



*JOINT ACTION AGENCY
SPONSORS*

- Alabama Municipal Electric Authority*
- American Municipal Power Inc.*
- Blue Ridge Power Agency*
- Central Minnesota Municipal Power Agency*
- Connecticut Municipal Electric Energy*
- ElectriCities of North Carolina*
- Florida Municipal Power Agency*
- Illinois Municipal Electric Agency*
- Michigan Public Power Agency*
- Michigan South Central Power Agency*
- Missouri Public Utility Alliance*
- Missouri River Energy Services*
- NMPP Energy: Municipal Energy Agency of Nebraska*
- Northern California Power Authority*
- Oklahoma Municipal Power Authority*
- Platte River Power Authority*
- Southern California Public Power Authority*
- Southern Minnesota Municipal Power Agency*
- Texas Municipal Power Agency*
- Wisconsin Public Power*

INVITATION TO PARTICIPATE

1 February 2010

The attached materials contain the instructions for preparing your input to the sixth annual Utilities Compensation Survey. The survey is being sponsored by twenty members of the Joint Action Agency (They are listed to the left). Last year was a big success and we would like to add your organization to this year's success story

As in the past, there is **no cost** for your participation and your organization will receive a free copy of the final report just by submitting your data.

This survey covers Total Cash Compensation in the form of Base Salaries, Bonuses and Profit Sharing as well as Target Bonus data. Data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

The schedule for this study is:

<i>1 January 2010</i>	Effective date of data
<i>28 February 2010</i>	Deadline for submission of data
<i>April 2010</i>	Results available for participants

In order to ensure that participating companies will be able to use this data for salary planning purposes, participants will need to meet the 28 February input deadline. If you anticipate having difficulty in meeting this deadline, please contact us directly.

All of the Policy & Practice information covered in this survey is collected and analyzed on our web site at **PolicyCentral**[®]. You can logon at www.wmgnet.com to report and access this information. If you are a previous participant in any WMG survey, your policy information may already be entered in **PolicyCentral**. Just logon, review and update them as necessary.

Western Management Group is a consulting firm whose practice, since 1972, has been exclusively oriented to the development and conduct of third party, specialized compensation surveys. All data received by Western Management Group is safeguarded in accord with the highest professional standards. You may be assured that no company will have independent access to your data. All data for this survey will remain confidential and will not be divulged to any outside party.

We invite and welcome your participation and trust that the resulting report will be of considerable value in the analysis of your compensation programs. Should you have any questions regarding the survey, please feel free to contact me directly at 408 399 4900 ext 234, or val@wmgnet.com.

Very truly yours,

Valerie Elliott
Project Manager
val@wmgnet.com

U T I L I T I E S

COMPENSATION SURVEY

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KEY SURVEY FEATURES

- Total Cash Compensation data including Base Salary, Profit Sharing, Performance Bonuses, Team Awards, Discretionary Bonuses, etc.
- Geographic breakouts of data for major regions, state, and over 100 major metropolitan areas throughout the country.
- Product and Revenue Level breakouts.
- 49 participants were included in the 2009 edition.
- 63 benchmark jobs, each with detailed job descriptions.

NEW FOR 2010!

There have been seven new positions added to the survey this year in the areas of Administration, Technical Services (Engineering), IS/Communications, Energy Operations and Plant Operations. Please review these jobs for matching opportunities.

SURVEY SCHEDULE

Our schedule calls for the production and distribution of the survey in April 2010. In order to meet this output schedule, it is extremely important for you to submit your information to us as soon as possible, so we may audit and verify your entries, and have adequate time to clarify any data or policy questions with you.

<i>January 2010</i>	Distribution of Input Materials to invited participants
<i>1 January 2010</i>	Effective date of data
<i>28 February 2010</i>	Deadline for submission of data
<i>April 2010</i>	Production and distribution of survey results to participants

SURVEY FEES

As in the past, there is **no cost** for your participation and your organization will receive a free copy of the final report just by submitting your data.

SURVEY RESULTS

Reports for the survey will be distributed electronically in April, in the form of an Adobe Acrobat .PDF file, which can be viewed on any PC with Acrobat Reader, and printed as needed. It is not intended for uploading of data. The convenience of the electronic .PDF file means that you can easily share the survey with others within your organization, access the survey from your personal computer or laptop, and forget about lost reports or missing pages.

A three-ring binder, hard-copy printed version is also available at \$100 for any report ordered.

Excel Spreadsheet of Major Survey Results: For those who need to upload the survey results, an Excel spreadsheet version is available at \$200; available via e-mail. It contains summary information on each job, and can be uploaded to common survey analysis tools for further analysis, manipulation, editing and review. An uploadable Job Description file (Word) is also included.

Additional reports options are also available. Please contact Western Management Group 408 399 4900 if you have other report needs.



PREVIOUS PARTICIPANT LIST

- Alabama Municipal Electric Authority*
- American Municipal Power Inc.*
- Arkansas Electric Cooperatives*
- Associated Electric Cooperative*
- Basin Electric Power Cooperative*
- Bluebonnet Electric Cooperative*
- Blue Ridge Power Agency*
- Byran Texas Utilities*
- Central Minnesota Municipal Power Agency*
- Central Virginia Electric Cooperative*
- City of Anaheim Public Utilities*
- City of Athens*
- City of Austin (Austin Energy)*
- City of Edmond*
- City of Roseville*
- City of Salem Electric Department*
- City of Vero Beach*
- City Utilities of Springfield*
- Colorado Spring Utilities*
- Connecticut Municipal Electric Energy*
- Covanta Energy Corp*
- Dakota Electric Association*
- Electricities of North Carolina*
- Electric Reliability Council of Texas*
- Eugene Water & Electric Board*
- Fayetteville Public Works Commission*
- FirstEnergy*
- Florida Municipal Power Agency*
- Florida Power & Light*
- Glendale Water & Power*
- Graystone Power Corporation*
- Greenville Utilities*
- Idaho Power Company*
- Illinois Municipal Electric Agency*
- Imperial Irrigation District*
- Jacksonville Electric Authority*
- Knoxville Utilities Board*
- Lafayette Utilities System*
- Lansing Board of Water & Light*
- Lincoln Electric System*
- Lower Colorado River Authority*
- Michigan Public Power Authority*
- Michigan South Central Power Agency*
- Missouri Public Utility Alliance*
- Missouri River Energy Services*
- Nashville Electric Service*
- Nebraska Municipal Power Pool Energy*
- North Iowa Municipal Electric Cooperative*
- Northern California Power Agency*
- Ocala Electric Utilities*
- Oklahoma Municipal Power Authority*
- Old Dominion Electric Cooperative*
- Orlando Utilities Commission*
- Pacific Corp*
- Pepco Holdings*
- Piedmont Municipal Power Agency*
- Platte River Power Authority*
- Puget Sound Energy*
- Rappahannock Electric Cooperative*
- Riviera Utilities*
- Rochester Public Utilities*
- Salt River Project*
- San Diego Gas & Electric*
- Santee Cooper*
- Seattle City Light*
- Silicon Valley Power (City of Santa Clara)*
- Snohomish County PDU*
- Southern California Public Power Authority*
- Southern Minnesota Municipal Power Agency*
- Sumter Electric Cooperative, Inc.*
- Sunflower Electric Power Corporation*
- Tacoma Public Utilities*
- Texas Municipal Power Agency*
- Tri-State Generation & Transmission Association*
- Western Farmers Electric Cooperative*
- Wisconsin Public Power*
- Wolverine Power Cooperative*



SURVEY JOBS INDEX

New and Revised Positions Indicated in Bold

ADMINISTRATION

- 1000 President/CEO/General Manager
- 1010 Assistant General Manager/COO
- 1020 Corporate Counsel
- 1025 Staff Attorney**
- 1030 Director of Marketing
- 1040 Manager of Human Resources
- 1042 Director of Human Resources
- 1044 Vice President of Human Resources
- 1050 Office Administrator
- 1060 Vice President Marketing
- 1070 Vice President Administrative Svcs./Corp Svcs.

