

Pamela Grace Morgan

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Pamela Morgan is currently Principal Consultant at Graceful Systems LLC, the company she formed in May 2009. Graceful Systems helps stakeholders in the energy utility industry and other industries and systems engage in a collaborative process to explore, understand, and develop generative strategy in response to complex challenges that are dynamic, inter-relate with many other challenges and have no answer. The process empowers the stakeholders to turn disorganization and divisiveness into order and collective performance, through which they can embrace innovation and continuous learning.



CAPABILITIES OVERVIEW

- Strong strategic and integrative thinker and leader of group strategic work
- Excellent written and oral communication skills, including large group/conference presentations
- Thorough understanding of all aspects of the electric utility industry and economic regulation
- Solid experience with developing, delivering and evaluating training and performance development and evaluation programs
- High personal initiative and motivation
- Deep commitment to learning

PROFESSIONAL EXPERIENCE

GRACEFUL SYSTEMS, 17 Masaryk, Lake Oswego, OR 97035

Consulting, training, and process facilitation in purpose, vision and strategy, with a focus on the energy business sector and applications of leadership of adaptive change, collaborative process and systems thinking

Current and recent clients and projects

National Association of Regulatory Commissioners

Designed and delivered systems thinking training to utility regulatory commissions; Researched cutting edge practices in utility resource planning and procurement and designed and delivered stakeholder processes to develop new rules for resource planning and procurement

Natural Resources Defense Council

Comprehensive study of decoupling mechanisms in the United States, including

their designs and rate impacts

Expert witness in a number of regulatory proceedings: rate cases, resource and energy efficiency plans, and rulemakings

Development of policies for long-term sustained growth of energy efficiency in Chile

Portland Energy Conservation Inc.

Serving as Interim Executive Director as this non-profit organization transitions from its prior work in designing and implementing energy efficiency programs for utilities (now being operated from the for-profit organization CLEAResult) to a mission centered in the intersections of energy efficiency, community, and environment.

Portland State University

Serving as faculty for the graduate-level and professional development course "Designing the Smart Grid for Sustainable Communities."

Speaking and Training in Systems Thinking

American Leadership Forum of Oregon, Portland General Electric, IBM Global Intelligent Utility Network Coalition, University of Idaho Utility Executive Course, Willamette University Utility Management Certificate course

The Alliance for Solar Choice

Expert witness in regulatory proceedings

United States Energy Association

Assessment of and recommendations for improving the regulatory relationship of TANESCO, Tanzania's electric utility, and EWURA, the independent regulator in Tanzania

PORTLAND GENERAL ELECTRIC COMPANY, 121 SW Salmon, Portland OR 97204

A vertically-integrated electric utility company serving over 800,000 customers in the most populous areas of Oregon

Executive Loan, Natural Resources Defense Council, May 2008 to May 2009

Development and support of NRDC policy positions and representation of NRDC in specific forums, including state public utility commissions.

Executive cross-training, Distribution, April 2007 to May 2008

Management of teams and departments responsible for fleet, major system maintenance, contract management, pole attachments, customer-owned equipment services, field support services, energy efficiency delivery and education services. Position included continued leadership of PGE's strategic planning and executive guidance of PGE's Advisory Committee on Diversity.

Vice President, Regulatory Affairs and Strategic Planning, January 2003 to April 2007

Management of regulatory affairs as below, planning and delivery of strategic discussions for PGE's leadership team, and guidance of the process for creating and improving its Statement of Direction.

Vice President, Public Policy and Regulatory Affairs, May 2001 to January 2003

Responsibilities as below plus management of federal, regional, state and local government affairs and policy and corporate communications.

Vice President, Rates and Regulatory Affairs, January 1999 to May 2001

Development of regulatory policy and strategy; management of Oregon Public Utility Commission (OPUC) and Federal Energy Regulatory Commission (FERC) filings and dockets, PGE rate requests, pricing and tariff development, and Bonneville Power Administration (BPA) matters; expert witness on retail regulatory matters.

