

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. The Center for Energy Workforce Development (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 and Nuclear Energy Institute. 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.

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 meets 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 meets four times a year – two meetings are face to face and two meetings are by teleconferences.

- Executive Council membership – The council will have up to 15 members. The members will serve a 3 year term (staggered) and can be reappointed when the term has ended.
- CEWD officers and staff will nominate new members. The Chair and Vice Chair should mirror the Board of Directors.

CEWD Officers and Staff

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

MEMBER ADVISORY COUNCILS

There are two member advisory councils that provide direction, support and advice to staff in the implementation of CEWD strategy and initiatives. These councils include member company representatives as well as outside subject matter experts and each is chaired by a member company representative. Additional Advisory Councils may be established as needed based on the projects and initiatives approved by the Executive Council

Education Council

The Education Council is a team of member company representatives as well as experts in secondary and post-secondary education, career and technical education, training and career planning. The council provides assistance and advice in the development of model processes, skill and competency models, tools for the assessment of educational programs and the development of initiatives in education.

Communications Council

The Communication Council is a team of member company representatives as well as advertising and public relations experts. The Council assists CEWD in the development of a national branding campaign, communication material and initiatives that increase the awareness of jobs and careers in the energy industry.

Workforce Planning Council

One additional standing council will be added in 2008 to support the efforts of workforce planning and metric initiatives and member services.

MEMBERSHIP

- **CEWD Energy Company and Association Members** contribute financial resources. Full members of EEI, NEI, AGA and NRECA 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)
- **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 - \$25,000
 - 10,000 – 14,999 employees - \$20,000
 - 7,500 – 9,999 employees - \$15,000
 - 5,000 – 7,499 employees - \$10,000
 - 2,500 – 4,999 employees - \$5,000
 - 1,000 – 2,499 employees - \$2,500
 - 101 – 999 employees - \$1,000
 - Under 100 employees - \$500
- The utility association member contribution schedule is as follows:
 - National association contributions are negotiated.
 - Regional associations - \$5,000
 - Local / State associations - \$1,000
- The contractor member contribution schedule is as follows:
 - More than \$1 billion in U.S. Revenue - \$25,000
 - \$500 million - \$1 billion - \$20,000
 - \$250 million - \$499 million - \$15,000
 - Less than \$250 million - \$7,500

Appendix

BOARD OF DIRECTORS

Robert P. Powers, Chair
President
AEP Utilities, American Electric Power

Laurence M. Downes
Chairman & CEO
New Jersey Resources

Glenn English
CEO, National Rural Electric
Cooperative Association

Marvin S. Fertel
President and CEO
Nuclear Energy Institute

Thomas H. Graham
President
Pepco

Edwin D. Hill
International President
International Brotherhood of Electrical
Workers

Dr. Ralph Izzo
President and CEO
Public Service Enterprise Group, Inc.

Dhiaa M. Jamil
Group Executive & Chief Nuclear Officer
Duke Energy

Thomas R. Kuhn
President
Edison Electric Institute

C. Alan Martin
EVP and President & CEO
Southern Company Services

David N. Parker
President & CEO
American Gas Association

EXECUTIVE COUNCIL

Genevieve Tuchow, Chair
Vice President, Human Resources
American Electric Power Company

C. Neal Alexander
Vice President, Human Resources,
Duke Energy

Jim Hunter
Director, Utilities Department
International Brotherhood of Elec. Workers

Frederick J. Kaczor
Vice President-Area Operations
UGI Utilities, Inc.

Mike Langford
President
Utility Workers Union of America

Penny Manuel
Vice President of Technical Services,
Southern Company Generation

Margaret M. Pego
Sr. Vice President & Chief HR Officer
Public Service Enterprise Group, Inc.

Douglas A. Staebler
Vice President, Engineering & Construction
Washington Gas Light Company

Van Ton-Quinlivan
Director, Workforce Strategy and Diversity
Pacific Gas and Electric

Deborah G. Zilai
VP, Business Transformation & Technology
New Jersey Resources Corporation

Education Council

James E. Rzepkowski, Chair
Director, Workforce Development
Constellation Energy

Communication Council

Molly Thompson, Chair
Director, Human Resources & communications
Luminant Energy

Workforce Planning Council

Debra Howell, Chair
Workforce Development Manager
Georgia Power Company

CEWD OFFICERS AND STAFF

Mary Miller, President CEWD
Vice President, Human Resources,
Edison Electric Institute

Carol Berrigan, Vice President CEWD
Senior Director, Industry Infrastructure
Nuclear Energy Institute

J. Bruce Brown, Secretary CEWD
Assistant General Counsel,
Edison Electric Institute

Patric O' Kelley, Treasurer CEWD
Chief Financial Officer,
Edison Electric Institute

Lori Traweek
Sr. VP, Operations & Engineering
American Gas Association

Russell Turner,
Principal, Human Capital Issues
National Rural Electric Cooperative
Association

Ann Randazzo, Executive Director CEWD

Dana Berkheimer, Education Consultant,
CEWD

Kimberly Mullin, Administrative Assistant,
CEWD

Carren Spencer, Manager, Industry Human
Resource Issues/CEWD

Valerie Taylor, Education Consultant,
CEWD

CEWD Members

- Alliant Energy
- Ameren
- American Electric Power Company
- American Gas Association
- AREVA
- Arizona Public Service (APS)
- Bandera Electric Cooperative
- Black Hills Corporation
- Bonneville Power Administration
- Central Iowa Cooperative
- Citizens Energy Group
- Cleveland Public Power
- Colorado Springs Utilities
- Constellation Energy
- Consumers Energy
- Dairyland Power Cooperative
- Dayton Power & Light
- Dominion
- DTE Energy
- Duke Energy
- Edison Electric Institute
- E.ON U.S. LLC
- Electric Cities of Georgia
- Entergy Services, Inc.
- Equitable Gas
- Exelon Corporation
- Georgia Electric Membership Corp.
- Idaho Power Company
- Indiana Statewide Association of Rural Electric Cooperatives
- Indianapolis Power & Light
- Integrys Energy Group
- ISO New England
- JEA
- Kansas City Power & Light
- Knoxville Utilities Board
- Lakeland Electric & Water Utility
- Luminant
- Midwest ENERGY Association
- Mirant Corporation
- National Rural Electric Cooperative Association
- Nebraska Public Power District
- New Jersey Resources Corporation
- NextEra Energy, Inc.
- North Carolina Electric Membership Corp.
- Northeast Association of Electric Cooperatives (NEAEC)
- Northeast Utilities
- Northern Indiana Public Service Co.
- Northwest Public Power Association
- Nuclear Energy Institute
- NV Energy
- OGE Energy
- Pacific Gas & Electric Corp.
- Pepco Holdings, Inc.
- Piedmont Natural Gas Co
- PJM Interconnections, LLC
- Portland General Electric
- PPL Corporation
- Public Service Enterprise Group
- South Jersey Industries
- South Texas Proj. Nuclear Operating Co.
- Southern California Edison Company
- Southern Company
- Southwestern Electric Cooperative
- Tennessee Valley Authority
- The Oglethorpe Family of Companies
- UGI Utilities Incorporated
- United Illuminating
- Vectren Corporation
- Virginia, Maryland & Delaware Association of Electric Cooperatives
- Washington Gas Light
- Wyoming Statewide Association of Electric Cooperatives
- Xcel Energy

CEWD Partners

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

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 have personnel knowledgeable in 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.