

### 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.
- **Contractors and Vendors** eligible to join CEWD must be a prime contractor/vendor to a CEWD member utility in one or more of the following areas:
  - providing labor to supplement utility employees engaged in the generation, transmission and distribution of power
  - providing supplemental labor to build, maintain or repair power generation facilities
  - providing maintenance service for transmission and distribution systems or rights-of-way
  - providing service and/or support in the maintenance, repair, testing and calibration of equipment or systems used in the production of energy
- **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 - \$500
- The utility association member contribution schedule is as follows:
  - National association contributions are negotiated.
  - Local / State / Regional associations (association only)\* - \$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

\* State and Regional associations may join on behalf of all the employees within their coop or municipal membership. The energy company member contribution would apply.

# Appendix

## BOARD OF DIRECTORS

**Elizabeth Reese**, Chair

Executive Vice President & Chief Financial Officer  
Southern Company Gas

**John Bruckner**, Vice Chair

President, NY Jurisdiction  
National Grid

**Melissa Anderson**

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

**Vivek Arora**

Executive Vice President, Chief Administrative Officer  
and General Counsel  
Mears Group, Inc., a Quanta Services Company

**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

**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**  
VP, Talent Acquisition & Workforce Development  
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  
Executive Director, Human Resources  
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
- Arizona Public Service Co.
- Associated Electric Cooperative, Inc.
- Association of Illinois Electric Cooperatives
- AVANGRID Inc.
- Avista Utilities
- 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
- 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
- InfraSource
- INTREN
- 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
- Missouri River Energy Services
- 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
- 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
- South Jersey Industries
- South Texas Proj. Nuclear Operating Co.
- Southern California Edison Co.
- Southern Company
- Southwest Gas Corp
- Spire Energy
- 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

# 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.