance Act. Thus, Cowlitz PUD and other Washington utilities face the choice of either refusing service to eligible customers — whose actions are legal under state law — or knowingly supporting activities that violate federal law.

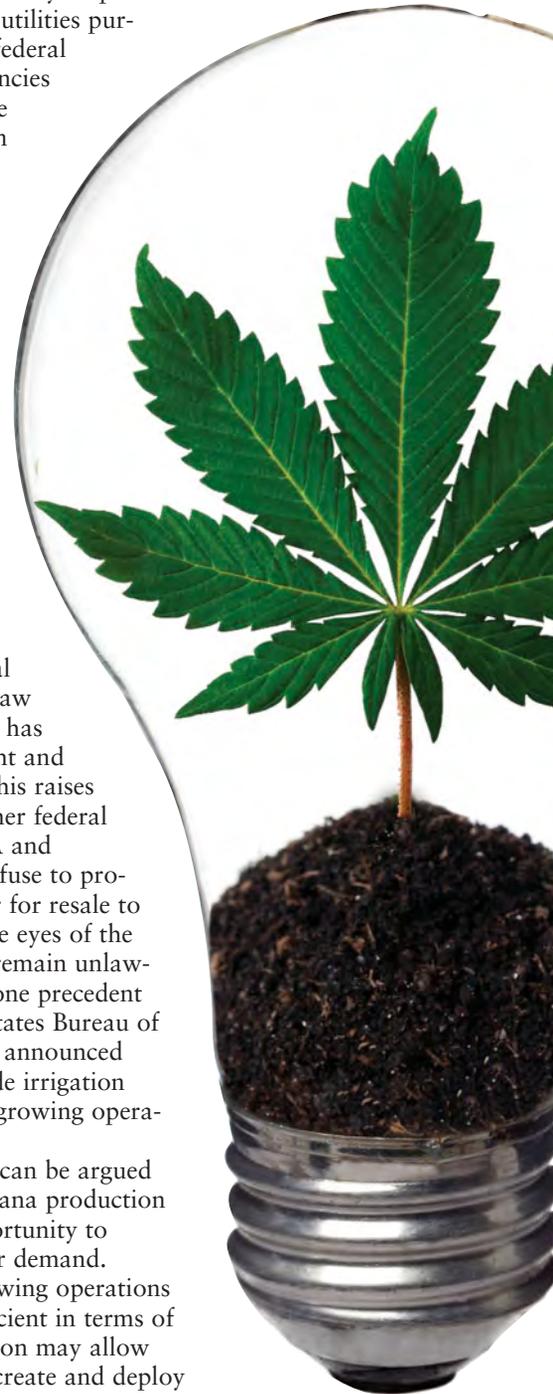
Cowlitz PUD is not alone in facing this question. In November 2012, Colorado voters passed Amendment 64, which allows individuals to grow, possess, and use small amounts of marijuana. Like Initiative 502 in Washington, Amendment 64 also paves the way for the commercial production and sales of marijuana by licensed businesses. Other western states, including California, Oregon, and Alaska, may also follow suit in the not-too-distant future.

While the criminal justice and tax implications associated with legalization of marijuana at the state level have been widely debated, less attention has been paid to the effect that it may have on electric service providers. According to a study performed by Evan Mills, a researcher at the Lawrence Berkeley National Laboratory, indoor marijuana-growing operations already account for about one percent of all electric consumption in the United States. In California, the number may be as high as three percent. To put that in perspective, Mills estimates that an indoor marijuana-growing operation has the same power density (watts per square foot) as a data center, and that pot growers use about one-third of the total electricity used by data centers in the United States.

If Mills' data is accurate, then the first challenge faced by electric utilities may be to keep up with increased electric demand caused by marijuana production. While it is clear that utilities already are serving illegal growing operations, it remains difficult to predict how legalization of the industry will affect long-term energy usage. If the legalized marijuana industry expands significantly, then the demand for power may also increase on a proportionate basis. Increased utility demand also could come from existing growers who have previously relied on diesel generators, or other off-grid power sources. It is certainly plausible, therefore, that the marijuana industry alone could spark significant changes to a utility's long-term load forecasts.

An increase in retail demand because of marijuana production may be particularly problematic for utilities purchasing power from federal power marketing agencies such as the Bonneville Power Administration (BPA) and Western Area Power Administration (WAPA). As stated above, although marijuana production, sales, possession, and use may be legal on a limited basis in Colorado and Washington, it remains illegal under federal law. Therefore, while the federal government presently does not seem intent on prosecuting inconsequential violations of federal law in these states, it also has not abdicated the right and authority to do so. This raises the question of whether federal agencies, such as BPA and WAPA, can or will refuse to provide wholesale power for resale to operations that, in the eyes of the federal government, remain unlawful. There is at least one precedent for this: the United States Bureau of Reclamation recently announced that it will not provide irrigation water for marijuana-growing operations.

However, it also can be argued that legalizing marijuana production may present the opportunity to reduce existing power demand. Illegal marijuana-growing operations are notoriously inefficient in terms of energy use. Legalization may allow proactive utilities to create and deploy conservation and efficiency measures that



*Continued on page 14*

could cut marijuana energy usage substantially. In Colorado, for example, Xcel Energy already has begun to develop a rebate program that is specifically designed to incentivize marijuana growers to replace old lighting equipment with more-efficient technology. Larger commercial growers should also be expected to adopt more energy-efficient measures that would not have been possible before, such as growing in greenhouses rather than secluded basements, in order to reduce production costs.

The prospect of legalized marijuana use and possession may also have retail rate implications — particularly as applied to residential production. It has been noted that increased marijuana production can result in noticeable changes in residential power consumption. Humboldt County, Calif., is regarded as the marijuana capital of America. According to a recent Humboldt State University masters thesis, Humboldt County has seen a steady rise in average electric use by residential customers since 2006, while average usage for the rest of the state has declined. To the extent that this is attributable to increased marijuana production, there are customers paying residential rates for operating what are, essentially, small industrial facilities. Thus, yet another challenge for utilities may lie in designing and applying a retail rate structure that recovers the costs of serving residential marijuana-growing operations.

There is one other issue underlying the debate about marijuana-growing operations that has nothing to do with load-growth, federal power, conservation, or retail rate setting. It is the fact that, for many Americans, the production, possession, and use of marijuana is seen as immoral. Polling data suggests that, although attitudes about marijuana use

*The prospect of legalized marijuana use and possession may also have retail rate implications — particularly as applied to residential production. It has been noted that increased marijuana production can result in noticeable changes in residential power consumption.*



have changed significantly in the past two decades, many Americans still view marijuana use as either wrong, dangerous, or both. Inevitably, personal opinions about drug use will influence policy decisions about utility service to marijuana growers. It is here where utilities and their decision makers, particularly those that are government entities, should tread lightly in order to avoid potential legal liability. **NWPPA**

*Richard Lorenz is with Cable Huston Benedict Haagensen & Lloyd LLP, a full-service law firm located in Portland, Ore. He can be contacted at [rlorenz@cablehuston.com](mailto:rlorenz@cablehuston.com). This article originally ran in the Summer 2014 issue of Western Energy magazine.*

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# EWEB shares tips on how to increase e-billing participation

When the Eugene Water & Electric Board (EWEB) launched its long-awaited electronic billing service in February 2013, utility officials asked themselves: “If we offer it, will they come?” No one really knew how many customers would sign up. At that time, less than 5 percent of the utility’s 88,000 customers paid their bills electronically, mostly through third-party financial websites or the utility’s clunky and outdated online payment system.

But, boy, did they come knocking! Within just a few months, tens of thousands of customers were signed up for e-billing, paying their bills online using a more sophisticated Web portal and getting paperless bills. Within nine months, more than one-third of EWEB’s customers were signed up, far exceeding the goal of 15-percent signups by year’s end.

Today, 37,000 customers — more than 40 percent — are signed up for e-billing. That’s 444,000 fewer paper bills that are mailed each year, saving money and reams of paper while providing a convenient form of payment for customers.

“Before we launched, we were told the national average for adoption of a new e-billing system is less than 15 percent after the first year, but we blew that out of the water within the first three months,” said EWEB Customer Service Manager Mark Freeman. “There was definitely a pent-up demand among our customers for this value-added service.”

