

BACKGROUND

The Center for Energy Workforce Development (CEWD) was incorporated in March 2006 as a new, non-profit organization to help ensure that the nation's electric, natural gas, and nuclear energy companies have the workforce to meet the energy demands of tomorrow. CEWD is an organization of electric, natural gas and nuclear energy companies and their associations – American Gas Association, Edison Electric Institute, National Rural Electric Cooperative Association, Nuclear Energy Institute, American Public Power Association, and the Distribution Contractors Association. CEWD was formed to help member companies work together to develop solutions to the coming workforce demands in the industry. It is the first partnership between utilities, their associations, contractors and unions to focus on the need to build a skilled workforce pipeline that will meet future industry needs.

In addition, CEWD has established partnerships with national education and workforce associations and organizations to leverage resources for existing and new initiatives. CEWD is also working with secondary and post-secondary educational institutions and the public workforce system to create workable solutions to address the need for a qualified, diverse workforce.

VISION

Where the industry speaks with one voice for a single purpose – Companies adequately staffed with a diverse workforce with the right skills to safely keep the energy flowing.

MISSION

Build the alliances, processes, and tools to develop tomorrow's energy workforce.

SCOPE

- CEWD focuses on energy industry (not individual utility) workforce development issues.
- CEWD will operate under the specific IRS rules and governance guidelines of a 501(c)(3) organization.
- CEWD mobilizes the electric and natural gas utility industry by broadly engaging independent companies and organizations across the industry to achieve its mission.

STRUCTURE

Board of Directors

The Board of Directors approves the strategic plan and budget, monitors overall organization operations and administration, and approves organization policy.

The Board consists of a Chair, Vice Chair and Board members who represent the diversity of CEWD membership. The Board may have up to 18 members. The members will serve a three-year term (staggered) and can be reappointed when the term has ended.

Guidelines for Board Member appointments:

- Currently serving as president of a US based CEWD member organization, reporting to the president or serving in a role possessing equivalent authority to represent the organization
- Exceptions may be made for individuals with a significant history with CEWD.

Expectations of Board Members:

- Further the understanding within the industry of the impacts of energy industry game changers and organization strategy on the industry's workforce development challenges
- Leverage resources inside and outside the organization to address identified workforce development challenges
- Serve as a champion to advance CEWD's vision, mission and objectives
- Demonstrate passion for championing workforce development solutions in the industry

Board Members are nominated by the Chair and Vice Chair and are elected by a quorum of Board Members

The Board may meet four times a year, either face to face or by teleconferences as determined by the Chair.

Executive Council

The Executive Council represents members, develops policy on organization issues, recommends the strategic plan and budget for approval by the Board, provides management guidance and oversight to CEWD operations, and provides support for the development of membership, partnerships, alliances, and sponsorships.

The Council consists of a Chair, Vice Chair and Council members who represent the diversity of CEWD membership. The Council may consist of up to 20 CEWD member company representatives, a representative from each of the Association Members and a representative from IBEW and UWUA. The members will serve a 3-year term (staggered) and can be reappointed when the term has ended.

Guidelines for ideal Executive Council appointments:

- Currently serving at a vice-presidential or higher level capacity in the CEWD member organization or having an equivalent level of authority to represent the organization
- Exceptions may be made for individuals with a significant history with CEWD.

Expectations of Executive Council Members:

- Understand the impacts of industry game changers and organization strategy on the industry's workforce development challenges
- Leverage resources within the organization to advance workforce development initiatives and advance CEWD's vision, mission and objectives
- Bring broad leadership experience in corporate and operations functions to bear in the work of the Executive Council
- Demonstrate passion for furthering workforce development solutions in the industry and in their member organizations

CEWD officers and staff will nominate new Executive Council members.

The Council meets at least four times a year; one meeting is face to face and three meetings are by teleconferences.

The Chair and Vice Chair of the Executive Council should mirror the Chair and Vice Chair of the Board of Directors, with the Chair (Vice Chair) of the Board and Chair (Vice Chair) of the Executive Council coming from the same company.

CEWD Officers and Staff

CEWD officers and professional staff are responsible for day to day management of CEWD.

