

# Pamela E. Klatt Annual Award



## NOMINEE'S INFORMATION

**Nominee's Name:** Steve Padula

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## PROPOSER INFORMATION

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## CRITERIA FOR NOMINATION

**The Pamela E. Klatt Annual Award is presented to an individual within the regional hydro 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.

## RECOMMENDATION

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

#### Career Overview

For more than 30 years Steve Padula has been devoted to the hydropower licensing, relicensing, and compliance industry and is nationally recognized in this field. Steve obtained his Master of Science degree in natural resource development from Michigan State University. He was first introduced to the hydropower industry when he became employed by the Federal Energy Regulatory Commission (FERC) in the hydropower division. After some time in the hydropower industry he decided to venture out and became employed by Shell Oil, only to return to hydropower in 1986, where he took a position managing relicensing and license compliance for Central Maine Power Company's (CMP's) 30 hydropower and water storage projects. While with CMP, Steve was responsible for completing applications for 13 "Class of 1993" relicensings, completing four additional post-Electric Consumers Protection Act (ECPA) relicensing proceedings, and providing permitting and compliance support for redevelopment and rehabilitation projects. In 1995, he was one of the founding partners of Long View Associates, a small consulting firm with unique expertise in the area of FERC hydropower licensing, relicensing, and compliance. For nearly 18 years, he and his team helped clients address challenging FERC regulatory issues and provided licensing services. In 2013, he brought his team to McMillen Jacobs Associates, where he has served as Regulatory and Natural Resources Practice Lead. Steve is an active member of the Northwest Hydropower Association (NWA) and has served on the NWA Board for more than 8 years (2011–present; 1994 and 1995). He has served as Vice President and is the current Board President.

#### Exemplifies the Mission of NWA

Steve's efforts and accomplishments to promote the "region's waterpower as clean, efficient renewable energy, while protecting fisheries and environmental quality" has been a passionate focus throughout his career. He has been at the forefront of the discussions or contributed to nearly every important piece of hydropower regulation and legislation that has been developed in this country in the past two decades. He has composed regulations, recommended legislation, lobbied, educated, and promoted hydropower on behalf of the industry. He is a frequent contributor of articles to hydropower publications on diverse topics of interest and importance to the industry. He is a tireless and avid supporter of NWA, National Hydropower Association (NHA), and other organizations dedicated to the promotion of hydropower. He has consistently contributed to NWA's efforts to make information available to the industry and has contributed significantly to the development of databases and other industry resources and information. Steve has a depth of knowledge of the hydropower industry and is always willing to engage on that subject. Throughout his career he has been dedicated to promoting hydropower as a clean, renewable source of electricity.

*"Steve has consistently demonstrated his dedication to hydropower over a thirty-year career. He is hard working, plain spoken, visionary, and extremely well respected throughout the industry. In short, it is hard to imagine that there is anyone that, over the course of a career, has done more to promote and support hydropower."* – Wendy C. Bley, TRC Solutions

*"With an unwavering commitment to the hydropower industry, he has demonstrated great leadership in improving our licensing process. Throughout his career, Steve has worked tirelessly to advance the development of hydro, while protecting environment values, and we thank him for his many contributions."* – Linda Church Ciocci, Executive Director, NHA

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

There is a balance between resource protection and resource development, and through each and every project Steve has kept the importance of this balance at the forefront. His principle-centered compass allows Steve to appreciate everyone at the table while still being a proponent of sound public

policy, always asking the right questions about how the nexus between public and environmental policy and hydropower can work cohesively.