FINANCE

- 2000 Vice President Finance/CFO
- 2010 Asst. Vice President Finance/Controller
- 2020 Treasury Manager
- 2040 Director of Billing

RISK MANAGEMENT

- 3000 Manager of Risk Control
- 3100 Government Compliance Officer

TECHNICAL SERVICES/ENGINEERING

- 4000 VP of Technical Services (Engineering)
- 4010 Manager of Environmental Affairs
- 4022 Distribution Engineer
- 4023 Senior Distribution Engineer
- 4032 Civil Engineer
- 4033 Senior Civil Engineer
- 4042 Transmission Engineer
- 4043 Senior Transmission Engineer
- 4052 Electrical Engineer
- 4053 Senior Electrical Engineer
- 4010 Manager of Environmental Affairs
- 4022 Distribution Engineer
- 4023 Senior Distribution Engineer
- 4101 Instrument & Electronic Tech. – SCADA**
- 4102 Sr. Instrument & Electr. Tech. - SCADA**

MEMBER RELATIONS

- 7000 Director of Member Relations
- 7010 Vice President Member Services
- 7015 Energy Services Manager
- 7020 Energy Services Representative

IS/COMMUNICATIONS

- 8000 Chief Information Officer
- 8010 IS Network Administrator
- 8020 Applications Developer**

ENERGY OPERATIONS (Power Supply)

- 5000 VP of Energy Operations & Power Generation
- 5005 VP Generation Services
- 5010 Power Supply Planning Engineer
- 5020 Power Supply Contracts Administrator
- 5030 Power Supply Planning & Contracts Manager
- 5050 Energy Auditor**
- 5070 Power Dispatcher
- 5080 Power Marketer
- 5082 Senior Power Marketer
- 5090 Director of Power Supply Planning
- 5100 Senior Economist
- 5105 Rate Analyst
- 5110 Manager of Power Sales
- 5120 Manager of Transmission Affairs
- 5130 Settlement Analyst
- 5132 Senior Settlement Analyst
- 5140 Director of Energy Efficiency
- 5150 Fuels & Commodities Procurement Analyst
- 5210 Energy Optimization Specialist**

GOVERNMENT AFFAIRS

- 6000 VP of Government & Public Affairs
- 6010 Director of Government Affairs

PLANT OPERATIONS

- 9110 Plant Control Room Operator (Hydroelectric)
- 9120 Plant Control Room Operator (Nuclear)
- 9140 Plant Control Room Operator (Gas Turbine)
- 9150 Plant Control Room Operator (Coal Fired)
- 9200 Plant Manager
- 9501 Line Technician (Worker)**



PolicyCentral® – ONLINE POLICIES AND PRACTICES RESOURCE

Compensation related policy and practices information from all of our surveys is collected and analyzed through our website at **PolicyCentral** – your online source for the compensation policy issues. Simply log on at www.wmgnet.com and click on **PolicyCentral** to complete this portion of your survey.

- BE-60 Benefits: Retirement Plans: 401(k) Type Plans
- BO-25 Bonuses: Individual Performance (Except Sales)
- ET-10 Employment Turnover/Reduction in Force
- HO-15 Holidays: 2010
- HO-16 Holidays: 2011
- IN-10 Insurance: Accidental Death & Dismemberment (AD&D)
- IN-15 Insurance: Group Life
- IN-20 Insurance: Health & Medical
- IN-30 Insurance: Long Term Disability (LTD)
- IN-35 Insurance: Short Term Disability (STD)
- PA-50 Pay Administration Methods
- PA-55 Pay Increases: General and COLA's
- PA-60 Pay Increases: Merit Budgets & Plans
- PA-75 Pay Range: Methods & Policies
- PA-80 Pay Range: Percent Change

We understand that it may require an initial investment of your time to enter your company's data the first time for these "Core Topics", but once your data is in, updating it next year won't take as much of your time; you only need to review and update your changes for "time sensitive" topics annually. All of your previous data is retained for modification.

Over 100 additional topics are also available and once you enter your own data on any topic, you can generate a report for that topic.

In PolicyCentral you are able to customize your reports by selecting specific companies, product groups, survey groups, geographic areas, and more. You can also receive reports in colorful graphics and uploadable spreadsheet format – all free of any additional charge.

Enhanced Selection and Reporting Capability can be based on the following: (Data will not be displayed if there are less than 5 organizations reporting.)

- Industry
- Headquarters Location
- Size of Organization
- Employee Population
- Annual \$ Revenue
- Specific WMG Survey Participants
- Age of Data
- Specific Company Selections
- Ability to Include or Exclude your own data
- Tabular and Graphic Analysis/Display
- Results loadable to Excel formatted files

You can logon at www.wmgnet.com to report and access your **PolicyCentral** information. If you are a new participant, or have misplaced your username and password, call or email Patti Heyer at 408 399 4900 ext 235 or patti@wmgnet.com.

PREVIOUS JOB MATCH REPORT

If you were a participant in the 2009 Utilities Compensation Survey, you can access your previous job matches and data by logging on at <http://www.wmgnet.com/> Once logged in, choose "My Recent Survey History" to access your Previous Job Match Report and previous SmartScreen. They are also accessible from the 2010 SmartScreen. If you have misplaced your username and password, call or email Patti Heyer at 408 399 4900 ext 235 or patti@wmgnet.com.

DATA CONFIDENTIALITY AND SECURITY

Participation in the survey implies agreement to share data with all other participants on a mutual exchange basis, providing that the normal data confidentiality and security provisions are met. In order to protect the confidentiality of the data there are several additional safeguards in effect.

- No company identification will be associated with any data or reports generated from the database, except a participant's own data and reports.
- All reports and data presentations are available only in "aggregate" form and display summary information only.
- To ensure confidentiality, reports will NOT be produced for any participant unless the following criteria are met:
 - Report requests should contain a minimum of five or more survey participants, in addition to the requester.
 - No reports on individual jobs will be produced in which data from any single company (other than the requestor) represents over 33.3% of the total data in a given job OR if there are less than five companies (including your own) reporting data on a given job.

SmartScreen® – DATA ENTRY SIMPLIFIED

A pre-formatted **SmartScreen**® Excel template is available to simplify your data entry. The **SmartScreen** template is an Excel based application that provides a flexible/user friendly interface to input, validate and securely submit your survey data. **SmartScreen** also provides you with an import capability and validity checking for those with large files for submission. You can "cut & paste" into it from your other internal data sources. The spreadsheet will highlight data that is not formatted correctly and/or data that does not fall within specified reasonable limits on each job. You are able to verify your data before submitting it to WMG, thus greatly increasing the validity of the data. It is available at no additional cost.