CONNEXT, INC., 1301 Fifth Avenue, Suite 1900, Seattle, WA 98101

A software solutions company providing distribution and customer management, billing, and energy analysis products and services to utilities and energy service providers

Vice President, Strategy and Product Management, March 1998 to December 1998

Vice President, Strategic Relationships, June 1997 to March 1998

Management of product management functions; initiation, closure, and management of strategic alliances, which included Siebel Systems Software, ESRI, Oracle and others; negotiation, and administration of client contracts; and strategic planning.

PORTLAND GENERAL ELECTRIC

Vice President, Rates and Regulatory Affairs, October 1996 to June 1997

Director, Regulatory Policy, August 1989 to October 1996

Assistant General Counsel, August 1986 to August 1989

GARVEY, SCHUBERT, ADAMS & BARER, Suite 2650, 1211 SW Fifth Avenue, Portland, Oregon 97204

A general commercial practice law firm with offices in Seattle, Portland, and Washington D.C.

Associate, January 1984 to July 1986

EDUCATION

UNIVERSITY OF WASHINGTON SCHOOL OF LAW, J.D. 1981 with Honors, Order of the Coif, Washington Law Review, 1979-1981, LSAT 784

WASHINGTON STATE UNIVERSITY, B.A. 1978 Summa Cum Laude, Phi Beta Kappa, Pi Sigma Alpha
(Political Science Honorary)

OTHER EXPERIENCE

Oregon Humanities, Board of Directors, 2013 to present
Volunteers of America Oregon, Board of Directors, 2001 to 2011
Institute for Metropolitan Studies, Board of Directors, 2006 to present
Oregon Public Employees Retirement System, Board of Governors, 1993 to May 1997
American Leadership Forum, Class X, 1995-present
City Club of Portland, 1984 to present
 1989 to 1991 - Vice-President, Board of Governors
Oregon Humane Society, Board of Governors, 1991 to 1993
White House Fellow Program, semi-finalist, 1989
Law Clerk, Judge Eugene A. Wright, U.S. Court of Appeals for the Ninth Circuit
Exchange Student, July 1972 to June 1973
 Rotary Club International Youth Exchange Program; Zaandam, The Netherlands

ARTICLES

Planning for the Future: Four changes to integrated resource planning could significantly improve alignment between future utility spending and the forces and changes that are Up-ending past preconceptions of how to predict future load. The Electricity Journal, Volume 22, Issue 5, June 2009

Rate Impacts and Key Design Elements of Gas and Electric Utility Decoupling: A Comprehensive Review. The Electricity Journal, Volume 22, Issue 8, October 2009

Evolving Regulation for the Utility of the Future: Economic regulation began when much about retail electricity service was unknown. It supported a rapid evolution of technology, business models, and customers. Now, when much is unknown about the technology, business models, and customers of the future, economic regulation can serve this role again. Doing so requires only that we decide what to keep. The Electricity Journal, Volume 23, Issue 2, March 2010

From VHS to DVD: Need for a New Business Model for the Electricity Industry in the 21st Century. Sales and financial performance for most utilities could definitely use a shot in the arm. Fortunately, opportunity awaits in the form of valuable services that could offer companies whole new areas of endeavor. ElectricityPolicy.com, Fall 2010

Underachieving in Energy Efficiency and the Continuing Search for a New Business Model
We are asking utilities to do things that cut against the grain of their business model. At the same time, and despite all our efforts, the planning, acquisition, and operation of resources still

favors things we can touch –generation – over energy efficiency. No one is winning under the rules of this game. ElectricityPolicy.com, Spring 2011

Toward New Business Models: Outcome-Based Energy Services for People. Utilities have traditionally provided customers a commodity – electricity – to meet demand. But as the industry evolves, pushed by disruptive technologies, we may see demand for new services and applications, much like those that have reshaped other industries. ElectricityPolicy.com, Summer 2011

Additional publications can be found at <http://www.gracefulsystems.com/publications-and-papers.htm>