

PNGC Power President/CEO Candidate Packet

September 15, 2015

Thank you for your interest in the President/CEO position at PNGC Power. The position description and information about PNGC on the following pages is provided to assist potential candidates.

In order to be considered candidates are requested to provide:

- 1) A resume or job chronology that demonstrates experience in leadership positions in the energy industry;
- 2) A cover letter providing a concise description of qualifications and experience relative to requirements 1 – 8, below; and, if applicable, a concise description of qualifications and experience relative to preferred-but-not-required experience 9 - 11.

Requirements

1. Leadership and development for professional staff;
2. Leadership and support for a Board of Directors;
3. Collaboration and consensus-building with industry and/or political leaders;
4. Articulating and establishing consensus and focus on a company vision;
5. Business acumen, both managerial and strategic;
6. Communication and relationship-building skills;
7. Demonstrable history of results in achieving company priorities and goals;
8. Educational experience that includes an MBA or equivalent education **or** experience.

Preferred but not required experience

9. Policy development;
10. Power supply;
11. Power operations.

The resume or job chronology, and the cover letter, must be received no later than October 19, 2015.

Please send your candidate information to admin@suediciplegroup.com

Please do not contact PNGC directly Refer additional inquiries to Search Administrator Sue Dicile at admin@suediciplegroup.com We will respond to your inquiry promptly.

Again, thank you for your interest in the position.

PNGC Power POSITION DESCRIPTION

POSITION: - President & CEO

DEPARTMENT: - Executive

IMMEDIATE SUPERVISOR - Board of Directors

EMPLOYEES SUPERVISED: –Vice President-Public Affairs, Vice President Chief Financial Officer, Vice President-Contracts & Transmission, Senior Manager-Human Resources & Administrative Services, Manager-Resource Planning, Manager-Member Programs & Operational Services, Manager-Generation Resources. General Counsel (when supervising authority is delegated to the CEO by the Board).

GENERAL RESPONSIBILITIES

Through efficient use of resources and organizational concepts, implement Board policy and directives. Hire, direct and motivate personnel so as to provide adequate wholesale power supply management and planning, purchase or construction of needed resources and operation of owned facilities. Represent the interests of PNGC and its Members regionally and nationally. Be responsive to Member needs. Carry out the official duties of the office of President. Serve as Executive Vice President & General Manager for Power Resources Cooperative & Pacific Northwest Services Cooperative.

ESSENTIAL DUTIES

1. Build and maintain PNGC's key strategic relationships in the region and nationally.
2. Influence policy makers to take actions that support the vision and priorities of PNGC and its Members.
3. Work to build partnerships and consensus in the region for policy initiatives that will benefit PNGC and its Members and partners.
4. Negotiate contracts, planning policies and settlements with other utilities and organizations.
5. Testify before federal and state bodies.
6. Provide timely and comprehensive information, materials and recommendations to support Board decision-making.
7. Keep Board and Member systems informed of PNGC activities.
8. Investigate and recommend to the Board appropriate new resources for purchase or construction.
9. Assist the Board to build consensus on PNGC investments, approaches and strategies among Board Members and Member Boards.
10. Keep current on wholesale power issues in the region.
11. Keep informed of Member system activities.
12. Maintain a qualified, efficient, well-motivated staff.
13. Insure the efficient operation and administration of the business of PNGC.¹
14. Other duties as assigned by the Board.

¹ This includes but is not limited to maintaining the integrity and excellence of its Board-approved budgets, forecasts to be used in planning, accounting records, financing, financial position, internal management systems; and making recommendations to the Board for hiring needed consultants and the purchase of necessary equipment; overseeing consultant work, etc.

