

Pamela E. Klatt Annual Award

Please return to award@nwhydro.org by **December 9, 2020**



Criteria for Nomination

The Pamela E. Klatt Annual Award is presented to an individual within the regional hydropower industry who:

- Exemplifies the mission of NWAHA:
“NWAHA is dedicated to the promotion of the region’s waterpower as clean, efficient renewable energy while protecting the fisheries and environmental quality which characterize our Northwest region.”
- Approaches each project with a strong commitment to the balance between resource protection and resource development;
- Demonstrates a true appreciation for the views and responsibilities of everyone involved;
- Demands the best work, always, from themselves and others; and
- Encourages others’ professional development as mentor and colleague

For a sample of recommendations from previous awardees, please visit: <https://www.nwhydro.org/awards.html>. Nominators are invited to provide multiple letters supporting the nomination and help the steering committee fully learn about each nominee.

Nominee’s Information

Nominee Name: Colleen McShane

Contact Information: Colleen.McShane@seattle.gov; 206-684-3618

Proposer Information

Proposed By: Mike Haynes

Contact Information: Mike.Haynes@seattle.gov; 206-684-3618

Recommendation

Summary of Nominee’s career/actions exemplifying the criteria standards:

Career Overview

Colleen has devoted over 35 years of her career to managing and conducting natural resource studies, particularly in support of the hydroelectric power industry and species conservation in the Pacific Northwest. She is highly respected by her colleagues and staff as well as the utilities and natural resource agencies that have had the opportunity to work with her. Colleen’s

educational background is rooted in a unique blend of ecology and business, having earned an M.S. in Ecology from Washington State University and her M.B.A. from the University of Washington-Seattle. She began working with the hydroelectric power industry as an environmental consultant back in 1985, assessing the impacts of Seattle City Light's Skagit River Hydroelectric Project on wildlife habitat and threatened and endangered species in support FERC relicensing. Her consulting work for the hydroelectric industry included development of a model simulating wetland impacts of 300 water management alternatives on the Missouri River for the Army Corps of Engineers, analyzing terrestrial resource impacts of the Elwha/Glines Canyon Hydroelectric Projects and for 5 projects on the middle Snake River for FERC, and leading the design and implementation of major vegetation and wildlife studies in support of relicensing numerous hydroelectric projects in the Pacific Northwest. The projects included those on the White Salmon, Clackamas, Sandy, Little Sandy, Deschutes, Crooked, Metolius, North Umpqua, Lewis, Columbia and Pend Oreille rivers for PacifiCorp, Portland General Electric, Douglas County PUD, and Cowlitz County PUD, and Seattle City Light. After a long career in consulting, in 2007, Colleen joined Seattle City Light as the Manager of the Natural Resource and Environmental Permitting Unit and was promoted to the Director of Natural Resource and Hydro Licensing Division in 2016. She officially retired from Seattle City Light in 2020 but is continuing to share her wealth of knowledge and experience to lend a hand to her team in relicensing the Skagit River project. Notably, Colleen's impressive work for the hydroelectric power industry has been complemented by her significant contributions to species conservation by consulting for the U.S. Fish and Wildlife Service to develop the Nisqually National Wildlife Refuge Comprehensive Conservation Plan and Hanford National Monument Management Plan and managing the science review for the 5-year status update for the federally threatened marbled murrelet. Outside of her day-to-day job, Colleen has served on the Board of the NWA, Seattle Audubon, and for Skagit Watershed Council. She was also a member of Washington Department of Fish and Wildlife Wolf Advisory Group tasked with recommending strategies for reducing conflicts with wolves outlined in the State's Wolf Conservation and Management Plan.

Exemplifies the Mission of NWA

The Northwest Hydroelectric Association (NWA) has provided a regional voice for the hydropower industry for over 40 years. Through the advocacy of its members and the multitude of successful conferences and workshops it has successfully promoted hydroelectric energy as a reliable form of electricity generation that can be compatible with environmental protection and rebuilding our iconic stocks of salmon in the Northwest. NWA recognizes and promotes the value of collaboration and honest dialogue with the natural resource agencies, nongovernment organizations, and tribes which are important constituencies in river basin management.

Colleen has epitomized this spirit of collaborative solution seeking on energy and environmental issues throughout her career. Whether as a consultant working on numerous hydroelectric projects around the region or her management of Seattle City Lights FERC relicensing and license implementation process, she has been dedicated to meeting the

challenges of our industry through hard work and clear communication. She brought this commitment to NWA where she served as a longtime board member.

"I first got to know Colleen several decades ago when we hired the consulting firm she was working with to manage our terrestrial resource issues in three FERC relicensing efforts. She quickly established excellent relationships with the resource agencies who recognized her knowledge, listening skills, and commitment to solving natural resource issues. As we moved into the settlement process for these relicensing efforts, the language she crafted was clear and reflected strong support from the many organizations participating in these processes. Her recommendations were reflected nearly verbatim in FERC's new licenses for all our projects.