MEMBER ADVISORY COUNCILS

There is one standing member advisory council and other ad hoc councils or task forces that provide direction, support and advice to staff in the implementation of CEWD strategy and initiatives. The councils include member company representatives as well as outside subject matter experts and each standing member advisory council is chaired by a member company representative. Additional Advisory Councils or task forces may be established as needed based on the projects and initiatives approved by the Executive Council

Workforce Planning Council

The Workforce Planning Council provides guidance to CEWD on data and reporting to support the balancing of job demand and educational supply including the CEWD Gaps in the Energy Workforce survey, detailed supply and demand reports, and the analysis of alternate sources of data. The council also supports CEWD in the development of metrics to evaluate the success of workforce development efforts at the national, state and company level.

MEMBERSHIP

- **CEWD Energy Company and Association Members** contribute financial resources. Full members of EEI, NEI, AGA, NRECA, and APPA are eligible for energy company membership. Other companies, organizations and associations become members by Executive Council invitation. (A list of CEWD Members can be found in the Appendix)
- **International Utilities** may join CEWD.
 - Internationally-based energy companies with limited or no business operations in the U.S. may join CEWD under the existing CEWD membership contribution structure.
 - US-based CEWD members with international operations have the option to extend access to CEWD resources and tools to their international workforce within the existing fee structure. Their new membership contribution would include their international headcount.
 - Internationally-based energy companies may join CEWD without being a member of EEI, NEI, AGA NRECA or APPA.
- **Non-utility firms** eligible to join CEWD are either:
 - Contractors and vendors performing work on site at a member utility or directly on a utilities transmission and distribution system such as system engineering, construction, operation and maintenance, equipment testing, refurbishment and repair, and customer service; or
 - Contractors and vendors performing work off site for a member utility, such as engineering modifications, component fabrication, equipment refurbishment, equipment manufacturing, and equipment testing.
- **Partners** have significant common interests, needs, objectives and goals and bring complementary skills and resources to the partnership. Partnerships are negotiated with agreement on specific outcomes and what each partner will provide along with fees or in-kind contributions.
- **Secondary and Post-Secondary Educational Institutions** may become educational members by recommendation of a sponsoring member utility. Educational members agree to share information on curriculum, structure and results for individual programs.
- **Workforce Systems and Government Agencies** may become members by recommendation of a sponsoring member utility.

Resources

- The administrative budget of CEWD is funded by member contributions.
- Initiatives are also funded through federal/state and foundation grants and/or corporate contributions and from other sources, such as meeting fees.
- The energy company member contribution schedule is as follows:
 - More than 15,000 employees - \$30,000
 - 10,000 – 14,999 employees - \$25,000
 - 7,500 – 9,999 employees - \$18,750
 - 5,000 – 7,499 employees - \$12,500
 - 2,500 – 4,999 employees - \$6,500
 - 1,000 – 2,499 employees - \$3,500
 - 101 – 999 employees - \$1,250
 - Under 100 employees - \$750
- The utility association member contribution schedule is as follows:
 - National association contributions are negotiated.
 - Regional associations - \$6,500
 - Local / State associations - \$1,250
- The contractor member contribution schedule is as follows:
 - More than \$1 billion in U.S. Revenue - \$30,000
 - \$500 million - \$1 billion - \$25,000
 - \$300 million - \$499 million - \$18,750
 - \$100 million - \$299 million - \$12,500
 - \$50 million - \$99 million - \$6,500
 - \$10 million - \$49 million - \$3,500
 - \$1 million - \$9 million - \$1,250
 - Less than \$1 million - \$750

Appendix

BOARD OF DIRECTORS

Elizabeth Reese, Chair

Executive Vice President & Chief Financial Officer
Southern Company Gas

John Bruckner, Vice Chair

EVP, Network Operations, Safety & Capital Delivery
National Grid

Melissa Anderson

Executive Vice President, Administration
& Chief Human Resources Officer
Duke Energy Corporation

Vivek Arora

Executive Vice President
InfraSource

Deborah Caplan

EVP, Human Resources and Corporate Services
NextEra Energy, Inc.

Jeffrey Connor

Chief Operating Officer
National Rural Electric Cooperative Association

Katheryn B. Curtis

Senior Vice President, Power Generation
Dominion Energy

Rob Darden

Executive Vice President
Distribution Contractors Association

Catherine A. Hendrian

Senior Vice President, Human Resources
Consumers Energy

Sue Kelly

President & CEO
American Public Power Association

Maria Korsnick

President & CEO
Nuclear Energy Institute

Thomas R. Kuhn

President
Edison Electric Institute

Dave McCurdy

President and CEO
American Gas Association

Charles Patton

Executive Vice President - External Affairs
American Electric Power

Margaret M. Pego

Senior Vice President, Human Resources
& Chief Human Resources Officer
Public Service Enterprise Group