POSITION KNOWLEDGE & QUALIFICATIONS

The President and CEO must provide leadership for the following:

- **Vision:** In partnership with the Board, define and build consensus around the vision of the organization and develop commitment within the organization for PNGC's vision, mission, and operating goals.
 - **Organizational Leadership:** Develop PNGC's leadership profile in the region, building consensus among partners. Internally, execute the PNGC Power vision while providing direction and organizational development. The President/CEO will work closely with the Board and senior management team members to focus organizational direction.
 - **The Board-CEO Partnership:** Communicate regularly and often with the Board to provide information on organizational issues, address and make recommendations regarding business strategies, secure necessary approval of actions taken or to be taken, and provide general and specific assistance in the operation/management of member utility systems. This requires leading leaders who oftentimes represent competing interests (e.g. their customer bases are different or their financial commitments to PNGC vary). This leader must preserve the cohesiveness and support of the Board.
 - **External Policy:** Partner/lead lobbying efforts for policy consistent with the PNGC vision. Take a leadership role in communication and negotiations with political entities, BPA and other energy providers in order to ensure that PNGC Power's business is appropriately positioned. PNGC must remain acutely aware of the prevailing market and political forces in order to effectively integrate and manage its business.
 - **Marketing:** Retain strong commitment to PNGC's core business and customer base while increasing capabilities and providing additional, expanded services as approved by the Board.
 - **Operations:** Employ a systematic approach to management of growth and change. The current staff of 18, strongly concentrated on technical competence, is excellent. The future mix of employees will be driven by the organization's ability to adapt to new challenges. This manager/leader must continue the practice of hiring competence in all areas of the organization. While honoring that this is a well-run organization with strong core values, it will be important to accomplish change in a thoughtful and interactive manner.
 - **Finances:** Lead development of the framework to address financial issues that arise from the PNGC Power business model. Be vigilant to the risks that this model requires.
 - **Working Style:** The President/CEO must project the image of PNGC Power and personify its values. Those values include high ethics and uncompromising integrity, respect for others, strong and open communication and the ability to lead and also be a team player.
 - **Planning:** Support the development of the Board's strategic plan and develop operational plans for PNGC to ensure strategic priorities are addressed and customer needs are met.
 - **Results:** Achievement of planned results in all areas, including growth, healthy retained earnings, business development and overall corporate success.
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Required Qualifications

1. **Education/Training:** The successful candidate will be knowledgeable about and have experience in the practice of current management and leadership approaches. Candidates must be thoughtful, bright, articulate, and capable of working with complex and challenging issues in a variety of business and operational arenas. An MBA or the equivalent is desirable.

2. **Experience/Knowledge:** PNGC Power seeks an energetic and seasoned leader and team player with proven management and leadership capabilities in an organization requiring flexibility and adaptability in response to change.

a. Experience in the energy/utility industry: Candidates need to have held a leadership position and have experience that includes management of a professional staff using the most effective management principles. Experience in policy development, power supply and power operations are preferred. Given PNGC Power's mission, one must thoroughly understand and balance the special pressures of a highly dynamic industry.

b. Experience working in coordination and collaboratively with a Board of Directors and industry/political leaders: Know how to develop the working relationships, communicate effectively, and partner with the Board to best advantage. A successful candidate will have worked with a Board at the senior level, and have experience working with elected or other political officials as well as diverse energy industry interests. The CEO is encouraged to represent PNGC on regional and national boards, advisory committees, etc. that support the strategic priorities of PNGC as approved by the PNGC Board.

a. Special understanding of how to lead a company experiencing significant industry change: The candidate must be forward-looking, with the ability to anticipate and plan for growth-driven corporate changes in planning, systems, operations, and people development.

3. **Other Requirements:** Personal qualities such as business acumen, commitment to teamwork, results-orientation, resourcefulness, superior communication and interpersonal skills, and effective managerial skills are necessary. It is important that the successful individual have self-confidence, initiative, problem-solving skills, a desire to create, and the ability to partner. This leader must possess the ability to look at the whole picture as well as the sum of its parts. All of this requires a President/CEO who maintains the delicate balance of being proactive and responsive, a communicator and a listener, a driver and a delegator, a politician and a businessperson.

Professional histories must reflect stability and progressive success. Only those with impeccable personal and professional ethics will be considered.