The move to a new and upgraded e-billing service coincided with EWEB’s decision to outsource its bill-print and mailing service to Kubra, a Canadian company that does similar work for many other utilities across North America. Bills are printed and shipped from a Kubra facility in Southern California. EWEB also contracted with Kubra to run the e-billing service and Web portal, which is linked to EWEB’s main website.

EWEB hasn’t pinned down the reason for the overwhelming success of its e-billing service, but thinks it is a combination of the following factors:

- Eugene is home to 24,000 University of Oregon students and about 15,000 full-time students who attend Lane Community College. Those are customers who are more receptive to paying bills and doing other commerce online.
- The new e-billing service is a vast improvement over the old one.
- The utility did an effective job of marketing the new service, mostly through lower-cost communications channels that would appeal to the right audience — mainly social media and website advertising — as well as traditional media such as bill inserts.
- The utility required customers to go paperless when signing up for electronic bill payment.



*“Before we launched, we were told the national average for adoption of a new e-billing system is less than 15 percent after the first year, but we blew that out of the water within the first three months.”*

Mark Freeman,  
EWEB Customer Service Manager

That last bullet point was initially controversial within EWEB as the e-billing team created the program and launched it. Like most other public utilities, EWEB often provides multiple options for various services. But in the end, the decision to require customers to go paperless has proven to be beneficial, not just in total customer signups, but for continuity and simplicity. Also, marketing efforts can be focused on new signups. Customer complaints turned out to be relatively low in number and intensity.

To maintain or increase sign-ups, the utility has maintained a low-budget marketing effort. It places one to two brochures in bills each year, and makes e-billing a frequent feature on its electronic newsletters, printed newsletters, website, and social media platforms.

*Continued on page 16*

Of course, there were some lessons learned, including these tips for utilities thinking of launching similar efforts:

- Use your employees to pilot or test the new system. Even then, expect some glitches once you launch.
- Make your security questions relatively easy. EWEB heard from customers that its security questions were too hard, creating some frustrations.
- Make some minor improvements after the first six to eight months. EWEB made a handful of changes to the signup process (including changing the security questions), based on customer feedback.
- Use the launch of a new system as a source of employee pride and teamwork. EWEB created lobby signs, promotional buttons for customer service representatives to wear, and brought in food and refreshments to create a festive atmosphere for front-line employees during the initial launch period.

- Expect some challenges with the technology. For example, in switching to Kubra, all customers who previously were on auto-pay had to re-enroll in that service and sign up for e-billing. That required a special information campaign to get those 4,000 customers re-enrolled.
- Train your customer service representatives well, and consider designating one or two people to handle the bulk of emails. Set up a special email initially to handle inquiries.
- During the launch period, expect a much higher call volume in your customer service center.
- Make your marketing a multi-year effort. Even if you have a low budget, you can do a lot with free or low-cost communications channels. **NWPPA**

*Lance Robertson is the public affairs manager for Eugene Water & Electric Board in Eugene, Ore. He can be contacted at [Lance.Robertson@eweb.org](mailto:Lance.Robertson@eweb.org).*

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### Mason 3 included in High-Five Club



(L-R) PUD 3 Manager Amette Creekpauw receives a High-Five Club certificate from United Way of Mason County Executive Director Tamra Ingwaldson and United Way of Mason County Board Chair Bob Miller.

Employees of Mason PUD No. 3 (Shelton, Wash.) were recently celebrated as a part of the United Way of Mason County's High-Five Club, which is the top five businesses and organizations whose employees made gracious donations during the United Way's recent local workplace fundraising campaign. United Way thanked Mason County PUD 3 for being the fourth-highest contributor (\$17,283) in the campaign.

Employees of businesses and organizations throughout Mason County took part in the campaign to help support the excellent work of local human resource agencies and nonprofit groups.

United Way received about \$240,000 in pledges from local residents, area businesses, and federal and state employees. The money is used for human resource agencies that provide services to local residents. **NWPPA**

### WRECA re-elects Irwin

The Washington Rural Electric Cooperative Association (WRECA) re-elected **John D. Irwin, Jr.** to a second term as president for the 2014-2015 term during the association's recent Annual Meeting. Irwin is the vice president of Elmhurst Mutual Power & Light in Tacoma, Wash.

Also elected as officers for the 2014-2015 term were Vice President **Robert Estrada**, secretary of Lakeview Light & Power, Lakewood, Wash.; Secretary **Albert Preugschat**, vice president of Nespelem Valley Electric Cooperative, Nespelem, Wash.; and Treasurer **Jerry Walter**, vice president of Ohop Mutual Light Co., Eatonville, Wash.

Irwin has served on the Elmhurst Mutual Board of Directors since 1976. He was born and raised in Tacoma. He worked in the electrical industry for 42 years and has been involved in community affairs, mainly with the scouting programs. **NWPPA**

### Kostick meets with Washington state delegation

From July 28 to July 30, **Ben Kostick**, president of the Lewis PUD Board of Commissioners (Chehalis, Wash.), met with Washington's congressional delegation as a member of the American Public Power Association's (APPA) Policy Makers Council (PMC). Kostick was scheduled to meet with Representatives **Jaime Herrera-Beutler (R)**, **Derek Kilmer (D)**, **Denny Heck (D)**, **Rick Larsen (D)**, and **Suzan DelBene (D)**; and Senators **Maria Cantwell (D)** and **Patty Murray (D)**.

Kostick commented that serving on the PMC provides the opportunity to promote public power issues — including those unique to Washington — face to face with federal lawmakers. In his three years on the council he has seen the effectiveness of these personal visits and looks forward to the next two years of his term on the council. The PMC also provides advice on other issues of importance to APPA. Members of the council meet a minimum of twice a year, and participate in meetings with elected representatives and congressional staff for the purposes of supporting APPA's national legislative agenda.

The PMC is made up of 40 members who serve on either utility boards or are elected officials in public power communities. Four members are appointed to the council from each of the 10 geographic regions recognized by APPA. In addition, there are a number of at-large members of the council from across the country who are appointed based on vacancies in the 10 regions. **NWPPA**

### Benton rating affirmed at A+

Standard & Poor's Rating Services affirmed its A+ rating with a stable outlook on Benton PUD's (Kennebec, Wash.) electric revenue bonds. Standard & Poor's attributed the excellent rating to Benton PUD's competitive rates, modest capital needs, adequate reserves, conservative budgeting practices, and a stable economy.

Benton PUD continues to experience solid customer growth of 1 to 2 percent and moderate load growth over the last five years. With conservation factored, future account growth is forecasted to be .6 percent per year through 2018.

Standard & Poor's "stable outlook" reflects that the rating service found Benton PUD's practice of prudent and timely rate increases; conservative budgeting practices; and prudent reserve policies will provide for continued strong financial performance, including good fixed-charge coverage and liquidity levels in the future.

The Standard & Poor's Ratings Services report on Benton PUD can be viewed on the Benton PUD website at [www.BentonPUD.org](http://www.BentonPUD.org). **NWPPA**

## Cowlitz increases base charge

The Cowlitz PUD (Longview, Wash.) Board of Commissioners voted to adopt a five-dollar increase to the base rate for residential rate class customers, beginning with electric bills sent on September 1, 2014.

“Today, Cowlitz PUD took another step toward making rates fair by continuing to reduce the rate-class inequity,” said PUD Board President **Buz Ketcham**. “To help ease the burden, the commission resourced \$2.24 million of Rate Stabilization funds to reduce the rate for our commercial and industrial customers. These customers have been paying more than their fair share of electric service costs.”

For years, commercial and industrial customers have been paying rates higher than what it costs to serve them. This rate action, coupled with Cowlitz PUD dipping into its Rate Stabilization Fund (RSF), will continue to correct the rate-class inequity.

The rate action closely follows the citizen’s Electric Rates Advisory Committee (ERAC) recommendation, which was made at a board workshop on July 9, 2014. Members of the ERAC were selected from PUD customers proportionately representing each rate class.