You can download the **SmartScreen** Excel template from:

<http://www.wmgnet.com/DNN/Portals/0/ep/ep10ss.xls>

Once you have entered your data, performed the "Validate Pay Data" function of your **SmartScreen** and saved your data on your computer, you can submit your SmartScreen as follows:

- Save the file, click on the "SUBMIT" tab and follow the easy steps to upload directly and securely to the WMG website. This is your most secure method to submit your data, as it is sent in an encrypted format.
- OR**
- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Tim Schwarzer at tim@wmgnet.com

When your **SmartScreen** data is received in our office, it is reviewed and edited for completeness, reasonability and validity prior to acceptance and use in the survey database. All data is passed against complex edit standards that have been designed to identify questionable data entries and job matches. All data entries that do not meet this check will be brought to your attention for verification and must be either substantiated or eliminated.

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen** please call or email Valerie Elliott at 408 399 4900 ext 234 or val@wmgnet.com.



SmartScreen® - LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified above and import to the **SmartScreen** template for validation prior to submission to WMG. Please call Patti Heyer at 408 399 4900 ext 235 if you have questions about the use of the SmartScreen, if you have a data file exceeding 65,000 records, or proper formatting of your file.

- Report annual dollars, whole numbers – do not include cents
- If you have used formulas to calculate fields, convert the formulas to “values” prior to uploading to **SmartScreen**
- When entering ZIP Codes, use the five digit ZIP code; DO NOT include the four digit extension.
- DO NOT include decimals, dollar signs (\$) or cents – These will be formatted for you
- DO NOT add columns of information not defined on the Record Layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns, or change the order of the columns
- DO NOT assign a password to the document. You can use the “Submit” tab to directly and securely upload your file

Column	Survey Data Element	Definitions Page
A	Survey Job Code	9
B	Company Job Title	9
C	Utility Sector Code	9
D	Base Pay	9
E	Individual Variable Cash	9
F	Other Variable Cash	10
G	Total Cash (D + E + F)	10
H	Variable Cash Eligibility Code	10
I	Target Variable Cash Percentage	10
J	Span of Control	10
K	Zip Code	11
L	Employee Record Number	11



SURVEY DATA ELEMENTS

Below are the definitions of each item on the **SmartScreen®**, listed in order by column.

Data Effective Date for the survey is 1 January 2010. Data reported should reflect policies and compensation in effect on 1 January 2010. All employees submitted must be on Active Pay Status as of 1 January 2010. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status. Report data for each individual employee matched to the survey job.

- A. **SURVEY JOB CODE:** Identifies the job which this employee performs. Refer to the accompanying descriptions for detailed job content and to verify job matching requirements and scoping factors. The employee should perform at least 80% of the content of the job to be reported as a match to it.
- B. **COMPANY JOB TITLE:** Enter your internal company job title for each job reported. Titles that are longer than 50 characters will be truncated. Please abbreviate where possible.
- C. **INDUSTRY SECTOR CODE:** Designates the primary industry sector of the organization.

JAA = *Joint Action Agency*

IOU = *Investor Owned Utility*

PPU = *Public Power Utility*

CPU = *Co-Operative Power Utility*

- D. **BASE PAY:** Annual Base Pay is regular base salary paid through the payroll. Such payments represent pre-tax and pre-401(k) deferrals. Includes all cash earned as base salary. Excludes incentive-related income (reported under INDIVIDUAL VARIABLE CASH below), and exclude over-time pay. Reflects the annual base pay rate in effect as of 1 January 2010.
- E. **INDIVIDUAL VARIABLE CASH:** Annual cash payments earned (whether paid or not) for the most recent completed plan year for any of the following programs. Report actual amounts earned, not targeted amounts. **For employees who have been in the position for less than a full year and received a pro-rated bonus, report payments as annualized amounts. If you are unable to report annualized amounts, do not report a bonus amount.**

Do not report partial year payments. If amounts are for less than a full year, you can report using one of the following methods:

- Pro-rate the typical, full year variable performance earnings and bonus.
- OR**
- Do not report any bonus amount that is for less than a full year; indicate that employee as eligible only.

Include:

- | | |
|------------------------------|--------------------------|
| Sales Incentives/Commissions | Key Contributor Awards |
| Individual Performance Bonus | Lump Sum Merit Increases |
| Discretionary Bonus | Holiday Bonuses |
| Short Term Cash Payouts | Spot Awards |
| MBO Bonus | |

Exclude:

- | | |
|--|---------------------------------------|
| Profit Sharing | Gainsharing Awards |
| Team/Group/Unit Bonus | Shift Differentials |
| Overtime | Stock Grants/Options |
| Lead Premiums | Patent/Suggestion Awards |
| Car Allowances | Hiring/Retention Bonuses |
| Gross-up amounts paid for tax purposes | Long-term or retirement plan payments |

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F. OTHER VARIABLE CASH: Annual cash payments earned for the most recently completed full plan year for Other Variable Cash awards. Report actual amounts earned, expressed in annual dollar amounts, for the most recent full plan year, whether paid during or after the plan year. Do not report long-term, deferred, retirement, or vesting programs. Report partial year or pro-rated payments as annualized amounts.

Include:

- Team/Group/Unit Bonus
- Gainsharing Awards
- Profit Sharing

Exclude:

- Car Allowances
- Gross-up amounts paid for tax purposes
- Lead Premiums
- Overtime
- Sales Incentives/Commissions
- Patent/Suggestion Awards
- Hiring/Retention Bonuses
- Key Contributor Awards
- Long-term or retirement plan payments
- Shift Differentials
- Stock Grants/Options
- MBO Bonus
- Individual Performance Bonus
- Lump Sum Merit Increases
- Discretionary Bonus
- Holiday Bonuses
- Short Term Cash Payouts
- Spot Awards

G. TOTAL CASH: Total Annual cash earned by incumbent. Must equal the sum of Base Pay + Individual Variable Cash + Other Variable Cash. Exclude Long Term Incentive compensation.

H. VARIABLE CASH ELIGIBILITY CODE: Indicate whether the employee was eligible to receive a bonus or Profit Sharing in the most recent or current plan year. "Eligibility" can refer to those in a formal or informal bonus plan.

0 = Not eligible to receive ANY Variable Cash compensation (Neither Individual Variable Cash nor Other Variable Cash).

1 = ONLY eligible to receive payments from an "Individual Variable Cash" defined program.

2 = ONLY eligible to receive payments from an "Other Variable Cash" defined program.

3 = Eligible to receive payments from BOTH Individual Variable Cash and Other Variable Cash programs.

Note: The Eligibility Code only indicates eligibility, and is independent of the actual payments for variable cash programs. An employee may be "eligible" for the program, but may not have received any payment amounts for the survey period.

