



Fall Advisory Board Meeting Minutes (WebEx & In-Person*)
November 4th, 2022

Members Present

Alice Massara, Tacoma Power
Jeremy Gall, Avista
Steve Marshall, CATES
Micah Goo, Centralia City Light
Steve Lorence, Energy Northwest
Jay Pickett, Pac Northwest Hydro Projects
Erik McCoy, Puget Sound Energy
Brian Young, WA State Dept. of Commerce
Christine Reid, IBEW 77
Bob Guenther, Organized Labor Representative*
Laura Wurth, Bellingham Technical College
Alan Hardcastle, WSU Energy Program
Joe Clark, Twin Transit/Lewis County Energy Innovation Coalition
Richard DeBolt, Economic Alliance of Lewis County

Ex Officio

Monica Brummer, CoE Director*
Jim Lowery, Centralia College Trustee, ret.*
John Steidel, Centralia College Faculty*
Rulon Crawford, Centralia College Faculty
Aman Gill, Centralia College Faculty

Guests

Shailesh Shere, Grays Harbor PUD
Rob Cowin, Fortescue Future Industries*
David Fortney, Portland General Electric
Steve Abercrombie, South Seattle College*

Members Absent

M.L. Norton, Centralia City Light
P.J. LeCompte, Bonneville Power Admin.
Brian Odell, Chelan County PUD
Nicole Schwall, Lewis County PUD
Sara Bowles, Tacoma Power
Dan Kay, Wahkiakum PUD

Minutes Recorder

Emily Girt, CoE Program Coordinator*

Welcome and Guest Introductions

Guest introductions:

- Rob Cowin- Fortescue Future Industries, started a new position about 6 weeks ago
- Steve Abercrombie- South Seattle College, Sustainable Building Science Technology
- David Fortney- Portland General Electric, manages workforce development
- Shailesh Shere- Grays Harbor PUD, has been there for about one year now

Lightning Roundtable (everyone presents an update, top concern/top success)

Alice Massara- TPU, Strategic Programs Manager

- Top concern- internal workforce issue with recruitment and retainment, moral issue with workload and burnout. There are lots of people saying they are drowning in work and priorities.
- Top success- CEO's are listening, they may also be feeling the same, but they are listening and hopefully they can help find a solution

Jeremy Gall- Avista, Director of Craft Talent Development

- HS program update: we successfully launched in September. Three HS seniors are employed part time; one at the Kettle Falls biomass plant, one out of electric meter shop in Spokane, and one out of the natural gas construction facility in Spokane.

- Students work 20 hours a week. Kettle Falls is having an easier time integrating the student into the work and facility, the natural gas facility has more field work and is more difficult.
- Reevaluating having a CDL as a requirement of employment as it is making it more challenging to find people (and for the students).
- Focusing on apprenticeships & certifications. Looking at areas to expand the business in Idaho, Montana.
- Engineering student development program that has been successful so far with college students.

Alan Hardcastle- WSU Energy Program

- Top Success- really proud of the state and the clean energy future we are driving to with all the changes coming.
- Top concern- where and how will we find all the people to support this work going forward? We want people with skills. How do we attract people to programs that will drive the workforce needed? Attract, prepare, and retain people for the workforce.

Brian Young- WA Dept. of Commerce, Economic Development Head for Clean Energy

- Top success- submitting concept paper for PNWH2 hub. Top concern- PNWH2 hub, lots of work to be done.

Joe Clark- Twin Transit, Executive Director

- Expect the hydrogen industry to grow rapidly.
- Top success- expect the fueling station to be built in early 2023, the first in WA (hopefully the first of many).

Laura Wurth- Bellingham Tech. College

- Looking at rebooting the energy program- retooling to meet a more immediate workforce need.

Aman Gill- Centralia College Faculty

- Here to understand what the needs are and where the curriculum needs to go.

Erik McCoy- Puget Sound Energy, Training Team Supervisor

- Top success- over the last year and a half have struggled to get apprenticeship candidates and thought it was a shift in mentality. The job posting closed at the end of Oct. had 150 applicants.

Jay Pickett

- Discussion with superiors regarding employee training and retention, hopeful that they will be able to work with more students and “lift the shroud” a bit regarding USACE

Micah Goo- Centralia City Light, Generation Manager

- Top concern- finding employees, especially summer helpers.
- Top success- were able to bring on another full-time employee, a dam safety engineer.