As a result of the rate action, the monthly residential base charge increases from \$12 to \$17, but the residential energy charge remains unchanged at 6.61¢ per kilowatt-hour. Based on using the average monthly residential consumption of 1,500 kilowatt-hours, the monthly bill would increase from \$111.15 to \$116.15, or \$5 per month. Residential customers who have qualified for a low-income discount rate for 2014-2015 will have their discount applied to the new rates. **NWPPA**

## Columbia Generating Station sets new record

The Northwest’s sole nuclear energy facility, Columbia Generating Station, generated a record 9.7 million megawatt-hours of electricity during the fiscal year that ended June 30 — eclipsing a previous record of 9.5 million megawatt-hours in fiscal year 2006 and its calendar year record of more than 9.3 million megawatt-hours in 2012.

Ratepayers in the Pacific Northwest have reason to celebrate: the 1,170-megawatt nuclear energy facility, which is operated by Energy Northwest in Richland, Wash., sells all power from Columbia at cost to the Bonneville Power Administration.

“Columbia Generating Station is at a level of productivity and efficiency never achieved before,” said **Sid Morrison**, Energy Northwest Executive Board chair.

Columbia Generating Station has operated more than four and a half years without an unplanned shutdown, and Energy Northwest recently surpassed 12 million work-hours without a lost-time injury to employees.

In a message to employees, Vice President of Nuclear Generation **Brad Sawatzke** said, “This performance is a testament to our organization’s alignment to a performance excellence model. Most importantly, the team reached this milestone while performing safely in all areas of nuclear, radiological, industrial, and environmental safety.” **NWPPA**

## Several GMs retire, successors announced

Three long-time general managers from member utilities will be retired by the end of this month. Mission Valley Power’s (Pablo, Mont.) **Ralph Goode**, Columbia Basin Electric Cooperative’s (Heppner, Ore.) **Jerry Healy**, and Lane Electric’s (Eugene, Ore.) **Rick Crinklaw**.

After managing Mission Valley Power for 15 years, Goode retired this month; **Jean “Jon” Matt** has accepted the general manager position to succeed Goode. Matt is a life-long resident of Montana, a member of the Confederated Salish & Kootenai Tribes, and a graduate of the University of Montana with a bachelor’s degree in forest resource management. For the last 11 years, he served as manager of the CS&KT Forest Development Program. His 18 years of experience in CS&KT Forestry embraces biomass production, communications, government-to-government relations, and human resource development.

Healy retired at the end of August after 33 years with the utility. He started his career with CBEC as an assistant office manager in 1981 and worked his way up the administrative ranks; he was promoted to general manager on September 1, 1998. Following a five-month national search and recruitment process, the Columbia Basin Board of Directors selected **Thomas Wolff** to succeed Healy as the utility’s general manager, effective September 1. Wolff has been employed with the co-op for 15 years as the manager of finance and administration. Wolff, who was raised in Heppner, is an OSU graduate and earned his CPA credentials while auditing rural electric cooperatives in The Dalles, Ore.

After a nation-wide search, the Lane Electric Board of Directors selected **Matt Michel** to serve as Lane Electric’s



Jean “Jon” Matt



Thomas Wolff



Matt Michel

new general manager. Effective October 1, Michel will officially begin his service with Lane Electric and succeed Crinklaw, who had been with the co-op for over 37 years and retired at the end of August. Michel comes to Lane Electric from the Canby Utility Board in Canby, Ore., where he served as the utility's assistant general manager for two years and general manager for four years. Prior to his management roles, Michel served as the utility's general counsel.

NWPPA

## Chelan reaches annual target in six months

**O**n August 4, Chelan County PUD (Wenatchee, Wash.) commissioners heard from **Andrew Grassell**, the District's Energy Development and Conservation manager, that when you reach half of a two-year goal in just six months, you can feel a sense of accomplishment

Grassell said that the District's Conservation group takes the energy-saving targets under the state's Energy Independence Act (also known as I-937) as a minimum target, not a goal. These savings are great for not only program participants, but also for all customers since the energy that is saved is sold on the wholesale market, helping to support low, stable electric rates. Grassell said there is great response by customer-owners to the rebates offered by Chelan PUD on energy-efficient appliances, heat pumps, windows, insulation, and LED lighting.

The two-year state target for the District is 2.08 average megawatts (aMW). By the end of June, the PUD had achieved 1.18 aMW — well above the 1.08 aMW target for all of 2014. The savings so far this year are enough to power about 400 Chelan County homes.

Residential customers are making good use of appliance rebates and lighting upgrades, Grassell said. Industrial customers also are actively participating in lighting upgrades and many cold storage facilities are installing energy-saving upgrades.

Commissioners commended the Conservation team for its hard work to make energy-saving and cost-saving programs available to customer-owners. In a related item, commissioners agreed to expand the 2014 appliance rebate program by adding another \$180,000 to maintain the program into 2015. NWPPA

## Tillamook PUD raises money for ACS

**T**he Tillamook PUD Family and Friends team raised more than \$5,000 for the American Cancer Society (ACS) Relay for Life event held July 26 and 27 in Tillamook, Ore. Money was raised through pop cans; breakfasts; lunches; candy bar and pepperoni sales; and personal pledges. The PUD has had a Relay team for 15 years, raising more than \$75,000 for cancer research, education, advocacy, and patient services. NWPPA

## Chris Curtis reaches 25-year mark



(L-R) Douglas County PUD Commissioner Lynn Heminger and Office Engineer Chris Curtis.

**D**uring the July 28, 2014, Douglas County PUD commission meeting held at the District's East Wenatchee, Wash., office, Commissioners **Lynn Heminger** and **Jim Davis** awarded Office Engineer **Chris Curtis** with his 25-year-service award.

Commissioner Heminger thanked Curtis on behalf of the citizens of Douglas County for his years of service, and Curtis in turn thanked the commission.

"It has gone by rapidly," said Curtis. "I have enjoyed working with good people." NWPPA

## SMUD receives new 50-year license

**T**he Sacramento Municipal Utility District (Calif.) has received a new 50-year license from the Federal Energy Regulatory Commission (FERC) for the continued operation of the Upper American River Project (UARP). The UARP is a 688-megawatt hydroelectric project that consists of 11 reservoirs and eight powerhouses spanning an area from the crest of the Sierra Nevada mountains to the foothill communities of the Sacramento valley. The UARP provides about 15 percent of SMUD's customers' yearly power needs.

The terms of the new license reflect the results of formal agreements reached between SMUD and numerous stakeholders in the relicensing process, including state and federal resources agencies, environmental groups, local government, the whitewater boating community, and the general public.

"It is gratifying to receive a new 50-year license," said SMUD General Manager and CEO **Arlen Orchard**. "It allows SMUD to continue to generate large quantities of non-carbon-emitting energy over the next 50 years from our most valuable, lowest-cost power supply."

*Continued on page 20*

The license contains a number of operational changes, recreation upgrades, and monitoring programs. It also includes a project expansion that will further enhance natural resources in the project area and energy-related value derived from the hydro project. Increases in the volume of water released from reservoirs into streams and rivers will benefit natural resources. Aquatic resources in all eight tributaries of the project will benefit from increases in minimum flow releases, and new high-volume pulse flows will wash fine material from streambeds. **NWPPA**

### Pend Oreille recovers after storms



*Due to the windstorm, trees fell on a house and vehicle at Sacheen Lake in the Pend Oreille service territory.*

**A** severe windstorm on July 23, with winds over 70 mph, swept across Pend Oreille County in the northwest corner of Washington state, causing major damage to Pend Oreille PUD's electrical system and broadband systems. In many areas, large trees fell into the power and fiber optic lines, bringing the lines down, breaking power poles, and destroying transformers. The storm, which lasted less than 15 minutes, wreaked havoc in primarily the mid to southern portion of Pend Oreille County, leaving 4,000 customers without power and more than 380 without broadband service.

On August 2, with Pend Oreille PUD line crews just a few hours from completing repairs from the July 23 storm, another windstorm occurred.

"Our crews were in their trucks and watched the lines come down again," said Line Superintendent **Keith Cordes**.

The 45-minute storm caused as much damage — although in a greater area — as the July storm, again leaving approximately 4,000 customers without power.

However, with the exception of a few customers who were waiting to have individual service masts repaired, power restoration work was completed on August 11.

"Our crews could not have worked harder," said General Manager **John Jordan**. "I'm so very proud of the job they did."