Several years later, while I was serving on the NWA board, I encouraged Colleen to bring this skill set and experience to the organization for the benefit of our industry. She was nominated and won a seat on the NWA board where she served with distinction bringing this collaborative spirit and practical environmental activism to the organization. I was honored several years ago to be a recipient of the Pam Klatt Award. I have had the pleasure of working with many committed professionals during my long career in the industry and I knew Pam Klatt both professionally and personally. I can think of no colleague more deserving of being awarded the Pam Klatt award than Colleen." - John Esler Portland General Electric Program Manager (Retired), NWA President (Retired)

Approaches each project with a strong commitment to the balance between resource protection and resource development

One of the more difficult tasks in the FERC relicensing of hydroelectric projects is finding the balance between cost-effective operation of the facility and prudent conservation of natural resources affected by project operations. Colleen has the necessary ability to accurately read the needs of stakeholders at the table in order to develop a suite of options that meet NEPA requirements while allowing for cost-effective project operation for the new license period.

"During more than 20 years of FERC licensing efforts for both small and large hydroelectric projects in Oregon and Washington, I have observed Colleen work with teams of resource specialists, engineers, and project managers to develop and implement detailed studies and prepare licensing applications. Included in these processes were negotiations in seemingly endless meetings with state and federal regulatory agencies, Tribes, and NGO's to develop proposals for decade-long actions, resource enhancements and project modifications, to mitigate the long-term effects of project operations on fish and wildlife resources. Colleen has a knack of finding that fine line that meets the needs of all stakeholders by presenting licensing plans with intelligence and gravitas, earning the respect and trust of the people she works with." --
- Monte Garrett, Licensing Program Manager, PacifiCorp (Retired)

“Colleen McShane is a model for how hydropower and environmental protection can work together. She is an outstanding scientist and an individual of great integrity. Using science, she works to understand the impacts of City Light’s projects on the environment and how to effectively address them. She is also an outstanding communicator and works with stakeholders to help them to understand as well, building support for the projects. She is one of the major reasons for Seattle City Light’s strong national reputation for environmental stewardship.” – Lynn Best, Chief Environmental Officer, Seattle City Light (Retired)

Demonstrates a true appreciation for the views and responsibilities of everyone involved

Over her career, Colleen was involved in many of the large hydropower relicensing efforts in the Pacific Northwest and always demonstrated a true appreciation for the views and responsibilities of everyone involved as she devoted herself to fostering the challenging nexus between hydropower and related natural resources. Whether resource agency, environmental organization, tribe, or local community, Colleen was committed to ensuring that their perspectives were heard, understood, acknowledged and to the maximum extent possible taken into account during the execution of projects.

Colleen exemplifies many of the attributes that we remember from our colleague Pam Klatt. In Colleen’s many roles – division director, Board member, co-worker, and project manager – she consistently supported all parties, her fellow teammates, and industry colleagues. I worked with Colleen on the NWA Board where she was a thoughtful contributor to many challenges facing the industry. Her approach exemplified the Mission of NWA to promote the “region’s waterpower as clean, efficient renewable energy, while protecting fisheries and environmental quality”. She served the association’s membership well through her hard work in looking at how the Board can provide members with the most value possible. She was always hard working, plain spoken, and extremely well respected – a true professional.

“I’ve known Colleen McShane for over 25 years in a variety of roles, including competitor, teammate, client and NWA board member. Colleen’s work as a consultant always impressed me as of the highest quality, from a scientific perspective as well as from her focus on clear communications and understanding of the relationship of environmental stewardship to power generation. There is a balance between resource protection and resource development, and through each and every project that I worked on with Colleen she kept the importance of this balance at the forefront. And no matter what, she was always adamant about using sound science, engineering and economics to inform decision making. Colleen always facilitated others’ views and she approached each interaction with the goal of mutual understanding and respect for all parties involved. She appreciated the role of science and data in informing licensing decisions, while encouraging mutual understanding and respect amongst parties as the key ingredient to success.” – Steve Padula, Principal and Senior Consultant Hydro Regulatory Services, LLC

“If it’s true (it is) that successful hydro-licensing requires positive personal relationships between the participants, then it is no surprise that Colleen McShane has been intrinsic to several of them. Of course, Colleen’s expertise and knowledge of FERC licensing processes are second to none, but equally important to her success is the importance she places on creating consensus through collaboration. She is deliberate and consistent in creating positive relationships by learning and empathizing with others’ interests, institutional requirements and constraints, and perhaps personal challenges. Colleen doesn’t do this just because it leads to better outcomes for the environment, but also because of her conviction that it’s the right thing to do. In her roles as a consultant and employee for Seattle City Light, she has championed environmental values and fairness with determination and grace.” – John Armstrong, Boundary License Manager, Seattle City Light

Demands the best work, always, from themselves and others

In the 35 years of leading hydroelectric project environmental studies and license implementation, Colleen has been the epitome of leading by example and setting a high bar in terms of professional expectations for her team. She understands that utility managers and the stakeholders involved in hydro licenses demand high quality products during relicensing process and during implementation. I can speak from personal experience that she makes it easy to push one’s self on projects as she is often the person putting in the most hours to make sure analyses and reports meet or exceed professional standards. But she has always done this with a management style that gives staff freedom to develop their own work while giving constructive criticism to learn from.