I. TARGET VARIABLE CASH PERCENTAGE: Potential amount to be paid, as a percentage of Base Pay, should the individual achieve 100% of defined targeted performance goals for the current fiscal year (in most cases, this will be 2010 plan year). Target amount should be expressed as a percentage of Base Pay, to one implied decimal place. Pro-rate for full year performance. **Do not report partial year targets.**

Examples: Enter 15.5% as 15.5 (Not 155)
Enter 3.5% as 3.5 (Not 35)
Enter 3.0% as 3 or 3.0 (Not 30)

For those employees who are paid on a "Straight Commission" basis such as Telesales Representatives (i.e. 100% of their pay is from commission – no Base Pay), report their Total Commissions in column I – Individual Variable Cash.

J. SPAN OF CONTROL: The total number of direct and indirect reports for which a managerial position has supervisory responsibility. Only enter this information for the managerial and executive jobs.

For Example: A second level manager who has 3 subordinate managers, each of which has 5 employees, would be reported as 18 (3+5+5+5).

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- K. **ZIP CODE:** Indicate the Zip Code for the work location of the employee. These will be automatically converted to proper geographic codes by our edit program. If the employee is remote (works from home), enter the code of the work facility which most closely represents the labor market in which they are located. Report U.S. locations only.

- L. **EMPLOYEE RECORD NUMBER:** Enter a unique employee record number assigned to enable internal tracking and verification of data.

You may use any scheme meeting your own needs, such as Employee I.D., Badge Number, Payroll Number, or any other participant assigned number which will allow you to associate the data with your own employee and provide for easy reference should we need to contact you to clarify, audit, or verify your input data. Please DO NOT submit Social Security numbers or any other identification you would consider confidential, or would in any way connect the pay data reported to your employee.



JOB MATCHING

Job descriptions have been provided, and indicate general parameters for defining/matching to the correct job level. Three categories have been defined:

Individual Contributors/Functional Managers: These should include those professionals who perform the functional activities. They do not have staff management responsibilities, but may be “Team Leaders” responsible for meeting functional objectives or may rely on support staff of the organization. In some cases, these individuals may carry a “Manager” title; indicating functional management responsibilities. They “manage” the operation of the function, but do not generally have responsibility for traditional management/supervisory actions such as hire/fire authority, performance evaluation, discipline and the like. Individuals in these levels are normally considered as exempt. However, individual company policy may treat them otherwise.

Managers/Directors: These individuals have both functional management and staff management responsibilities. The first level has direct supervision of lower level individual contributors and support staff, and may report to the second management level. The second level has overall responsibility for the first level of management and their staff and may report to senior executive management. Both levels have full management/supervisory responsibilities for the hire/fire actions, performance evaluation, discipline, development and the like. They normally also have budgetary control and responsibility.

Vice President: These are the most senior level individuals within their defined function and are typically titled as “Vice President”. Normally report directly to the President/CEO/General Manager of the organization.

A general job description is provided for each job covered in the survey. These descriptions are prepared to reflect the normal range of duties, responsibilities and requirements found in the level of the job specified. It is not intended that the description list every specific task that might conceivably be assigned to that job. Rather, it is a general indication of the general scope and complexity of the job. Thus, it is unlikely that your jobs will be exact matches to the job descriptions.

The description should be used as a reference and guide to the general level of skill required for the performance of the typical duties listed. As a basic guide, you should have a minimum of an 80% confidence level that your job is a match. Pay particular attention to the exclusions and qualifying remarks in the descriptions.

MULTIPLE LEVEL MATCHING

Your job family may have more, or less levels within it than are identified in the survey. Review the content of the survey description to determine if two or more of your levels may need to be combined for reporting to a given survey level.

For Example: The survey has five levels of Web Graphics Designer. Your company has six. Upon review of the survey descriptions, you may determine that your 3rd and 4th level would be best reported to the 3rd level in the survey. Therefore, combine your 3rd & 4th level and report both in the 3rd level of the survey.

Conversely, if you have two levels, and the survey has five, try to allocate your employees among the five survey levels based on job content, experience, and complexity, where possible, but do not force fit.

BLENDED JOBS - DO NOT DOUBLE MATCH:

If your employee performs a combination of duties from two or more survey job levels or groups, pick the one survey job or group where at least 80% of the survey job content fits the employee. **DO NOT** match the same employee to more than one survey job level or group. If no survey job represents at least 80% of the duties of the employee, **DO NOT REPORT** that employee. **“If in doubt, leave it out.”**

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AND...

- Please remember to submit your data by 28 February 2010
- Go to **PolicyCentral** on our website, www.wmgnet.com, for access to any of the 100+ Compensation Policy and Practice issues covered there... everything from Merit Budget Percentages to Jury Duty Pay. You can get instant reports on any topic to which you report your own information. And best of all... It's free!

QUESTIONS...Please contact

- Valerie Elliott at 408 399 4900 ext 234 or val@wmgnet.com
- Tim Schwarzer at 408 399 4900 ext 222 or tim@wmgnet.com
- Patti Heyer at 408 399 4900 ext 235 or patti@wmgnet.com



SURVEY JOB DESCRIPTIONS

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Review the job descriptions below to identify those jobs which may exist in your company. ONLY report data on jobs which match the description by at least an 80% confidence level. Jobs which cannot meet this criteria should NOT be reported.

ADMINISTRATION

1000 PRESIDENT/CEO/GENERAL MANAGER

Responsible for the overall management, staffing, administration and operation of the organization. Responsible for relations between the Board, employees, members and the general public. Develops, recommends and implements policy. Supervises executive and senior management staff. Responsible for local, state and national promotion and marketing of public power. Reports to Board of Trustees or Directors.

1010 ASSISTANT GENERAL MANAGER/COO

Manages the day-to-day operation of the organization. Acts as key advisor with respect to policy and procedures. Second level of management. Assumes duties of CEO in absence. Reports to President/CEO/General Manager.

1020 CORPORATE COUNSEL

Ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the Agency from legal action, manages the Agency's defense, the interpretation and preparation of legal documents and provides counsel to top management on legal matters. Reports to President/CEO/General Manager.

1025 STAFF ATTORNEY

Provides legal counsel and document review/drafting services in consultation with General Counsel. Acts in a supporting and advisory capacity to General Counsel, gathering and evaluating relevant facts, researching and interpreting applicable laws and providing recommendations to General Counsel and staff on legal consequences or risks as they relate to the existing or potential business activities. Reviews incoming contracts and other legal documents, drafts and negotiates modifications as necessary, and coordinates with General Counsel to finalize as appropriate. Drafts new contracts as requested or as needed. Obtains proper approval of contracts and drafts summaries of those contracts needing to be approved/ratified by, or reported, to the respective Board of Directors. Performs accurate and efficient research utilizing computer programs and Internet. Drafts provisions for bylaws, articles of incorporation and other organizational documents; tracks to ensure required approvals are obtained and appropriate filings are made. Registers trademarks/trade names and obtain certificates of good standing. Prepares and file petitions, applications, interventions and other documents, as needed, with appropriate governmental agencies. Oversees movement of pending contracts through system and establish appropriate database tracking. Utilizes outside counsel as approved by General Counsel and reviews and confirms associated billing statements as received. Provides guidance to administrative staff involved in maintaining contracts database.