Although total costs have not yet been determined, approximately 100 power poles, 40 transformers, and countless miles of wire and fiber-optic cable were replaced and/or repaired. **NWPPA**

### ICUA announces officers

**T**he Idaho Consumer-Owned Utilities Association (ICUA) has announced the newly elected officers of its executive committee: President **Heber Carpenter**, general manager of Raft River Electric Co-op; Vice President **Bryan Case**, general manager of Fall River Electric Co-op; Secretary/Treasurer **Ron Osterhout**, director at United Electric Co-op; and Past President **Bob Boren**, board president at Salmon River Electric Co-op. **NWPPA**

### Grays opts to self-haul sludge, save money

**C**ost-saving efforts continue to benefit the customers of the Grays Harbor PUD (Aberdeen, Wash.). Rather than contract for the removal of the sludge lining the bottom of the Harbor Paper primary clarifier, the PUD will rent trucks and hire drivers to handle the shipment of the wastewater byproducts to a landfill in Cowlitz County.

"From the beginning, our goal has been to fulfill our Harbor Paper responsibilities while having the lowest possible impact on our customers," said General Manager **Dave Ward**. "By self-hauling the primary clarifier sludge, the PUD will save over \$450,000. That moves us toward the fulfillment of that goal."

Earlier this year, the PUD partnered with the City of Hoquiam to pump millions of gallons of treated water from the primary clarifier into the Hoquiam sewage treatment system. When the water had been removed, what remained were several tons of sediment in the form of sludge, which the PUD is required to remove. After receiving a proposal for the shipment and disposal of the sludge, the Special Projects Manager **John Pellegrini** examined the possibility of self-hauling the sludge and found the cost estimates to be considerably lower than other alternatives.

In the interest of saving money, the PUD and the International Brotherhood of Electrical Workers (IBEW) Local Union 77 worked together to create two new temporary positions that will transport the bulk materials away from the Harbor Paper site. In the coming months, PUD-hired drivers will make two trips per day in rented trucks, gradually moving the sludge to the Cowlitz County Landfill.

**NWPPA**

## KEC names HR administrator

**K**ootenai Electric Cooperative (Hayden, Idaho) announced the addition of **Renee Huling** to the staff as human resources administrator.

In her new position, Huling will be responsible for benefits; the wellness program; new hires; and the facilitation of company orientations and policies. Huling most recently worked for the Idaho Department of Labor as an adjudicator.

Huling graduated from Eastern Washington University with a bachelor's degree in communication and is working toward her Professional Human Resources Certificate. **NWPPA**



## OPALCO's Miracle Man returns to work

**L**opez Island Journeyman Lineman **Kevin Zoerb** has returned to work following an arduous journey of surgeries for injuries he received when coming into contact with a high-voltage line in September 2013. Dubbed the "Miracle Man" at Harborview Medical Center in Washington, Zoerb has made a remarkable recovery.

"We are thrilled to welcome Kevin back to work," said OPALCO General Manager **Foster Hildreth**. "Kevin is a veteran lineman; he and his family are important members of the OPALCO family."

OPALCO expects to see Zoerb back in full force within a year. OPALCO's Safety Program will provide additional training opportunities to make sure this type of accident never happens again and to ensure the safety and confidence of all of its operations staff. **NWPPA**

## BPA's credit ratings affirmed

**A**t the end of July, the three major credit rating agencies affirmed the ratings on BPA-backed debt, paving the way for Energy Northwest, with BPA's support and encouragement, to issue refinancing bonds that will result in substantial savings for BPA's ratepayers.

Energy Northwest will refinance approximately \$321 million of outstanding debt associated with Energy Northwest's never-completed nuclear Projects 1 and 3. That debt would otherwise be repaid in fiscal year 2014, but the repayment date is being extended by means of the new Energy Northwest Projects 1 and 3 bonds to more closely match the original expected useful lives of the projects.

This regional cooperation debt transaction will free-up funds that BPA expects to use to prepay equal amounts of

higher-interest-rate federal debt and thereby obtain approximately \$130 million of present value savings. Regional cooperation debt refers to existing debt associated with the Columbia Generating Station and Projects 1 and 3 that also serve as a regional financial resource, providing remarkable debt management opportunities to lower costs of power for the benefit of the Pacific Northwest. **NWPPA**

## CVEA kicks off Allison Creek Project



*CVEA CEO Robert Wilkinson addresses the crowd at the construction kickoff celebration for the Allison Creek Hydroelectric Project.*

**O**n July 29, the Copper Valley Electric Association (Glennallen, Alaska) Board of Directors and staff celebrated the kickoff of the construction phase of the long-awaited Allison Creek Hydroelectric Project. The team was joined by roughly 30 stakeholders, including Alaska State House Representative **Eric Feige**. Others in attendance were representatives from U.S. Senator **Mark Begich's** office, the Alaska Energy Authority, the Alaska Power Association, the National Rural Utilities Cooperative Finance Corporation (CFC), Alyeska Pipeline Service Company, McMillen Incorporated, Ahtna, and the City of Valdez.

The kickoff celebration was intended to gather and thank the people who have worked with CVEA over the last seven years to make this project a reality.

A short list of speakers commemorated the project with words of congratulations, praise, and thanks. Representative Feige said he was impressed with the talent at CVEA, stating that "this project went along in textbook fashion. There were many opportunities to have gone sideways, but CVEA's **Robert Wilkinson** and **John Duhamel**, along with their team, kept the project on the rails, on time, and on budget."

CVEA recently launched a new website intended to provide detailed information and keep the public informed as the cooperative moves through the construction phase of the project. Visit [cvea.org](http://cvea.org) and click the Allison Creek logo on the homepage to follow its progress. **NWPPA**

### Northwest Power and Conservation Council adds two to its staff

**T**wo experts in energy efficiency joined the Council's Power Planning Division last month.

**Jennifer Anziano** is the new Regional Technical Forum manager, replacing **Nick O'Neil**. Anziano will help manage the forum as it develops energy efficiency measures throughout the Northwest. She holds a bachelor's degree in geology from Macalester College and a master's in public administration in environmental science and policy from Columbia University. Prior to joining the Council, she was senior program manager for emerging technology at the Consortium for Energy Efficiency in Boston, Mass.



*Jennifer Anziano*



*Dr. Tina Jayaweera*

**Dr. Tina Jayaweera** is the new senior energy efficiency analyst, replacing **Charles Grist** who was promoted to manager of conservation resources when **Tom Eckman** was promoted to director of power planning. Jayaweera holds a bachelor's degree in physics from Oberlin College and a Ph.D. in mechanical engineering from Cornell University. Prior to joining the Council, she was a principal in the energy services division and head of the planning and assessment team for The Cadmus Group, a consulting firm. Her work included quantifying opportunities for utilities to achieve energy efficiency and add renewable energy. At the Council, Jayaweera will help assess regional energy efficiency potential, and implement and evaluate efficiency programs.

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

### HD Supply opens new facility in Alaska

**O**n July 23, 2014, HD Supply Power Solutions announced that it has opened a new 14,000-square-foot facility located at 6050 Tuttle Place in Anchorage, Alaska. The new facility extends the presence of HD Supply Power Solutions in key geographic regions and enhances its service offerings.

"HD Supply Power Solutions has invested in hiring outstanding local people and in building a great new facility in

order to exceed the product and services expectations of our Anchorage-area customers," said **Steve Margoliis**, president and CEO, HD Supply Power Solutions. "At HD Supply Power Solutions, we are driven by our commitment to customer success, which means providing our customers with the very best service, supply chain solutions, innovative products, and value."

The new location will primarily serve HD Supply Power Solution's public power customers. It carries a broad range of products, backed by a team of service professionals experienced in the utilities and construction industries.

In addition, as part of HD Supply's growth strategy, HD Supply Power Solutions recently expanded its footprint in Kansas City, Kan.

HD Supply Power Solutions ([www.hdsupplypowersolutions.com](http://www.hdsupplypowersolutions.com)) offers the industry's most extensive portfolio of products, services, and solutions for the public power, investor-owned utilities, construction, and industrial markets. **NWPPA**

### NISC introduces Capturis

**D**ue to unprecedented growth, National Information Solutions Cooperative (NISC) has formed a wholly owned limited liability company for its Utility Bill Pay<sup>SM</sup> service. The LLC will be doing business as Capturis going forward.