Lonnie R. Stephenson

International President
International Brotherhood of Electrical Workers

Nancy Sykes

Executive Vice President & Chief Human Resources
Officer
Southern Company

Geisha J. Williams

President and CEO
PG&E Corporation

EXECUTIVE COUNCIL

Sloane Evans, Chair
Vice President, Human Resources
Georgia Power

Keith Hutchinson, Vice Chair
Senior Vice President, US Human Resources &
Chief Diversity Officer
National Grid

Amy Best
Sr. Vice President & Chief HR Officer
Exelon Corp

Lori Brady
Director, Human Resources
Nuclear Energy Institute

Donnie Colston
Director, Utility
International Brotherhood of Electrical Workers

Joyce Cooper
Workforce Development Manager
Omaha Public Power District

Megan Dunn
Managing Director, Human Resources
American Gas Association

Tracy Elich
Vice President, Human Resources
American Electric Power

Mike Langford
President
Utility Workers Union of America

Susan Melians
Vice President, Operations Services, Power Delivery
Florida Power & Light Co

Becky Merritt
Vice President, Human Resources
Dominion Energy

Dinyar Mistry
Senior Vice President, Human Resources & Chief
Diversity Officer
PG&E Corporation

Dori Ramsey
Chief Talent Officer
Washington Gas Light Co

Sheila Rostiac
Vice President, Total Rewards & Talent Management
Public Service Enterprise Group

Michelle Rostom
Director – Member Workforce Effectiveness
National Rural Electric Cooperative Association

Troy Schneider
Vice President, Central Transmission & Distribution
Michels Corp

Ursula Schryver
Vice President, Education and Customer Programs
American Public Power Association

Stan Sherrill
Vice President- Employee & Labor Relations
Duke Energy

Leilani Todd
Vice President, Human Resources
Mecklenburg Electric Cooperative

Workforce Planning Council

Nora Swanson, Chair
Coordinator, Workforce Development
Southern Nuclear

CEWD OFFICERS AND STAFF

Mary Miller, President CEWD
Chief Administrative Officer,
Edison Electric Institute

Lori Brady, Vice President CEWD
Director, Human Resources
Nuclear Energy Institute

Victoria Calderon, Secretary CEWD
Associate General Counsel, Compliance and Corporate
Affairs, Edison Electric Institute

Terri Oliva, Treasurer CEWD
Controller & Assistant Treasurer,
Edison Electric Institute

Ann Randazzo, Executive Director, CEWD

Carren Spencer, Senior Manager, Industry Human
Resource Issues/CEWD
Edison Electric Institute

Victoria Ahmadi, Administrative Assistant

Dana Berkheimer, Education Consultant

Beth Britt, Consultant

Sydney Clark, Administrative Assistant

Karl Christopher, Virtual Career Coach

William Daniels, Education Consultant

Ray Kelly, Consultant

Chastity Ryce, Specialist, Industry HR Issues/CEWD

Rosa Schmidt, Consultant

Julie Strzempko, Consultant

Valerie Taylor, Education Consultant

Laura Williamson, Communications Consultant

CEWD Members

- ALLETE
- Alliant Energy
- Ameren Corp.
- American Electric Power
- American Gas Association
- American Public Power Association
- American Transmission Co.
- AREVA
- Arkansas Electric Cooperative Association
- Arkansas River Power Authority
- Arizona Public Service Co.
- Associated Electric Cooperative, Inc.
- Association of Illinois Electric Cooperatives
- AVANGRID Inc.
- Avista Utilities
- Bandera Electric Cooperative
- Berkshire Hathaway
- Black Hills Corporation
- Central Hudson Gas & Electric Corp.
- Central Iowa Power Cooperative
- CHELCO
- Cleco Corporation
- Coast Electric Power Association
- Colorado Springs Utilities
- Consolidated Edison, Inc.
- Consumers Energy
- Dayton Power & Light
- Distribution Contractors Association
- Dominion
- DTE Energy
- Duke Energy
- East Kentucky Power Cooperative
- Edison Electric Institute
- ElectricCities of North Carolina, Inc.
- Electric Cities of Georgia
- Energy Northwest
- Entergy Corp.
- Eugene Water & Electric Board
- Eversource Energy
- Exelon Corp.
- FirstEnergy Corp.
- Gainesville Regional Utilities
- Great River Energy
- GreyStone Power
- Indianapolis Power & Light
- InfraSource
- ITC Holdings
- JEA
- Kansas City Power & Light
- Lakeland Electric
- Large Public Power Council
- Lincoln Electric System
- Madison Gas & Electric Co.
- MASTEC
- Metropolitan Utilities District
- Midwest Energy Association
- Michels Corporation
- Montana-Dakota Utilities
- Mt. Carmel Public Utility Co.
- Municipal Energy Agency of Nebraska
- National Grid
- National Rural Electric Cooperative Association
- Nebraska Public Power District
- New Jersey Resources Corporation
- New York Power Authority
- NextEra Energy, Inc.
- NiSource
- North Carolina Electric Membership Corp.
- NorthWestern Energy
- Nuclear Energy Institute
- OGE Energy Corp
- Omaha Public Power District
- Oncor Electric Delivery Company LLC
- Otter Tail Power Company
- Owen Electric Cooperative
- Pacific Gas & Electric Co.
- Pedernales Electric Cooperative
- Philadelphia Gas Works
- Pike Enterprises, LLC
- PNM Resources
- Portland General Electric
- PPL Corp.
- Premier Power Maintenance
- Public Service Enterprise Group
- Sacramento Municipal Utility District
- SCANA Corp.
- Sempra Energy Utilities
- South Jersey Industries
- South Texas Proj. Nuclear Operating Co.
- Southern California Edison Co.
- Southern Company
- Southwest Gas Corp