1060 VICE PRESIDENT MARKETING

Responsible for internal and external marketing of the organization's services and programs. Develops and implements the marketing strategies for the organization. Manages and oversees new project development and coordination between departments within the organization. Prepares and delivers project related presentations to gain member support. Establishes and maintains a positive rapport with members; obtains member feedback. Manages the delivery of marketing department programs and services. May oversee the development and implementation of all communications and public relations initiatives. Represents the organization in industry-related forums. Reports to President/CEO/General Manager.

1030 DIRECTOR OF MARKETING

Responsible for the planning, development and implementation of programs to ensure the long-term retention of key retail customers. Maintains a positive relationship with members and key retail customers. Plans, develops and implements the marketing, sales and delivery of electricity to wholesale and/or retail customers. Participates in the development, consideration and implementation of policy.



1070 VICE PRESIDENT ADMINISTRATIVE SERVICES (CORPORATE SERVICES)

Responsible for multiple administrative functions of the organization. Functional areas that may be included are: Human Resources, Employee Training and Development, Administrative Support, Safety, Facilities, etc. Oversees, directs and administers multiple functions directly or through functional managers. Participates as part of the senior management team of the organization Oversees the development and implementation of functional area programs/initiatives and strategic planning. Reports to President/CEO/General Manager.

1040 MANAGER OF HUMAN RESOURCES

Under general direction, manages and directs a variety of human resources programs. Recommends and conducts a variety of training programs to attain employee relations objectives. Counsels employees in the interpretation and application of policies. Develops, documents and issues personnel policies and practices. Recommends basic objectives, policies and guidelines required to implement and administer human resources programs. Reviews employee changes in status and insures fair and equitable application of policies and practices. Continually analyzes employee attitudes and concerns and recommends programs to correct problems and employees in anticipation of the organizations objectives. May coordinate activities of Safety Committee.

1042 DIRECTOR OF HUMAN RESOURCES

Manages and directs the activities and staff involved in developing and maintaining human resources activities, policies and procedures. Coordinates recruitment activities, compensation programs, new hire orientations, employee benefits, health and safety and affirmative action plans to ensure positive employee relations in keeping with company objectives. Makes presentations and recommendations to management regarding new or existing human resources policies. Directs the maintenance of human resources records and data systems and reviews employee changes in status to ensure fair and equitable application of compensation, human resources and employee relations policies and practices. Provides guidance to managers and supervisors in the use and application of salary ranges and increase guidelines, job evaluation plans and interpretation of human resources policies and procedures. Responsible for the employment, training, performance evaluation, counseling and discipline of assigned employees. Directly manages exempt level employees. May manage nonexempt employees directly or through others.

1044 VICE PRESIDENT HUMAN RESOURCES

Responsible for the development, direction and coordination of Human Resources activities. Normally responsible for a large organization. Develops and maintains a variety of programs to ensure harmonious employee relations in keeping with the organizations objectives. Conducts research into the latest trends in personnel policy development and recommends policy revisions. Recommends objectives, policies and guidelines required to implement and administer compensation programs. Directs the maintenance of personnel data systems and records. Directs the maintenance of wide variety of benefit programs, e.g., insurance, employee education, etc. Continually analyzes employee attitudes and concerns and recommends programs to correct problems and develop employees in anticipation of Company objectives. Performs a variety of special studies. Ability to effectively communicate is required. NOTE: This is the top level position in the organization. This incumbent is responsible for the full scope of the function and normally reports directly to the CEO.

1050 OFFICE ADMINISTRATOR

Plans, directs and performs the administrative and clerical support activities and provides same to the General Manager. Assists in maintaining accurate records of the Board and member meetings as the Recording Secretary. Develops and implements the filing and library systems. Plans and procures travel and meeting arrangements.

U T I L I T I E S

COMPENSATION SURVEY

2 0 1 0



FINANCE

2000 VICE PRESIDENT FINANCE/CFO

Responsible for the planning, development and implementation of finance, accounting, and risk management. Activities. Assures adherence to financial practices and accounting standards in accordance with policy and contractual requirements. Participates in the development, consideration and implementation of policy. Plans, develops and administers the property conservation and property insurance programs. Oversees financing on behalf of members. Reports to President/CEO/General Manager.

2010 ASSISTANT VICE PRESIDENT FINANCE/CONTROLLER

Ensures the accuracy and timeliness of interim, monthly, quarterly and annual internal and external financial reports. Responsible for timely monthly and annual closing of the general ledger. Coordinates annual audits. Prepares and presents related board reports. Oversees annual budgeting process and periodic budget revisions. Supervises accounting staff.

2020 TREASURY MANAGER

Perform functions to plan for, implement and manager the organization's debt, cash, and investment positions. Administer pooled loans for members and report on results guided by precedent. Working within the limits of established policies. Plan and implement the issuance of debt instruments. Monitor and establish controlling systems. Establish process and system to manage cash flow, pay bills and manage professional relationships relating to cash management with banks, etc.

2040 DIRECTOR OF BILLING

Works with finance staff to reconcile accounting and billing functions. Coordinates and directs wholesale power account and billing of member utilities. Implements and maintains wholesale power accounting billing procedures, coordinates all contract time limits and payment dates and penalties. (Previously: Director Energy Accounting & Reporting)

RISK MANAGEMENT

3000 MANAGER OF RISK CONTROL

Assists with analysis of power supply providers to determine financial soundness and credit worthiness. Reviews contracts for credit provisions and terms and conditions. Helps coordinate bank lines and letters of credit. Maintains corporate risk management report. Coordinates information for property and liability insurance renewals. No direct supervisory responsibility.

3100 GOVERNMENT COMPLIANCE OFFICER

Responsible for reliability standards compliance. Communicates reliability standards compliance requirements to applicable departments and staff. Works with internal subject matter experts to develop policies and procedures to comply with reliability standards. Assures that standards and procedures are communicated to, and understood by employees and contractors. Monitors departments for compliance and reports status to senior management. Assists members in meeting reliability standards compliance requirements. Participates in NERC, RFC, SERC and other applicable forums. Establishes and maintains good working relationships with key agency personnel. Coordinates activities and positions with other entities subject to reliability standards compliance.

TECHNICAL SERVICES (Engineering)

4000 VICE PRESIDENT OF TECHNICAL SERVICES OR ENGINEERING

Responsible for the total engineering functions of the organization with respect to Member systems and projects. Reports to President/CEO/General Manager.



4010 MANAGER OF ENVIRONMENTAL AFFAIRS

Directs the environmental program. Provides current information to the organization and member communities on federal and state regulations in areas such as air, wastewater, hazardous and solid waste disposal. May represent the organization at regulatory hearings, legal, and legislative meetings. Insures organizational compliance with all federal, state and local ordinances. Plans and conducts studies in pollution abatement matters. Coordinates environmental training for members. Manages contracts with environmental consultants and legal counsel.

4022 DISTRIBUTION ENGINEER

Responsible for designing and upgrading distribution lines. Writes technical specifications for formal bidding. Provides technical support to field personnel and consults with member systems to determine system needs and improvements. No direct supervisory responsibility.

4023 SENIOR DISTRIBUTION ENGINEER

Develops and applies advanced distribution line design methods. Plans and directs projects or major phases of projects and provide technical direction to coordinate the efforts of engineers and technical support staff in the performance of assigned projects. Reviews project progress and evaluates results. Recommends corrections in technical analyses and design to ensure project completion. Specifies equipment, materials and supplies required for completion and implementation of technical projects.