Capturis, an NISC company, has been providing multi-site utility information management as well as bill processing and payment services to more than 275 clients, including Fortune 100 and 500 companies, for over the past decade.

"The growth of the Utility Bill Pay<sup>SM</sup> service since its inception in 2000 is remarkable. We began the service to fill a need in the market for a solid, reputable bill payment and processing company," said **Tracy Porter**, CFO of both NISC and Capturis. "Each year our client list would grow dramatically. It was a testament to the accuracy of our data and efficiency of our service."

Capturis realized that accounts payable was a necessary function of all companies, big or small. From the mailroom to accounts payable, Capturis has created an effective utility information management process based on prioritizing on a "First Due, First Through" basis. Capturis gathers the necessary energy information needed to make sound business decisions in a powerful, user-friendly database-reporting tool available online.

Along with the new name, the company has adopted a new logo and new website that can be found at [www.capturis.com](http://www.capturis.com).

National Information Solutions Cooperative (NISC) is an information technology cooperative that develops, implements, and supports software and hardware solutions for its members/customers. Additional information can be found at [www.nisc.coop](http://www.nisc.coop). **NWPPA**

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## Novinium launches new website

At the end of July, Novinium unveiled its redesigned website ([www.novinium.com](http://www.novinium.com)) to further build upon Novinium's leadership position in the underground cable rejuvenation marketplace.

The site includes numerous enhancements, an easy to navigate structure, and significant new search features that allow the user to easily find the information that is valuable to him or her. The modern design is divided into three sections: results, solutions, and technology. The site is programmed to be responsive and to work seamlessly with today's browsers and mobile devices.

"Our new site was designed for circuit owners' ease of use," said Novinium CEO **Glen Bertini**. "We focus on educating circuit owners on our technology and labor solutions; our unique tailored injection approach, and how Novinium's technology drives great results for circuit owners. We welcome guests to easily search customer success stories and an exhaustive body of technical publications on cable rejuvenation."

Novinium's technology solutions address circuit owners' infrastructure problems at a fraction of the cost of existing methods, save energy, save natural resources, and reduce greenhouse gases by eliminating the need for additional production of aluminum and polymers for new cables. Further information is available at [www.novinium.com](http://www.novinium.com). **NWPPA**

## Correction:

In the August 2014 *Bulletin* on page 23, **Dustin Egdorf** was incorrectly identified as the chairman of the NWPPA Alaska Engineering and Operations Committee. The chairman of that committee is actually **Andy Gentry**; Egdorf is part of the NWPPA Alaska Engineering and Operations Associate Committee. NWPPA apologizes for any confusion. **NWPPA**

by Lori J. Pickford and Deborah Sliz

# U.S. court upholds FERC rules on electric grid planning

**O**n August 15, the U.S. Court of Appeals for the District of Columbia Circuit issued a unanimous opinion upholding FERC Order No. 1000 in its entirety. In doing so, the court rejected arguments presented by more than 60 petitioners, including state regulatory agencies, transmission providers, regional transmission organizations, the American Public Power Association (APPA), National Rural Electric Cooperative Association (NRECA), and other electric industry trade associations.

This is a stunning win for FERC and those advocating for further development of clean energy resources, particularly renewables located in remote locations.

Petitioners faced a very high legal bar in their challenges, because to overturn a final agency rule, one must establish that FERC's determinations were "arbitrary and capricious," and were "unsupported by substantial evidence." The court spoke to this legal test, adding, "Furthermore, in rate-related matters, the court's review of the Commission's determinations is particularly deferential because such matters are either fairly technical or involve policy judgments that lie at the core of the regulatory mission." The court found petitioners' argument "unpersuasive."

Order 1000 mandates that jurisdictional transmission providers (essentially, private utilities and transmission companies) participate in coordinated regional planning for grid investments; that the planning processes consider transmission needs driven by public policy goals such as carbon reduction and renewable energy integration; and that costs of new transmission facilities be allocated in a manner "roughly commensurate" with the benefits received by users of the regional grid.

### NWPPA's concerns about Order 1000

In a revised 2013 Policy Resolution, NWPPA expressed concern that Order 1000's cost allocation provision does not define "benefits" precisely, and would lead to the disintegration of existing regional transmission planning processes, and it would allow FERC to impose its own cost allocation methodology if a region failed to do so in a manner that met the Commission's criteria.

NWPPA also expressed reservations about the requirement that transmission planning consider "public policy" objectives, such as a state renewable portfolio standard, noting that this may "lead to allowing transmission developers to spread the cost of new projects to all entities in a region whether or not those regional entities use the new facility or receive any direct benefit." This concern was echoed by many utilities and others, and was the issue that many attorneys thought would be most successful in court.

*The Coalition for Fair Transmission Policy, a diverse group of electric utilities that includes NWPPA, said in a press statement that the ruling is "a setback for consumers expecting to pay just and reasonable rates for electricity. This decision provides added impetus for Congress to assist energy consumers by addressing national transmission policy and the future of the nation's electricity grid."*

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NWPPA further expressed concern that the cost allocation requirement of Order 1000 is, effectively, "a transmission subsidy that will divert ratepayer funds towards development of remotely located renewable energy projects at the expense of developing local, cost-effective energy solutions."

### FERC and clean energy sector pleased; many in utility industry disappointed

FERC Chair Cheryl LaFleur hailed the court's decision and said in a prepared statement that "our nation needs substantial investment in transmission infrastructure to adapt to changes in its resource mix and environmental policies. Order No. 1000 is critical to the Commission's efforts to support efficient, competitive, and cost-effective transmission."

The Natural Resources Defense Council (NRDC), a leading national environmental advocacy group, particularly on air issues, called the ruling "a major victory for clean energy, the environment, and consumers."

NRDC's senior attorney, John Moore, said, "Order 1000 is especially important for regions without regional electricity markets, like the Southeast and most of the West. Until recently, these regions had very little in the way of meaningful regional planning, with little transparency or stakeholder involvement. Each utility mostly did its own local planning. With the court's affirmation of Order 1000, these regions, and every grid region in the country, have more reason to use regional planning to help meet consumer needs for a cleaner, low-carbon energy future."

Challengers of Order 1000 see the results very differently, and are disappointed with the decision. The Coalition for Fair Transmission Policy, a diverse group of electric utilities that

includes NWPPA, said in a press statement that the ruling is “a setback for consumers expecting to pay just and reasonable rates for electricity. This decision provides added impetus for Congress to assist energy consumers by addressing national transmission policy and the future of the nation’s electricity grid.”

In an article in the November 2013 *Bulletin*, the Coalition for Fair Transmission Policy President and Chief Counsel Sue Sheridan wrote, “In many instances, clean energy located closer to home can be less expensive than renewable energy requiring hundreds of miles of expensive new power lines to reach consumers. The best way to guarantee that resources are developed in the most cost-effective way possible is to ensure that transmission planning processes and cost allocation regimes provide actual rather than theoretical benefits to consumers.”

### Legislative efforts to block cost allocation fail in 2009 and 2011

Opponents of Order 1000’s cost allocation requirement tried in the 111<sup>th</sup> and 112<sup>th</sup> Congresses to advance legislation

to limit the Commission’s ability to broadly allocate costs of new transmission. In 2011, Sens. Bob Corker (R–Tenn.), Ron Wyden (D–Ore.), Lisa Murkowski (R–Alaska), Richard Burr (R–N.C.), and Lindsey Graham (R–S.C.) introduced The Electric Transmission Customer Protection Act; the purpose of the act was to limit FERC’s ability to allocate costs of transmission unless the benefits to a particular entity were “measurable” or needed for reliability.

In a press release introducing the bill, Sen. Wyden said, “Recent FERC decisions could put Oregon ratepayers on the hook for the cost of electric transmission projects they can’t really use. The principle that the costs ratepayers pay should be directly related to the benefits they receive from a transmission project needs to be absolutely clear in FERC’s regulations and right now it isn’t.”

In 2009, Sen. Corker offered a similar amendment that was approved by the Senate Energy and Natural Resources Committee with broad, bipartisan support. However, the broader energy bill that included the amendment did not advance to the Senate floor because of opposition to a cap-

*Continued on page 26*

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and-trade climate bill that Majority Leader Harry Reid (D-Nev.) insisted be moved as part of the energy package.