PNGC Power Company Information

PNGC Power: Who We Are

PNGC Power, based in Portland, Oregon, is an electric generation and transmission (G&T) cooperative owned by 14 Northwest electric distribution cooperative utilities with service territories in seven western states. In addition to serving the wholesale power and transmission needs of our Member utilities, PNGC represents the interests of its Members in various policy and legal forums. Supporting PNGC's member cooperatives is a highly skilled eighteen-member staff.

PNGC Power Mission Statement

The mission of PNGC Power is to maximize the competitive position of its member-owners by meeting their collective power supply and management needs. PNGC Power is a cooperatively owned business providing economic and strategic value through innovation, technical and policy leadership, and maintenance of the highest professional standards.

PNGC Power Vision

A cohesive G&T Cooperative that provides value-added services, educates and informs and actively manages a portfolio of resources to provide certainty, control and economic benefits to its Owner-Members.

- Seeks to provide lowest cost long-term resource options
- Assumes resource ownership at the proper time
- Aligns with the risk profile identified by the Board
- Requires active Board control and long-term commitment
- Provides value to all members regardless of load growth
- Retains FBS benefits and supports the FCRPS system
- Operates on the cooperative principles
- Positions PNGC to meet the Members' future energy needs in the most fair and efficient manner

Significant Events in PNGC's History

- 1975 – Certificate of Incorporation issued
- 1999 – Congress passes the Joint Operating Entities (JOE) Bill that benefits Northwest consumer-owned utility Members of PNGC by enabling them to jointly purchase power at wholesale from BPA, allowing PNGC to create a unique business model for its Members that is not replicated by any other entity in the Northwest
- 2001 – With the JOE Bill in place, PNGC negotiates and enters into a consolidated 10 year Slice/Block contract for its Members with BPA, which included 24/7 real-time operations at PNGC
- 2008 – PNGC signs a new 20-year long-term contract with BPA that secured the cost-based system benefits and set the stage for additional power resources post-2011
- 2015 – Acquired Coffin Butte Landfill Gas Generation Project, located near Corvallis, Oregon

BPA Contract

PNGC has a 20-year long-term contract with BPA that supplies our current base load, known as Tier 1, through the Federal System. All load growth, known as Tier 2, is supplied by PNGC. This sets the stage for PNGC to acquire additional resources to meet Members' future needs.

Services Provided to PNGC Power Members

- Pool operations
- Power supply planning
- Transmission management and acquisition
- Energy efficiency support
- Member generation projects (e.g., local generation projects)
- Generation interconnection and wheeling agreement support
- Regulatory Compliance & Requirements
- New member loads
- Very large load support services
- Monthly BPA bills (power & transmission)
- Legislative & Public Affairs
- Communications & Marketing
- BPA Policy Issues & Forums
- Litigation and legal support
- Member relations
- PRC support (Reimbursed by PRC)
- Provide master agreements for consulting services
- Generation management

The PNGC Value Proposition

The PNGC value proposition for a Member goes beyond the above "list of services". Membership in PNGC provides Members with access to technical expertise for most of the electric utility (power and transmission) issues that they could encounter, in addition to the core business responsibility of meeting load with low cost power supply.

PNGC's value to a small cooperative manifests in many ways. It provides a small utility with direct access on BPA policy, rates, contracts and issues through a group of like-minded utilities. The PNGC staff is a Board-directed advocate for our Members with individual BPA issues. PNGC's legal staff represents PNGC's unique legal interests in targeted proceedings and litigation that are of importance to PNGC and its Members. When possible, PNGC works in broad coalitions to share costs and increase results; when necessary, PNGC defends its unique interests. Unlike legal staff from traditional trade associations PNGC legal staff assists not only the organization as a whole but also individual Members with legal issues, questions, and representations.

PNGC is Guided by the Seven Principles of Cooperatives

1. Voluntary and Open Membership
2. Democratic Member Control
3. Members' Economic Participation
4. Autonomy and Independence
5. Education, Training, and Information
6. Cooperation Among Cooperatives
7. Concern for Community