4032 CIVIL ENGINEER

Assists in the construction plan development, selection of engineering consultants and any other related activities associated with civil engineering projects for the organization and its members. Monitors activities between the design engineer, the contractor, and member communities. Provides site owner representation during construction. Monitors construction activities; reviews progress payments. Manages contract documentation and reports. Oversees GIS mapping function.

4033 SENIOR CIVIL ENGINEER

Develops and applies advanced Civil Engineering theories, methods and research techniques in the investigation, analysis and solution of complex and advanced technical problems. Plans and directs projects or major phases of projects and provide technical direction to and coordinate the efforts of engineers and technical support staff in the performance of assigned projects. Establishes and defines the theoretical bases and principles which should apply the empirical test procedures to be used and the estimated time, expenses and manpower for completion. Conducts investigations or tests of considerable complexity pertaining to the development of new designs, methods, materials or processes and investigates possible applications of results. Investigates literature, patents and current practices relevant to the solution of assigned projects. Reviews project progress and evaluates results. Recommends corrections in technical analyses and design to ensure project completion. Specifies equipment, materials and supplies required for completion and implementation of technical projects.

4042 TRANSMISSION ENGINEER

Performs transmission load flow studies; compares and evaluates transmission alternatives; and develops and maintains load flow models. Assists with the review and administration of transmission arrangements. May represent the organization on industry committees and/or task forces. No direct supervisory responsibility.

4043 SENIOR TRANSMISSION ENGINEER

Performs computer analysis to determine transmission loading to ensure power flow meets reliability criteria and operating parameters for bulk transmission facilities for high voltage transmission lines; and transmission rate forecasts. Proposes and evaluates alternate transmission plans; prepares regulatory reports and data submittals; evaluates options and costs for member and customer transmission; and performs administration of transmission access arrangements. May represent the organization on industry committees; assist in developing the departmental budget; and/or direct administration of existing contractual transmission arrangements. Ensures the operation, maintenance and construction of high voltage transmission lines and substations are completed by operator



4052 ELECTRICAL ENGINEER

Performs professional Electrical Engineering assignments of wide complexity under general direction with considerable discretion as to work details. Designs, fabricates, modifies, and evaluates complex electrical circuitry of electrical devices or systems. Performs developmental and/or test work which requires a comprehensive knowledge of electrical engineering theory and design. Compiles and evaluates design and test data, prepares technical specifications, analyzes technical data to determine appropriate limits and variables for product, process or materials specifications. Reviews and approves related inputs such as drawings and specifications prepared by technical support personnel. Coordinates with support personnel to conduct prototype or experimental runs for products or processes.

4053 SENIOR ELECTRICAL ENGINEER

Develops and applies advanced Electrical Engineering theories, methods and research techniques in the investigation, analysis and solution of complex and advanced technical problems. May plan and direct projects or major phases of projects within electrical design and provide technical direction to and coordinate the efforts of engineers and technical support staff in the performance of assigned projects. Establishes and defines the theoretical bases and principles which should apply the empirical test procedures to be used and the estimated time, expenses and manpower for completion. Conducts investigations or tests of considerable complexity pertaining to the development of new designs, methods, materials or processes and investigates possible applications of results. Investigates literature, patents and current practices relevant to the solution of assigned projects. Reviews project progress and evaluates results. Recommends corrections in technical analyses and design to ensure project completion. Specifies equipment, materials and supplies required for completion and implementation of technical projects.

4101 INSTRUMENT AND ELECTRONIC TECHNICIAN – SCADA

Under general direction, the position monitors, troubleshoots and programs the SCADA and communication systems. Monitors frame relay and radio communication systems. Installs RTUs, meters, and communication equipment. Troubleshoots RTUs, meters, and communication equipment. Programs the SCADA system to provide additional functionality. Provides SCADA support to member's access to SCADA system. Assists in the installation of other electrical system equipment - relays, power plant control systems. Assists in the documentation of SCADA, communications and IT systems. Requires specialized training, equal to two years of college, plus 2 years related experience and/or training, or equivalent combination of education and experience. Associates degree in Electronics Technology or equivalent Certified SCADA Professional (CSP) Cisco, Microsoft, or Network Administration certifications Position requires an understanding of metering principals. Knowledge of SCADA systems. Experience with frame relay interface products, interfaces, fiber optic interface equipment and radio systems are needed for this position.

4102 SENIOR INSTRUMENT AND ELECTRONIC TECHNICIAN –SCADA

Under limited direction, the position provides expertise in the monitoring, troubleshooting and programming of the SCADA and communication systems. Monitors the SCADA system. Monitors frame relay and radio communication systems. Installs RTUs, meters, and communication equipment. Troubleshoots RTUs, meters, and communication equipment. Programs the SCADA system to provide additional functionality. May assist in the installation and troubleshooting of computer hardware and software. . Provides SCADA support to member access to SCADA system. May assist in the installation of other electrical system equipment - relays, power plant control systems. Assist in the documentation of SCADA, communications, and IT systems. Associates degree in Electronics Technology or equivalent. Certified SCADA Professional (CSP). Position requires an advanced understanding of metering principals. Advanced knowledge and understanding of SCADA systems including Open System International (OSI) products. Also, in-depth knowledge with frame relay interface products, interfaces, fiber optic interface equipment, and radio systems are needed for this position.

ENERGY OPERATIONS (POWER SUPPLY)

5000 VICE PRESIDENT OF ENERGY OPERATIONS (POWER SUPPLY)

Responsible for the planning, development, negotiation and implementation of power supply and energy matters including transmission access, short and long-term energy demand forecasting, marketing surplus power and energy, and power supply contract negotiations. Reports to President/CEO/General Manager.



5005 VICE PRESIDENT GENERATION SERVICES

Provides the overall executive oversight and strategic planning of the organization's existing and future generation assets. Oversees all functions of the power generation group, which may include coal fired plants; hydroelectric facilities, nuclear plants and/or natural gas and diesel-dispersed generation. Administers the planning, engineering design and construction of generation additions and upgrades capacity additions. Directs the preparation and administration of related O&M and capital budgets. Reports to President/CEO/General Manager.

5010 POWER SUPPLY PLANNING ENGINEER

Performs functions to conduct a broad range of power supply cost and cost recovery studies and evaluations, demand and energy requirements forecasts, capacity and fuel planning, and production cost modeling in support of member requirements, working within the limits of established policy.

5020 POWER SUPPLY CONTRACTS ADMINISTRATOR

Performs functions to identify, develop, recommend and administer power supply alternatives to suit Agency goals and objectives, making decisions based on conclusions for which there are little precedent.

5030 POWER SUPPLY PLANNING & CONTRACTS MANAGER

Performs functions to organize, manage and control the identification, development, acquisition and administration of new power supply, fuel supply and transmission projects. Fosters member participation in existing agency projects. Supervises the Planning Unit of Engineering. Deals with complex factors that are not easily evaluated and making decisions based on conclusions for which there is little precedent.

5050 ENERGY AUDITOR

Responsible for programs and services providing energy efficiency, renewable energy and power quality programs to residential, industrial, commercial, institutional electric customers of member cities to help control electrical demand during peak hours and increase sales during the off peak winter months using the economies of scale offered through joint action and by providing support for the participating members and working closely with other staff. Requires the ability to prepare reports, correspondence, prepare policy/procedure manuals, arrange training classes with regard to implementation of selected services, and have the capability to communicate effectively verbally as well as in writing with staff, member cities' staff, contractors and the public.