### Consumer-owned utilities affected by decision as well

APPA and NRECA intervened in the suit on two issues of direct concern to consumer-owned utilities. On the first issue, the groups refuted a point that Edison Electric Institute (EEI) had argued: that Order 1000 should be mandatory for non-jurisdictional utilities under section 211A of the Federal Power Act. The court rejected EEI's arguments and held that 211A of the Federal Power Act was discretionary authority, and FERC had no obligation to use it to subject public power to the same requirements as the private utilities.

Instead, the Commission will rely on the "reciprocity" provision of earlier FERC orders, which will require non-jurisdictional utilities that want open access to transmission lines of jurisdictional utilities to participate in Order 1000 regional planning efforts, and be bound by agreed-upon cost allocation methodologies. This is a thin silver lining in the court's decision for public power.

Another small victory is that the court also rejected the request of ITC — a private independent transmission company — to mandate the cost allocation requirement of Order 1000 inter-regionally.

On a second matter, APPA and NRECA argued that Order No. 1000 runs afoul of FERC's obligations under Section 217(b)(4) of the Federal Power Act, which directs FERC to use its authority "in a manner to facilitate the planning and expansion of the transmission grid to meet the reasonable needs of load-serving entities." This provision was added to the Energy Policy Act of 2005, through the efforts of APPA, NRECA and others, to ensure that load-serving entities (LSEs) could fulfill their obligation to serve in a changing industry environment. Order 1000 was silent on this provision, to the concern of LSEs.

The court found that the statutory requirement was directed only at FERC, not at jurisdictional utilities, and thus did not need to be written into the regional transmission planning process described in those entities' transmission tariffs.

Moreover, the court said "Section 217(b)(4) requires the Commission to facilitate the planning of a reliable grid, which is exactly what the Commission has done in the challenged orders. The orders seek to ensure that adequate transmission capacity is built to allow load-serving entities to meet their service obligations. The Commission has therefore 'facilitate[d]' the planning of a more reliable grid and thus complied with the dictates of Section 217(b)(4)."

Despite the court's rejection of APPA and NRECA's argument that FERC needed to do more to comply with that section of the law, APPA Regulatory Counsel Randy Elliott said some good may still come out of that part of the decision

*At this time, it is unclear which legal action challengers of Order 1000 will pursue or if they will turn to the 114<sup>th</sup> Congress to address their concerns, or both.*

because the court held that Section 217(b)(4) "creates a requirement for the Commission," and the Commission cannot exercise its authority over transmission planning and expansion "at odds with the needs of load-serving entities."

The D.C. Circuit's opinion rejecting all of the challenges to FERC's Order No. 1000 "comes as no real surprise" to the association, said Elliott, who argued APPA's case before the appeals court in March 2014. "Issues of transmission planning and cost allocation are technical by their nature, and courts are generally reluctant to second-guess the expert agency," he said.

### Next steps: Supreme Court or Congress?

Sheridan said they "are continuing to review all legal options, which include a request for rehearing before all 11 D.C. circuit court judges or filing a petition asking for U.S. Supreme Court review of the case. The Coalition has 45 days from the date of the decision to file a request with the D.C. Circuit and 90 days to seek Supreme Court review." At this time, it is unclear which legal action challengers of Order 1000 will pursue or if they will turn to the 114<sup>th</sup> Congress to address their concerns, or both. **NWPPA**

*Lori J. Pickford and Deborah Sliz are with Morgan Meguire, NWPPA's Washington, D.C., consulting firm. Pickford can be reached at either (202) 661-6196 or lpickford@morganmeguire.com; Sliz can be reached at either (202) 661-6180 or dsliz@morganmeguire.com.*



by Emily Easley, Joel Myer, and Megan McKoy-Noe

# What you need to know to take your utility's social media to the next level

**F**ive years ago in the August *Bulletin*, NWPPA highlighted the story of Oregon Trail Electric Cooperative's maiden voyage into the social media world. At the time, Facebook, Twitter, and YouTube, not to mention the many other social media vehicles available then and now, were still fairly uncommon in the public power world. However, today, it is rare to find a large utility that doesn't use at least one of the vehicles, and many of the smaller to mid-sized utilities are also embracing the benefits that social media offers. But now that you have tested the waters by starting a YouTube channel, creating a Facebook page, or opening a Twitter account, where do you go from here? How updated is your social media policy? (You do have one, right?!) How does your social media compare to that of similar utilities and businesses? (You are measuring your social performance, aren't you?!) What new social media apps and websites have you considered? (Yes, there is more than just Facebook, Twitter, and YouTube!!) NWPPA turned to three industry professionals to help answer these questions: Desautel Hege Communications' Emily Easley outlines some social media policy guidelines, Mason County PUD No. 3's Joel Myer shares how he measures PUD 3's social media ROI, and Ruralite's Megan McKoy-Noe gives options for where to next take your company's social media platform.

### Polishing your social media policy

Used properly, social media is an opportunity to engage customers, increase participation in programs, communicate during outages, and more.

However, as utilities jump into the social media pool, they're experiencing challenges, just like any other business. In addition to concerns like employee abuse of social media, and protection of creative content developed for social media, as regulated entities, utilities face further considerations. And as government entities, public power has to think about open meetings, record retention, and privacy laws.

Though daunting, these challenges are no reason for utilities to avoid social media. By employing best practices and developing a robust social media policy, utilities can avoid potential risks and find success online.

Here are a few key pieces of information to consider as you put together your utility's social media policy:

1. **Identify your goals upfront.** Like in any good communication strategy, ground your social media plan in clearly articulated goals. Ask yourself, what do you want to achieve and how will you measure success? Consider both outcome and output-based goals, especially as you first embark into the social media sphere.

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2. **Who is just as important as why.** As we all know, social media can be time intensive. Because of this, it's smart to identify who (whether that's a department or individual) will run your utility's social media platforms. This person needs to have a clear understanding of your brand and voice, and should be equipped to deal with day-to-day communication as well as crisis situations. While it's easy to think the 20-year-old intern can handle the task, they're typically not the best pick.
3. **Develop terms of use.** As a public power entity, you're open to First Amendment considerations, meaning you cannot restrict speech within a public forum unless it's intended to achieve a compelling government interest. Social media sites are open public forums and if a customer disagrees with a program run by the utility, you cannot simply delete the comment. You can, however, remove defamatory comments or block users who continuously make inappropriate comments. The best option is to develop a clear terms-of-use policy that outlines the purpose of the page and lays ground rules for how visitors can post appropriate comments and when they may be deleted.
4. **Monitoring and record keeping is a must.** Every state has some version of a public records law that states how government bodies must retain public records and make them available to the public. While on a third-party site, public power utilities should still consider how they track comments on social media. They should also consider developing and posting a disclaimer to participants notifying them that their comments may be subject to public records and disclosure laws. Public power entities should also consider record-keeping requirements for a number of other reasons such as ratemaking. Many utilities will likely seek to recover much of the cost associated with social media in rates. Generally, utilities

can recover the cost of consumer education and outreach programs that share useful information to consumers, but expenses associated with advertising or promotional materials designed to build brand, enhance the utility's reputation, create goodwill, or encourage power consumption are disallowed. Keeping a clear record of how your utility uses social media (as well as having a clearly defined content strategy upfront) is key to aiding your process later on.

5. **Review and update regularly.** In today's quickly changing times, your social media policy can't be static. Consider revisiting your social media policy on a quarterly basis to ensure it aligns with the most recent trends in the space.

## Measuring your ROI

Facebook has an impressive array of data to gauge the success of pages and posts. However, let's face it, most public power utilities don't have the staff or time to explore that bottomless well of statistics.

At Mason PUD 3 in Shelton, Wash., the key measurements of their Facebook page performance are simple and fun! And all you need is your customer count, a spreadsheet, and a little time each week.