Richard DeBolt- Economic Alliance of Lewis County

- Thrilled that this group is so focused on bringing energy jobs to WA. Lots of promising things moving forward in our community with companies like Zap & FFI.

Rulon Crawford- Centralia College Faculty

- Has been with the CoE for about 17 years
- Top concern: attracting students, HS students come in but returning students don't know about the program

Steve Lorence- Energy Northwest, Corporate Support Services Manager

- Top concern- turnover has increased and they are losing valuable employees.
- Top success- excited about several new projects (with PGE, Grant PUD, and Dept. of Energy (at Hanford site), Benton County PUD, and others.

Steve Marshall- Executive Director, Center for Advanced Transportation and Energy Solutions

- U.S. Dept. of Energy Executive Advisory board member and is working on NEVI project.

- Looking at SMRs with Energy Northwest, the European Union declared nuclear a clean power (if done safely it could be a major development). SMR's can produce the power needed for electrolysis and H2 production.
- Also looking forward at the workforce that might be needed, has another meeting next week with the Dept. of Energy and they are looking for ideas.

John Steidel- Centralia College Faculty

- Success- where we have combined first year skills (industrial trades) and students can go into second year in different areas. Continuing to fine-tune the classes and programs. The industrial trades first year is well rounded for students to enter many different industries.
- Top concern- enrollment in the power program is low compared to prior to 2010/2011. The diesel, welding, and ERA programs are all having lower enrollment as well. People don't know the opportunities that are available with these classes.

Jim Lowery- (been with the CoE for 15 years)

- Top success- has always been impressed with how active and involved the advisory board is.
- Top concern- always giving the right education and training for students.

Bob Guenther- Interim Director, RETC

- Top concern- make sure we service industry's needs. We sit on the artery of the NW with I-5 and need to make sure folks who live here can fill jobs.
- Top success- we've stuck to our guns and worked hard with the CoE, we were helpful in codifying the CoE into legislation. We are sitting in the right place and the right time with the right people at the helm.

Spring Meeting Minutes (May 2022)

Action: Approved

Energy Shorts (15 minutes each)

Jeremy Gall- High School program

We are primarily facing challenges with the craft workforce. The Energy Pathways program with CCW had 16 students this summer from 11 Spokane schools.

One of the HS craft pilot students came from NewTech Prep's (skills center) energy program. NewTech Prep had 52 students in the program last year. They also have a welding program that one of the HS craft pilot students came from. IBEW is engaged in this process as well. Employees are asking when do I get a student? Still answering questions regarding the students and program: how do we transition these students into full time workers?

One challenge we continue to face is that for each HS we have to create a curriculum/path for the students because each school is different. Some students will be graduating with more credits than others. How can we establish a framework that would be consistent across industries and schools to make this easier? Each school requires a significant amount of work that is not easy to duplicate.

- Bob Guenther question: is there a chance that you would be able to sit down and talk with Dr. Lorie Thompson to discuss and share the curriculum and challenges for the development of a program here?
- Answer: Yes
- Monica Brummer question: do you have to do that for each student or is it set once you set it with the school?
- Answer: the curriculum is set for each school; the students will learn on the job so it looks different based on which part of the company they are working in.
- Jay Picket question: you mention, or alluded to, differences in what you saw on-site vs in the program. How does that look? Some of the challenges I've seen in the past is getting students from the program into the workforce.

- Answer: that's why we have the students working with other employees on the job and are integrated into the company, developing relationships and connecting with people. Hoping to keep the connection at graduation and keep students employed by the company.
- Alice Massara question: did you say you had 3 students now working for you from the program?
- Answer: they came from the career pathways summer program. We have one student who did the summer program, community college, and then transferred to EWU. We are also looking at developing programs for pathways other than craft and engineering such as cybersecurity, IT, and other areas.

Bob Guenther- Cybersecurity/BASIC Grant

Christine Reid is leading the BASIC grant and Bob is heading up training in the development of a cybersecurity apprenticeship program. The Regional Education Training Center (RETC) has done a lot of work with Southern Utah University, WSU, and EnergySec. EnergySec holds a conference every year in Los Angeles, CA and invited IBEW 77 to this conference to discuss cybersecurity in the energy industry as the main topic.

Larry Brown- the president of AFLCIO, wrote a letter of support to get the state approved apprenticeship program. An oversight committee, representation from all industries, and partners were needed in order to get the program approved by the state. Dennis Skaar from Everett CC has developed a program to start and is offering a free course from Idaho National Labs. ECC has developed a program through the oversight committee to give incumbent workers a chance to take the class.