5070 POWER DISPATCHER

Prepares and submits daily energy schedules and dispatches generation assets. Markets and executes surplus energy sales through the close of the next business day. Coordinates activities with scheduling agents. Interrupts surplus energy sales, negotiates, and executes energy purchases through the close of the current business day in response to fluctuating electric load conditions. Arranges transmission reservations for the executed energy sales or purchases. Forecasts next day and week's energy demands for member users. Coordinates generation outage schedules with plants. Maintains historical data base of hourly transaction amounts and pricing. No direct supervisory responsibility.

5080 POWER MARKETER

Identifies and recommends opportunities to reduce power costs/risks and increase revenues to members through purchases and sales of member's requirements and supply portfolio. Monitors, forecasts, and transacts to minimize current and future power costs through market pricing intelligence and risk analysis.

5082 SENIOR POWER MARKETER

Plans, develops and implements physical and financial power purchase and sales transaction strategies. Ensures adequate resources to meet power supply demand. Sells power when economically beneficial and supply exceeds the needs of organization. Manages the operational aspect of contracts.



5090 DIRECTOR OF POWER SUPPLY PLANNING

Forecasts power and energy demands from one month to five years; participates in the analysis of potential power supply purchase and sale opportunities; develops generating planned outage schedules in order to minimize energy market cost effects; develops and maintains forward market curves for the regions of operations; and researches and recommends alternative power supply strategies, such as Load Management/Demand Side Management. Supervises Senior Economist.

5100 SENIOR ECONOMIST

Plans, develops and recommends load and economic data requirements; and, directs and performs the collection of same. Develops, recommends and implements advanced forecasting techniques. Develops and performs economic and electrical forecasts. Develops, recommends and determines probable results of integrated resource programs; and, determines results of implemented programs. No direct supervisory responsibility.

5105 RATE ANALYST

Develops and performs cost-of-service research and studies, rate studies and analysis, including rate unbundling. Assists in the development of wholesale/retail pricing and rates. No direct supervisory responsibilities.

5110 MANAGER OF POWER SALES

Performs short-term power supply planning in order to provide economic energy delivery to both full requirements energy members and other members, based on forecast peak demand, economic allocations of current power supply contracts and unit outages. Reviews member bills and assists in developing and maintaining forward power supply market curves. Responsible for the operation of the dispatch center as it pertains to the security and reliability of energy delivery to member users. May supervise Power Dispatchers. Represents the organization at industry group meetings such as ECAR, FERC, and NERC.

5120 MANAGER OF TRANSMISSION AFFAIRS

Plans, recommends and directs the development and integration of transmission use to enable energy delivery to members. Participates in industry groups such as: FERC, NERC, ECAR, MISO and monitors transmission activities that can or will impact members. Evaluates transmission alternatives, negotiates arrangements, preparing reports, presentations and data submissions.

5130 SETTLEMENT ANALYST

Performs validation and settlement procedures necessary to support the member pool. Performs analytical research to determine cause of settlements variances and resolve within the guidelines. Validates interval load and generator meter data received. Allocates hourly schedules among the pool members for monthly billing. Tasks include preparation of both current months estimate and prior month's settlements. Performs annual rerun of the pool settlements for the participant's annual budget. Validates daily and reconciles monthly settlement statements and invoices. Allocates monthly charges to clients, both internal and external credit escrow balances to meet credit criteria. Monitors daily unit availabilities and the operating conditions of control areas as they affect settlements. Prepares monthly unit invoices for availability payments. Reconciles calls with daily settlement statements. Monitors pools weekly market transactions for credit compliance; and confirms monthly market transactions with trade counterparties. This job has no supervisory responsibilities.



5132 SENIOR SETTLEMENT ANALYST

Responsible for the performance of both the day-to-day power settlements among members and electricity markets, local control area operators and meter data management duties of the department in support of settlements and extraordinary analytic or technical studies, as required; including proceedings before state and federal regulatory agencies and public officials. Performs a variety of assigned complex technical and professional work in the areas of power accounts settlements, budgeting, systems development, and audit. Provides technical analysis and assistance to staff, participants and others as required. Implements and operates complicated power settlements systems. Prepares complex analytical reports and supporting documentation. Monitors settlements functions of capacity and energy allocations, market purchases and sales, pool transmission activity and other transactions as they occur. Prepares or reviews power settlement transactions for proper budget classifications. Conducts special studies requiring complex, voluminous, and detailed analysis of power costs and revenues. Coordinates and participates in the development, analysis, and monitoring of the agency's power supply budgets. Acts as power settlements representative to other department managers and supervisors in regard to cost summary and budgetary reports. Assists with the implementation of systems, policies and procedures, and special projects requiring highly technical study and analyses. Recommends changes or modifications to methods or systems as applicable. Assists with formal budget and other presentations to upper management and the governing body. Performs special assignments for the as assigned including preparation of testimony and exhibits for presentation before state and national regulatory proceedings. This job has no supervisory responsibilities.

5140 DIRECTOR OF ENERGY EFFICIENCY

Responsible for the planning, start-up, marketing, education, implementation, oversight and continued maintenance and enhancement of a wide range of energy efficiency programs, products and services for a diverse set of members. Assures full integration of energy efficiency programs (based upon best business practices) for all sites. Leads the development of RFP's and contract negotiations with multiple 3rd party vendors. Coordinates efforts with associated staff to offer a comprehensive and efficient team. Responsible for the preparation of reports on each ongoing energy efficiency project Develops a system to monitor, evaluate and verify the results of all major energy efficiency projects.

5150 FUELS AND COMMODITIES PROCUREMENT ANALYST

Oversees all functions of fuel and fuel related ancillaries such as transportation, hedging strategies and long term planning strategies. Fuel will consist of coal, natural gas, diesel fuel and other synthetic fuels and/or bio-mass. Transportation will pertain to gas pipeline and related storage, coal transportation (barging, rail or trucking) and procurement of diesel fuels. Job duties will also include all emission allowances such as NOx, SOx, Hg and future carbon. Oversees assigned staff to align operations with corporate goals and objectives, improve operations, maximize productivity, align efficiency and assure power plant reliability in regards to fuel and related emission allowances. Administers the planning, asset acquisition and hedging/risk management of all fuel related activities. Assures that the procurement of fuels and emission allowances is continuous to assure quality and timely service to generation facilities. Reviews, revises and approves policies and procedures for the fuels and commodities staff (s).Directs, reviews and oversees the preparation and administration of any fuels, transportation and commodity related capital budgets. Directs and oversees staffing issues related to fuel and emission allowances. Reviews all records, reports and contracts for vendors, consultants and market indices. Oversees and directs the procurement, usage of fuel, fuel allowances and by-products (fly ash, urea, fertilizers, etc.) Keeps abreast of all changes, issues and industry trends.