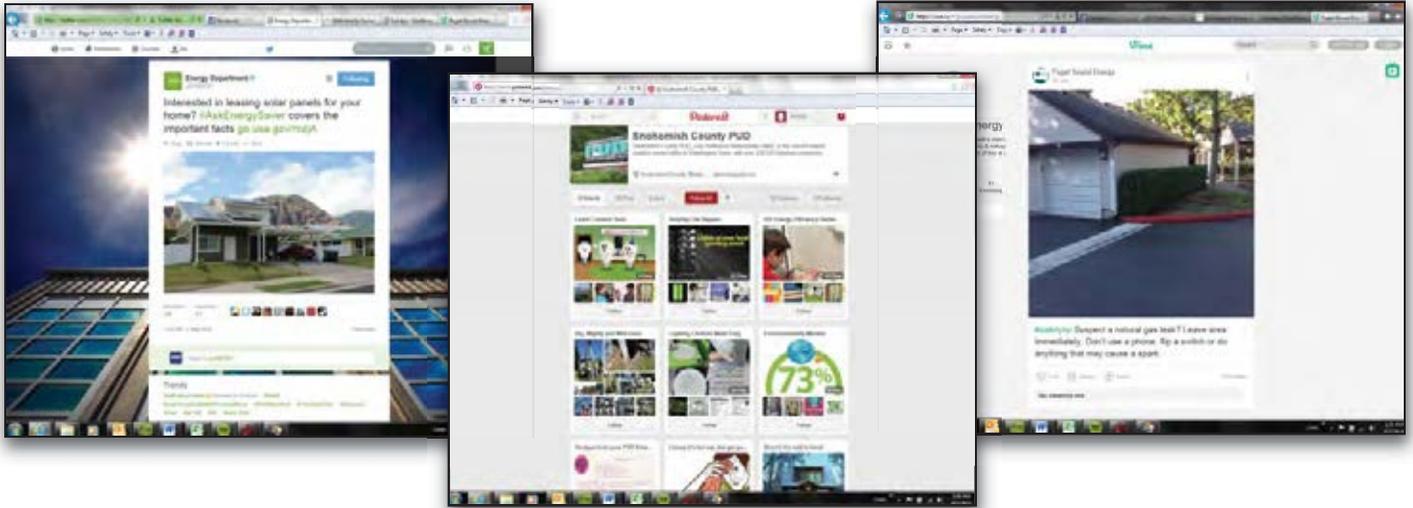
First, let's put your utility's Facebook page performance into perspective.

Don't get fixated on the absolute number of likes of your Facebook page. A utility's target audience should be its customers. Therefore, a better measurement is how many likes your page has received as a percentage of the customer count.

For example, as of August 13, 2014, Mason PUD 3 had 4,964 Facebook likes; this represents nearly 15.3 percent of their 32,498 customers.

*Left: Mason County PUD No. 3's Facebook page has a 15.3% ratio of likes to customers, compared to large investor-owned utilities who tend to have likes-to-customer ratios of 5.9% and less. Right: Another way the PUD measures the successfulness of its posts is by using the free statistics provided under Insights, an option available to the administrator of the Facebook page.*





*(Left) For a great example of the proper use of hashtags, follow the U.S. Department of Energy (@Energy), which fields questions with hashtag #AskEnergySaver. (Center) Snohomish County PUD is using Pinterest to create advice boards for its customers. Topics range from energy-efficiency tips to lighting choices to what’s happening in the community. (Right) Interested in posting short videos? Check out Puget Sound Energy on Vine ([vine.co/pugetsoundenergy](http://vine.co/pugetsoundenergy)); the utility produces a blend of stop-animation and traditional videos with Vine and adds the videos to tweets to lend visual weight on Twitter.*

Try this out with your own Facebook likes/customer count. Then do similar comparisons of other utilities. You may be pleasantly surprised with how you measure up, especially with large investor-owned utilities.

Next, let’s look at the guts of your page — the posts. How well your posts perform drive your success. Two powerful formulas can quickly show how well you have done with your latest cute conservation photo or outage information.

Here’s how to get to the information you need: while logged in to your page as an administrator, click on “Insights,” and then on the post. A dialog box appears with more detail. The box shows the “Reach” as well as totals for “Likes Comments and Shares” and “Post Clicks.”

Now, let’s do some math!

The first formula measures the reach of a Facebook post as a percentage of the total likes of your page. If your page has 1,000 likes and 200 users see one of your posts, the reach is 20 percent. By tracking this data over time, you will see the average, both high and low, which determines the success of your posts.

As a starting point, a study from Social@Ogilvy found that the average reach for a post on a branded Facebook business page is six percent. Therefore, if your post’s reach exceeds that amount, you are already doing better than other, similar pages.

The second formula gauges how users become engaged with an individual post. This is the number (the sum of “Likes Comments and Shares” and “Post Clicks” noted above) of those who have taken an additional step after seeing a post. They may have liked it, created a story on their

own Facebook page, shared the post, made a comment, or clicked on a link. Therefore, if you’ve reached 200 users, and 50 of those take an action on the post, your engagement is 25 percent. This measurement is more subjective, but as John Hayden notes in an article on SocialBrite, “In the end, a good benchmark for engagement is this: better than your most recent best.”

These simple formulas are an easy and fun way to see how your Facebook outreach is working. It can lead to more successful Facebook conversations with customers that will keep them coming back for more.

### The next (social) generation

2014 welcomed a host of updates for classic social channels (Facebook, Instagram, Reddit, Foursquare) and the new kids on the block (Vine, Snapchat).

Claiming the Foursquare crown at your favorite lunch spot is no longer an option. The location-based business review app has been re-imagined to compete directly with Yelp. Miss all of those check-in notices? Foursquare spun off that hive of activity into a new app, Swarm.

Snapchat’s popularity with teens continues to rise. Even with 400 million users, 10-second lifespans for images and text messages didn’t leave much room for brands. Then

Snapchat added My Story, a stream of images with a 24-hour lifespan. Early adaptors such as the New Orleans Saints and General Electric are testing the waters. Geo-filters allow brands to add an image on top of pictures taken at certain locations. Disney is one of the first to test-drive this expansion.

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However, beware the cool factor. Not every platform is a good fit for utilities. The U.S. Environmental Protection Agency's Gina McCarthy fell flat when she tried to field questions about proposed regulations on Reddit. Dubbed "the front page of the Internet," Reddit's 114 million monthly users share ideas on a forum-based website and vote them up and down. If you share content other Redditors don't like, down votes earn you bad "karma." McCarthy fielded questions in June in an Ask Me Anything forum (AMA for short).

How'd it go? Let's just say her karma isn't in great standing right now. #RedditFail

Before joining the latest social craze, listen to your consumers. Tools such as SocialMention.com can quickly tell you where people are talking about energy issues. For the latest social media updates, follow @Mashable, @SocialMediaExplorer, and @SocialMediaExaminer.

As the marriage of social media and public power moves into 2015 and beyond, here are a few more tips to help your utility make the most of its social media presence:

- **Short and sweet posts boost engagement.** Salesforce, a social media monitoring and marketing firm, recommends keeping Tweets to less than 100 characters; Facebook posts shouldn't be more than 80 characters.
- **Images play a critical role in social storytelling.** Facebook's news feed algorithm, EdgeRank, gives posts with an image or video a higher place in the news feed than posts with links or plain text. Enhance a brand's Facebook and Twitter posts with visual apps such as Instagram (Facebook) and Vine (Twitter). Instagram offers a variety of filters to change the look of both still images and 15-second videos. Vine's six-second video interface is perfect for beginners. Check out Puget Sound Energy's Vine videos at [vine.co/pugetsoundenergy](http://vine.co/pugetsoundenergy) and Northwest RiverPartners' CleanHydro campaign for a great example of using images.
- **#CullThoseHashtags!** We've all heard hashtags are ideal for expanding our social reach, but in our excitement to reach untold millions by adding a # to every other word, we sacrifice readability. Odds are if the hashtag is not about a television show, conference (check out #2014NIC), or other mainstream topic, no one is listening. Hashtags are not dying; they do remain a great way to connect with a broader audience. But if you're going to use them, stick with one or two (at most) hashtags. Share your campaign hashtag in print and online advertising. Use tools such as TrendsMap.com and RiteTag.com to discover what's trending near you. Need a solid example? Follow @Energy because the U.S. Department of Energy

fields questions with the hashtag #AskEnergySaver. Sponsored posts tout the hashtag and advertise the value of joining the conversation. **NWPPA**