There have been lots of hoops to jump through and lots of meetings, but hoping to get the program approved by January of next year. OT (occupational technology) is the focus so that lineman and substation wireman and anyone using a computer in the field can recognize if something is wrong. Need more industry partners and need to make sure all the Ts are crossed.

Another item that may be of interest- graduates of the 2,000-hour apprenticeship program will also have an opportunity to go to Southern Utah University to get a degree through them. If they get this done it will go across the country.

- Monica question: is this just for the energy industry?
- Answer: IBEW is sponsoring this and once it gets going, we want to get it into building trades and beyond. This will be beneficial to small companies who can't afford to hold their own program. The program will start with IBEW employees. This is about the whole region. Today, there are over 700,000 job openings for cybersecurity.
- Jeremy comment: I just want to reiterate how important this is and how much this sector is growing. The number of activities related to this is astounding.

Christine has reached out to every business manager to talk to employees and get the most participation possible.

Break - Side note: Jay Pickett- USACE, has started up student tours again and would love to get more students involved.

Alice Massara- TPU Retention Strategies

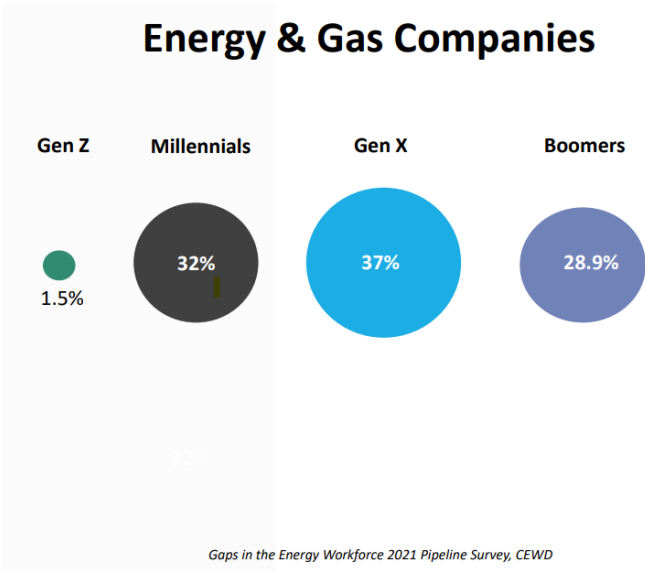
When we look at our workforce, you can see that we have a small percentage of women and BIPOC employees. The goal is to diversify the workforce to represent the community we serve, and everybody is diversifying so there is a high demand for BIPOC employees.

Workforce composition: there is only a very small percentage of Gen Z, and they are very different than what we are used to. Boomers are starting to retire.

Workforce Composition

Generations

Boomers	1946-1964
Gen X	1965-1980
Millennials	1981-1996
Gen Z	1997-2012

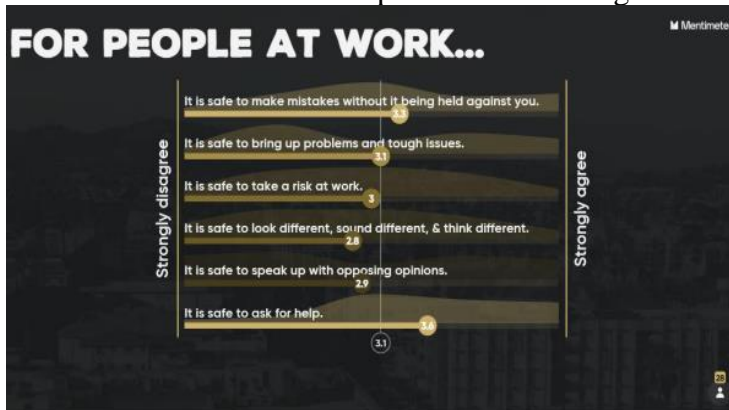


Non-retirement attrition is 64% in the 23-37 age range with less than 5 years of service and is currently outpacing retirement.

Workforce development guiding principles include: access, connect, expose, educate, and develop. Need to create opportunities for access to low income/low opportunity populations in Tacoma and beyond.