- Spire
- Sunflower Electric Power Corp.
- Tacoma Power
- TECO
- Tennessee Valley Authority
- The Oglethorpe Family of Companies
- Tri-State Generation and Transmission Association, Inc.
- UNS Energy Corp.
- Vectren Corp.
- Virginia, Maryland & Delaware Association of Electric Cooperatives
- Wabash Valley Power Association
- Washington Gas Light Co.
- WEC Energy Group
- Westar Energy
- Wisconsin Electric Cooperative Association
- Wolf Creek Nuclear Operating Corp.
- Wyoming Rural Electric Association
- Xcel Energy, Inc.

CEWD Partners

- International Brotherhood of Electrical Workers
- Utility Workers Union of America
- Association of Career and Technical Education
- National Association of Workforce Boards
- National Energy Foundation
- American Association of Community Colleges
- Energy Providers Coalition for Education

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GUIDING PRINCIPLES FOR COMMUNITY COLLEGES AND OTHER EDUCATIONAL INSTITUTIONS

The following are the guiding principles for educational institutions regarding membership in the Center for Energy Workforce Development (CEWD).

Community Colleges

1. Educational institution must be sponsored by an energy company that is a member of CEWD. This sponsorship provides the educational institution with all of the benefits of a member.
2. Educational institution must share their curriculum or program with other CEWD members.
3. Educational institution must participate in curriculum development with industry consortia where appropriate such as state workforce consortia, Great Lakes Nuclear Consortium, etc.
4. Educational institution should participate with its energy partner in development of career awareness sessions at high schools and middle schools.
5. Educational institution should offer suggestions and programs to energy partner for attracting and recruiting students in middle and high schools.
6. Educational institution should work with energy partners and local high/vocational schools to create “dual enrollment” programs for students.
7. Educational institution should participate with its energy partner in sponsoring career awareness events such as:
 - a. Lego leagues
 - b. Robotic competition
 - c. Science fairs
 - d. Summer camps
 - e. Teacher awareness/education
8. Educational institution should participate in the marketing and promotion of its programs to prospective students.
9. Educational institution should be knowledgeable of the career opportunities in the energy industry to counsel prospective students.

Middle School/High Schools

1. Schools must be sponsored by an energy company that is a member of CEWD.
2. Schools should participate with its energy partner in sponsoring career awareness events such as:
 - a. Mentoring
 - b. Career awareness sessions
 - c. Field trips
 - d. Lego league sponsorship
 - e. Robotics sponsorship
 - f. Senior project in engineering
 - g. Summer camps
3. Schools should work with their energy partner and local community college to create “dual enrollment” programs for students.
4. Schools should encourage their teachers to become more aware of the career opportunities in the energy industry.

Criteria for CEWD Involvement in Projects and Initiatives

Mission related - Project fits core mission of CEWD.

Demonstrated need – the project will address a significant industry wide need as identified by CEWD members.

Industry led initiative - Involvement requested by one or more member company(ies).

Replication - Project will provide deliverable or results that can be leveraged or duplicated at minimum cost by CEWD members.

Revenue neutral for CEWD - Project does not require substantial financial or resource investment from CEWD without compensation or leveraged funds.