*Emily Easley is a senior account executive with Desautel Hege Communications in Spokane, Wash. Easley can be contacted at [emilye@desautelhege.com](mailto:emilye@desautelhege.com). Megan McKoy-Noe helps utilities craft social storytelling through Ruralite Services, a co-op for communicators. She can be contacted at [MeganM@ruralite.org](mailto:MeganM@ruralite.org). Joel Myer is the public information and government relations manager at Mason PUD No. 3 in Shelton, Wash. He can be contacted at [jmyer@masonpud3.org](mailto:jmyer@masonpud3.org).*



### for Electric Utilities 2.0

**J**oin Megan McKoy-Noe and Joel Myer on Tuesday, September 16, at the Northwest Communications & Energy Innovations Conference (NIC) when they present *Social Media for Electric Utilities 2.0*. McKoy-Noe and Myer will discuss that, like it or not, social media is now a part of many utility's communications arsenal. But now that you have added a Facebook page and Twitter feed to promote your brand, what is next? If your customers just aren't all that into you, how can you catch their eye so that their experience with your social media outreach is interesting and meaningful? How do you create powerful social media campaigns? How do you measure your return on investment? What are some easy ways to measure your performance so you can tell if you are succeeding, or need to step it up? **NWPPA**

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**POSITION:** Engineer  
**COMPANY:** Ravalli County Electric Cooperative (Corvallis, Mont.)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** September 19, 2014.  
**TO APPLY:** Send cover with resumé and salary requirements to Jim McKay, Manager of Engineering, Ravalli County Electric Cooperative, P.O. Box 190, Corvallis, MT 59828, or [jimm@ravallielelectric.com](mailto:jimm@ravallielelectric.com).

**POSITION:** Substation Electrical Engineer II  
**COMPANY:** Commonwealth Associates, Inc. (Mt. Vernon, Wash.)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** September 26, 2014.  
**TO APPLY:** Send cover letter and resumé to [careers@cai-engr.com](mailto:careers@cai-engr.com). Please include a reference to the specific job of interest in your cover letter.

**POSITION:** Electrician/Operator  
**COMPANY:** Petersburg Borough (Petersburg, Alaska)  
**SALARY:** \$37.43-\$38.19 per hour.  
**DEADLINE TO APPLY:** September 27, 2014.  
**TO APPLY:** Apply online at [www.petersburgak.gov](http://www.petersburgak.gov).

**POSITION:** Electrical Engineer — Assistant/Associate  
**COMPANY:** Modesto Irrigation District (Modesto, Calif.)  
**SALARY:** \$82,118-\$166,043 annually  
**DEADLINE TO APPLY:** October 2, 2014.  
**TO APPLY:** Applications and job description can be found online at [www.mid.org/careers](http://www.mid.org/careers).

**POSITION:** Journeyman Lineman  
**COMPANY:** City of Bonners Ferry (Bonners Ferry, Idaho)  
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**DEADLINE TO APPLY:** October 12, 2014.  
**TO APPLY:** Apply with the Idaho Department of Labor, Job Service. Submit a letter of application, resumé, and references to 6541 Main St., Bonners Ferry, ID 83805. More information can be found at [www.labor.idaho.gov](http://www.labor.idaho.gov) or by calling (208) 267-5581.

**POSITION:** Senior Engineer  
**COMPANY:** Golden Valley Electric Association (Fairbanks, Alaska)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Application and full job description can be found online at [www.gvea.com](http://www.gvea.com). GVEA application must be submitted; resúmes alone will not be considered.

**POSITION:** Dispatcher I - Regular  
**COMPANY:** Matanuska Electric Association (Palmer, Alaska)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Apply online at [www.meacoop.com](http://www.meacoop.com).

**POSITION:** Dispatcher II - Regular  
**COMPANY:** Matanuska Electric Association (Palmer, Alaska)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Apply online at [www.meacoop.com](http://www.meacoop.com).

**POSITION:** Journeyman Meterman (U13-115)  
**COMPANY:** Portland General Electric (Portland, Ore.)  
**SALARY:** \$40.98 per hour.

**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Apply online at [https://PGN.igreentree.com/CSS\\_External/CSS\\_Page\\_Referred.ASP?Reg=U13-115](https://PGN.igreentree.com/CSS_External/CSS_Page_Referred.ASP?Reg=U13-115).

**POSITION:** Real-Time Marketing Supervisor  
**COMPANY:** Grant County PUD (Ephrata, Wash.)  
**SALARY:** \$45.67-\$63.94 per hour.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Apply online at [http://www.appone.com/applinkportal.asp?R\\_ID=910482&AdCode=NW00371583](http://www.appone.com/applinkportal.asp?R_ID=910482&AdCode=NW00371583).

**POSITION:** Engineering Tech II  
**COMPANY:** Homer Electric Association (Homer, Alaska)  
**SALARY:** DOE.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Apply online at <http://homerelectric.applicantpro.com/jobs>.

**POSITION:** Power Systems Specialist  
**COMPANY:** Southeast Alaska Power Agency (Ketchikan, Alaska)  
**SALARY:** \$86,835-\$129,459 annually.  
**DEADLINE TO APPLY:** Open until filled.  
**TO APPLY:** Apply online at <http://seapahydro.applicantpro.com/jobs/>. NWPPA

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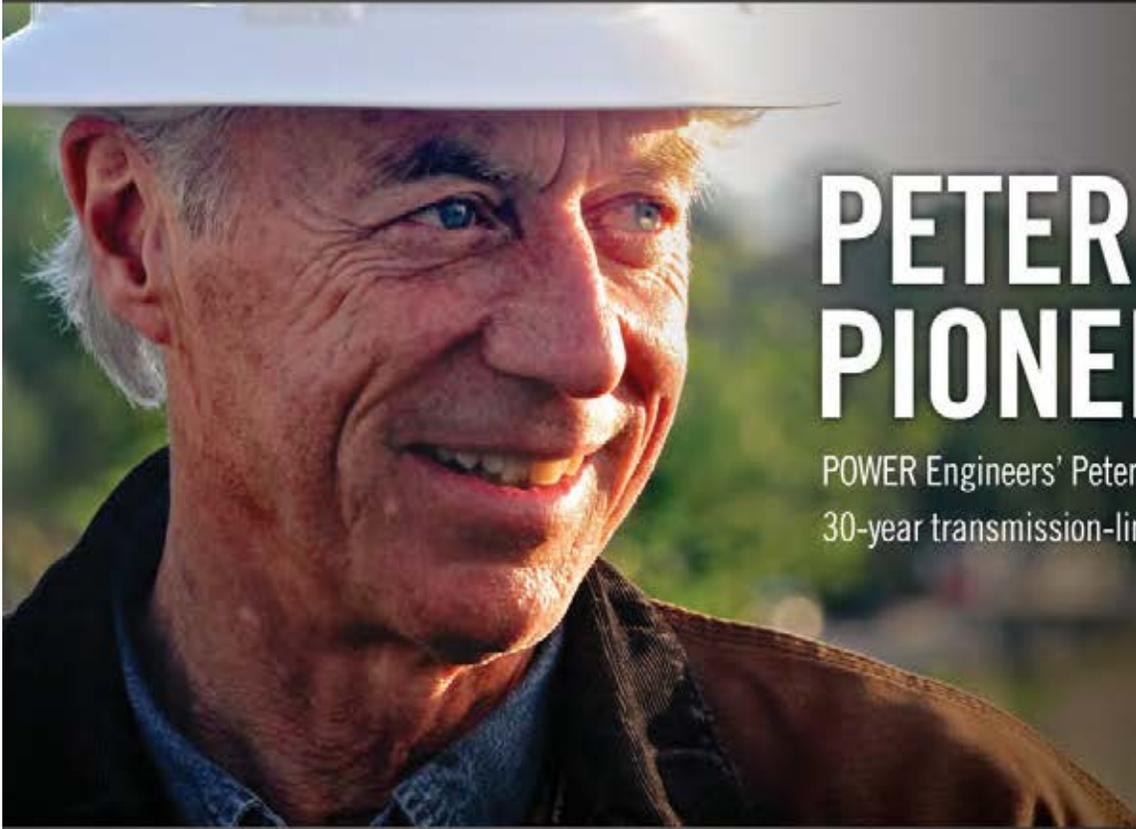
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