“I have had the privilege to work with Colleen on 13 large water resource projects over the last 3 decades including 12 years of implementation of the Skagit Project license and have witnessed her leading multidisciplinary teams and working with stakeholders on complex and challenging projects to inform the balancing of hydro resource benefits and environmental stewardship. She is extremely well-respected by former utility clients, stakeholders, staff, and managers and coworkers in other disciplines for her high-quality work.” – Ron Tressler, Skagit and Boundary Projects Strategic Advisor, Seattle City Light

Encourages others’ professional development as mentor and colleague

Colleen has directly managed groups of environmental, cultural, and recreation resource specialists and has always understood that hydro projects require a very strong team that can successfully work together on very complicated resource management issues. In her internal managerial roles in consulting and at Seattle City Light she has been a strong advocate for staff receiving training and education to maximize their effectiveness and achieve professional career growth. She routinely recognizes the contributions of her staff as well as other colleagues in other departments within the organization. Her leadership has often extended beyond her organization. For example, she worked with staff and led training sessions for agency staff on proper use of Habitat Evaluation Procedures for wildlife habitat assessments of hydroelectric projects.

She also leads by example by applying her skills and time to organizations outside of work, including having previously served as NWA Board member, board member for Seattle Audubon, Board member for Skagit Watershed Council, and member of Washington Department of Fish and Wildlife Wolf Advisory Group.

“Colleen’s professional career as director, manager, senior ecologist, and natural research scientist has touched many individuals over the years, particularly in our Pacific NW hydro world and NWA. And having professionally worked alongside both Pam Klatt and Colleen McShane, I am honored to call them both mentors and colleagues. I see them both in the same positive light as collaborators, teammates, resource area experts, and educators. So it is very fitting that Colleen has been nominated for this award.

I had the pleasure of working with Colleen from 1994 to 2007 in Seattle at EDAW Inc., an international consulting firm. And then later when she moved over to Seattle City Light. During her tenure at EDAW, we worked on many of the same hydroelectric relicensing projects around the West, had office and regional management roles, participated in NWA and other industry events, and managed and directed teams of resource experts. And as a mentor and colleague, professional development was central to everything that Colleen got involved in. She is an educator at heart. And she does it so well.

Colleen was always encouraging and directing the professional development of our seven ecological and GIS resource experts within her natural resource group. Through these efforts, staff gained new skills and were able to advance, were able to look at critical issues from a variety of viewpoints, gained insights from peer reviews, and interacted with other industry experts and agency regulators. The whole team was lifted under Colleen’s tutelage. And in the process natural resources were better protected by more collaborative and creative habitat management plans. And critical natural resource prescriptions were developed for over 15 hydroelectric projects, as well as other federally managed lands such as National Wildlife Refuges.

Outside of the office, Colleen is well respected for her professional work as a natural resource scientist and as a collaborator. In agency and stakeholder meetings, she quickly gains the trust of her audience by demonstrating her 30+ years of experience. She carefully walks an audience through a sometimes tedious technical process, anticipated data to emerge from this process, and potential solutions to management issues that may emerge. Along the way she gains the trust of stakeholders and becomes a “colleague” instead of a “hired gun.” A respected professional, a mentor. This was observed time and time again at numerous hydroelectric relicensing stakeholder meetings such as PGE’s Pelton Round Butte Project, PacifiCorp’s Lewis River Project, and SCL’s Boundary Project.

Outside of the hydro world, Colleen’s collegial teamwork attitude was on full display when she directed the USFWS’ 5-year status review of the Marbled Murrelet across three

western states. This was a highly technical science review of this federally threatened seabird species involving a panel of eight expert scientists and review of over 800 documents. Once again, Colleen demonstrated her unique skills as a true collaborator and a colleague in the world of natural resources. It's hard to imagine getting eight scientists in three states to agree on a demographic model to assess the risk of extinction. But she did it by bringing others along, educating when necessary, and in the end being a colleague to all. She is my mentor and I thank her for that!" – Chuck Everett, EDAW Inc / AECOM Vice President (Retired), NWA Board of Directors (Retired)

Quotes from Proposer or from Other Supporters to be used at presentation

It is my honor and sincere pleasure to submit this nomination of Colleen McShane for this prestigious award. Colleen has been a humble public servant and a dedicated steward of our environmental values at Seattle City Light for over 13-years. She has guided us through complex and technically challenging projects, while consistently balancing the utility mission with the need to improve the environment in and around our hydro projects. We are all better resource managers because of the positive impact Colleen has had on our work and our projects.

Throughout my time working with Colleen, I have been impressed with her calm and intentional approach to resolving issues while always advocating for the utility and our customer owners. She has been able to find practical solutions and communicate these to stakeholders and resource partners.

We will all miss Colleen as she ventures into retirement and yet we are in a very good place at City Light due to the legacy she has left behind. *Mike Haynes, Chief Operating Officer, Seattle City Light; Board of Directors, NHA; Executive Committee, NHA.*

If your nominee is selected, you are requested to introduce them at the award ceremony.

Please check the appropriate box:

I would

Other. Please specify: _____

Not Sure