- Strategy #1: TPU academy, NEXT move internship, Trades/Apprenticeships/Pre-Apprenticeship/Women in Trades, IT Mix & Mingles, SEED Program partnership, Skills Bridge Program, OSPI teacher industry credit
- Strategy # 2: “The best way to stabilize your business is to stem the tsunami of attrition and increase your retention.” Exit/stay interviews so that we can find out why people are leaving and how we can mitigate or change to get people to stay. Why are the hard-working, satisfied employees putting their head up and finding other opportunities? We are using the interviews as a diagnostic tool to identify areas of concern and find solutions.
- Strategy #3: Focus internally to develop and prepare current talent for the future workforce needs. We have people that go through the interview process and don’t show up for the first day of work. Trying to upskill current employees where it makes sense.
 - Results of a 30-person poll how they would prioritize opportunities:
 - 1) Leading a task force or committee
 - 2) Having a mentor
 - 3) Sitting with the director
 - 4) Job shadow
 - 5) Job rotation
 - 6) Career planning
 - 7) A day in the life of an executive
 - 8) Attending executive meetings
 - 9) Sharing passion with others
 - Internal programs that have been created from this poll:
 - 1) Mentor program: mentor, mentee, peer option. Manual & thoughtful pairings, monthly meetings, partner agreements and goal setting. Participation is at 10% at the moment. Satisfaction is at 90% for the pairings, and the program is available to all employees.
 - 2) Mentor circles: three-part meeting series with executives, facilitated conversations, intimate group of less than 10 employees with employee driven topics and agenda. Learning and networking (meets once a month).

- 3) Job shadow pilot: a glimpse of your world (informational interview), a day in your life (half-day or ride along), a mile in your shoes (up to one week job shadow)
 - 4) Executive internship: six-week session per intern. Shadow the superintendent and gain utility exposure. Present a special project, regular 1:1 meetings with the superintendent, field tours and opportunity to visit sites across the utility.
- Strategy #4: Psychological safety is a shared belief held by members of a team that the team is safe for interpersonal risk taking.



CoE Report- Monica Brummer

The work plan is divided up into different activities:

- 1) Strengthening advocacy and community partnerships
- 2) Strengthening education partnerships
- 3) Monitor funding/grants to increase opportunities
- 4) Chmura data pilot, phase 2

Activity 1) NREL Executives Academy, CCW/CleanTech Alliance Energy Workforce Convening Summit, Hydrogen in Focus event, Fusion week participation, PNWH2 Association

Activity 2 & 4) Energy Educators' Association, CC Lovington Award, Bellingham Tech. Energy Design Program, Everett CC Cybersecurity Summit, Shoreline Advisory Board member, Spokane Energy Tech program tour, Global H2 Academia Co-chair, PNNL Internship Program mentor, CEWD Think Tank

Activity 3) CCW- Apprenticeship Builds America, Good Jobs Challenge; Twin Transit/REVIT- CTC Congressional Ask, Dept. of Ecology funding for K-12; PSU/NSF engines, PNWH2 hub.

Industry Skills Standards- funds are available to update. Which should be updated first?

- These have not been updated since 2003: Lineman, Millwright, Electrician, and Instrument Technician.
- And these since 2006: Plant Operator & Mechanic, Chief Substation Operator III, Electrician Foreman III, Lineman, Lineman Foreman III, Power System Control Craftsman I & II, Substation Operator, and System Protection Control Craftsman I & II.
- Comment: Check with website analytics. How often are the skill standards being utilized?



We are so busy and there are so many things going on that we need help. If you go to a conference or are interesting in attending, please report back to the group and to me so that we don't miss anything. I'm traveling to WA DC next week and missing 3 other conferences.

- Monica: Is there anything that surprised you in the gaps analysis? Is there anything that you don't agree with? Any questions about it/what's in it?
- Alice comment: For lineman, there are mixed experiences with getting new lineman. TPU needs about 10 a year and has no problems with filling positions.
- Monica: Nick, from WPUA, is saying the lineworker pool isn't growing but demand for workers is.
- Bob comment: young adults could go out and make \$50/hour, why don't they? The response I'm getting is that they want to change the world, they don't care about the money.
- Alice response: I'm surprised to hear that, we used to lose people over 10 cents/hour.
- Jeremy comment: Retention is an issue with current generations and recruiting/attraction issues are not just a pay thing. Getting engagement and interest is the other piece.
- Bob comment: The biggest difference now is people want their time off rather than work overtime. You've got all this technology and training and it's just a job. People are looking at everything as if it's just a job. The mentality has changed.
- Jay comment: Most long-term employees are staying out of a sense of loyalty.

Lunch & networking/Virtual meeting ends/Final Adjourn