*“Steve Padula has been a regional and national leader for the hydro industry for over 30 years. I have been privileged to witness Steve’s extraordinary ability to creatively promote hydro power as clean, renewable form of energy and simultaneously protect and enhance environmental resources.” – John Suloway, Gomez and Sullivan and NHA Board Member*

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

Steve demonstrates a true appreciation for the views and responsibilities of everyone involved through his various roles in the hydroelectric industry over his career. Steve facilitates others’ views and he comes to each intersection with mutual understanding and respect for all parties involved; this is best portrayed by his longtime client and friend:

*“I refer to Steve as the Hydropower Licensing ‘Sage’ – someone held in the highest regard by utilities, agencies, Tribes and NGOs for his wisdom, judgement and experience in steering licensing processes to successful outcomes. He has an uncanny ability to see both the forest and the trees (and all the associated resource issues!) at the same time, moving effortlessly between highly technical details and big picture solutions. Steve appreciates the role of science and data in informing licensing decisions, but he places the highest value on, and encourages, mutual understanding and respect amongst parties as the key ingredient to a successful recipe. As he reminded me lately, ‘it’s about the relationships.’” – John Armstrong  
Seattle City Light*

### **Demands the best work, always, from themselves and others**

Responsibility for delivering the best work from himself and those around him never falls lightly on Steve’s shoulders. He is best described as a mentor by many, guiding them to see that they can be more than they believe while demanding that they rise to the occasion. He is passionate about hydropower and therefore the material he delivers to his clients is of the highest quality.

*“Steve has an amazing ability understand and pull ideas together, making them cohesive, and then make them actionable, so people can move forward. He lives up to the “Trail Boss” moniker he’s been given. It’s a skill that has benefited both NWA and the Hydro industry.” – Frances Brinkman, Black & Veatch Sr. Engineering Manager and NWA Treasurer*

### **Encourages others’ professional development as mentor and colleague**

In Steve’s many roles – department head, Board member and association president, small business owner, committee chairperson, co-worker, project manager, and trusted advisor – he is consistently also a mentor and supporter of all parties, his fellow teammates, and industry colleagues. Steve truly supports and wants to see those around him do well and succeed – personally, professionally, and to the benefit of the greater industry. He is always driven by a collaborative team approach and leads by example while pushing others to excel, grow, and see things in a new light. This can best be seen through the eyes of his client, colleague, and longtime friend:

*“Steve exemplifies many of the attributes that we remember from our late colleague Pam Klatt. He is first and foremost an educator. He helps both his clients and his staff understand how to address a challenge but also why the issue should be addressed. Every challenge is a teaching moment. Steve’s interactions with our industry regulators are respectful as they recognize his candor and commitment to lasting settlements - all delivered with just a hint of deadpan humor.*

*I can still remember watching Steve standing at the head of the Metolius River one summer evening many years ago briefing a congressional staff tour about how FERC licensing really works. We were guests of the Samuel Johnson Foundation standing under some of the largest Ponderosa Pines in Central Oregon at the head of one of Oregon’s great rivers as it emerged fully formed from the springs of central Oregon. He held the group in rapt attention as if he was revealing the 10 Commandments for the first time. He completely dominated his*

*competition, which if I remember was a wash tub full of ice cold beer and the most amazing hatch of stone flies and actively feeding rainbow trout.*

*As an NWAHA board member, I have had the pleasure to work with Steve as he brings his experience to bear in this organization. In his role as NWAHA Board President, he motivates the Board through his hard work and has engaged the organization successfully in looking at how we will provide our members with the most value going forward. I have been especially appreciative of the leadership that Steve has provided in establishing the Julie A Keil Women in Hydro Scholarship in honor of our longtime friend and colleague that Steve and I worked with for many years.*

*If I had to pick just one special lesson from the 20 years I've worked with Steve, it would be the importance of silence in managing meetings. Steve has an impeccable sense when facilitating a meeting to know when to just "hush up". He will pose a question and wait. The natural desire to resolve the tension by eliminating the silence by rewording a question or moving on to another question is hard to fight. But Steve feels it lets folks off the hook without resolving the issue. So he stands there with a peaceful smile on his face, till someone steps up. Amazingly effective. I can't do it like Steve can, but I keep working on it." – John Esler, Portland General Electric*