5210 ENERGY OPTIMIZATION SPECIALIST

Determines the scheduling of resources from multiple sources and markets and analyzes transmission opportunities to meet contractual obligations in the most optimal way. Submits day ahead energy schedules. Analyzes energy markets and related data in order to develop strategy that optimizes the agency's short-term portfolio. Maintains historical database of transactions, loads, pricing, and related data. Provides backup support for energy transaction tagging and short-term purchases.



GOVERNMENT AFFAIRS

6000 VICE PRESIDENT OF GOVERNMENT & PUBLIC AFFAIRS

Directs all government and public affairs activities, including state and federal legislative activities. Registered state and federal lobbyist responsible for serving as liaison to state and national legislative and regulatory officials on behalf of municipal electric systems. Also oversees activities of member relations department, including annual conference, publications, and public and media relations. Reports to President/CEO/General Manager.

6010 DIRECTOR OF GOVERNMENT AFFAIRS

Works closely with Vice President of Government Affairs & Member Relations in the areas of member relations and governmental affairs including state lobbying. Monitors, analyses and recommends stance on legislative bills, assists with effective communication of the organizations and members' position on state legislative and regulatory issues. Acts as informational backup and responds to requests for legislative information from the Board of Trustees, members, staff and outside parties. No direct supervisory responsibility.

MEMBER RELATIONS

7000 DIRECTOR OF MEMBER RELATIONS OR COMMUNICATIONS

Acts as a working writer/editor and supervisor for publications and as a consultant to member communities on municipal publications. Directs internal communications, public relations, and promotional programs. Serves internal and external spokesperson. Directs media relation efforts for the organization and affiliated entities. Writes, produces and supervises staff members in production of media materials. Provides communications program/project support to staff in all areas of organization.

7010 VICE PRESIDENT MEMBER SERVICES

Responsible for the planning, development and delivery of services to member communities in areas such as distribution management, computer services, member training, load management, mutual aid, economic development, key accounts, and telecommunications. Maintains regular contact with members to understand their needs and develops services to meet changing needs. Oversees development of annual member conference. Reports to President/CEO/General Manager.

7015 ENERGY SERVICES MANAGER

Maintains contacts and relationships with member and regional municipals through personal and staff contact. Identifies key energy customers and promotes loyalty and positive relations. Identifies opportunities for energy services; and plans, develops, recommends and delivers customized products and services. Supervises the Energy Services Representatives.

7020 ENERGY SERVICES REPRESENTATIVE

Builds relationships with local key accounts programs, works directly with participating member community representatives and their key customers. Provides information and expertise regarding products and services available through the key accounts program. Identifies opportunities for marketing products and services; and develops, markets and delivers customized products and services to key energy customers. Continually seeks opportunities to reduce costs, improve services, and improve communications.

IS/COMMUNICATIONS

8000 CHIEF INFORMATION OFFICER

Responsible for the organization's information systems. Develops and manages computer hardware and software purchases, installation and use. Develops and provides user support and computer-related security policies. Coordinates database design and support. Oversees system, which monitors the members of the organization's electrical load and generation. Responsible for hard-wired phone system and cell phones.



8010 IS NETWORK ADMINISTRATOR

Plans, develops and recommends information systems functions and applications programming. Responsible for PC network administration including user support. Plans, investigates and recommends the acquisition of computer hardware and software. No direct supervisory responsibility.

8020 APPLICATIONS DEVELOPER

Translates software requirements into concise and programming code. Specializes in specific development environments and has in-depth knowledge of a few relevant computer languages. Writing specifications and designing, building, testing, implementing and sometimes supporting applications using computer languages and development tools. Works on generic products that can be purchased or for individual clients providing internal solutions. The principal function of an applications developer is to apply their knowledge of programming techniques and computer systems to write a computer program to perform various tasks in accordance with the specifications agreed with the client. Activities typically include: Establishing a detailed program specification through discussion with clients; clarifying precisely what actions the program is intended to perform; breaking down program specification into its simplest elements and translating this logic into a programming language; devising possible solutions to predicted problems, evaluating other options; working as part of a team, which may be established purely for a particular project, to write a specific section of the program; combining all elements of the program design and testing it; testing sample data-sets to check that output from the program works as intended; reacting to problems and correcting the program as necessary; installing the program and conducting final testing; studying computer printouts during test runs; evaluating the program's effectiveness; increasing program operating efficiency and adapting to new requirements, as necessary; conducting user acceptance testing to ensure the program can be used easily, quickly and accurately; recreating steps taken by the user to locate sources of problems; writing detailed documentation for the operation of the program by users and computer operators; consulting manuals, periodicals and technical reports to learn new ways to develop programs and maintain existing skills and knowledge.

PLANT OPERATIONS

9110 PLANT CONTROL ROOM OPERATOR (HYDROELECTRIC)

Operates control room, monitors discharge rates, reports hourly readings of distribution metering, unit blade positions, unit temperatures and dissolved oxygen monitoring equipment. Responds to alarms and performs maintenance on equipment as needed. Coordinates the delivery of power from the plant to grid and ensures that power is delivered with minimal interruptions. Predicts generation, coordinates with the Power Dispatchers. No direct supervisory responsibility.

9120 PLANT CONTROL ROOM OPERATOR (NUCLEAR)

Operates control room, Coordinates the delivery of power from the plant to grid and ensures that power is delivered with minimal interruptions. Predicts plant generation, coordinates with the Power Dispatchers. No direct supervisory responsibility.

9140 PLANT CONTROL ROOM OPERATOR (GAS TURBINE)

Operates control room including startup and shutdown of gas turbines (combined and/or single cycle) and auxiliary equipment. Coordinates the delivery of power from the plant to grid and ensures that power is delivered with minimal interruptions. Predicts plant generation, coordinates with the Power Dispatchers. No direct supervisory responsibility.

9150 PLANT CONTROL ROOM OPERATOR (COAL FIRED)

Operates control room including startup and shutdown of steam boilers, turbines and auxiliary equipment. Performs electrical switching as directed. Coordinates the delivery of power from the plant to grid and ensures that power is delivered with minimal interruptions. Predicts plant generation, coordinates with the Power Dispatchers. No direct supervisory responsibility.

9200 PLANT MANAGER

Responsible for maintaining plant availability to meet customer demands. Oversees the preparation of the plant's annual operating budget. Ensures proper staffing and determines/recommends employee relations practices. Administers the provisions of the union labor contract, participates in union-management contract negotiations. Supervises Personnel and Payroll, Systems Specialist, Operations & Maintenance Services Superintendents. Reports to Vice President Generation.

U T I L I T I E S

COMPENSATION SURVEY

2 0 1 0



9501 LINE TECHNICIAN (WORKER)

Installs, maintains and repairs all transmission and distribution electrical systems and associated equipment, both overhead and underground, while utilizing line trucks, aerial boom, lifts and wire pulling equipment. Maintenance of lines and services requires pole climbing, hot sticking, and working out of truck mounted bucket lifts to construct, repair or maintain line equipment or string, splice and sag wire on live or dead circuits. Operates switches, cutouts and uses grounding devices to work on de-energized lines and equipment. Assists in emergency repair and power restoration after outages. Performs duties safely and in accordance with accident prevention rules. Complies with applicable codes and standards. Construction/maintenance of transmission/distribution facilities in cost effective manner. May require directing the work of a trainee in the trade. A high school diploma, GED or equivalent combination of education and experience plus certification or testing.