

**COMMITTEE ON NATURAL RESOURCES**  
**114<sup>th</sup> Congress Disclosure Form**  
**As required by and provided for in House Rule XI, clause 2(g)(5)**

Hearing on the discussion draft entitled:  
*“Electricity Reliability and Forest Protection Act.”*  
**May 20, 2015**

**For Individuals:**

Name:  
Address:  
Email Address:  
Phone Number:

\* \* \* \* \*

**For Witnesses Representing Organizations:**

Name:  
Name of Organization(s) You are Representing at the Hearing:  
Business Address:  
Business Email Address:  
Business Phone Number:

*Mark C. Hayden*  
*Missoula Electric Cooperative*  
*1700 W Broadway, Missoula MT 59808*

[REDACTED]  
[REDACTED]

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**For Nongovernment Witnesses ONLY:**

1. Please attach/include current curriculum vitae or resume.

*See Attached*

2. Please list any federal grants or contracts (including subgrants or subcontracts) related to the subject matter of the hearing that were received in the current year and previous two calendar years by you or the organization(s) you represent at this hearing, including the source and amount of each grant or contract.

*None*

3. Please list any contracts or payments originating with a foreign government related to the subject matter of the hearing that were received in the current year and previous two calendar years by you or the organization(s) you represent at this hearing, including the amount and country of origin of each contract or payment.

*None*

## Mark C. Hayden CPA, MBA



### EXPERIENCE

*Mar 2009 – Present*

MISSOULA ELECTRIC COOPERATIVE, INC.

Missoula, MT

**General Manager**

- Executive responsible for oversight of managers and personnel working in the areas of operations, engineering, accounting, customer service and information technology.
- Report to a seven Member democratically elected Board of Trustees.
- Direct the overall operations of the Cooperative in accordance with its bylaws, Policies set by the Board of Trustees, and applicable federal, state and local laws.
- Advise and assist the Board in the Strategic Planning Process and formulation of Board policies.
- Develop RUS work plans and power requirement studies.
- Manage operation to achieve Cooperative goals within established budget.
- Advocate for the rural utility program locally, state-wide and nationally.
- Serve as a Director of the Cooperative's Propane LLC Partnership
- Serve as the Board appointed key spokesperson and communicator regarding cooperative issues presented to Members, governmental officials, lenders, legislators, news media and other stakeholders.

*Nov 2001 – Mar 2009*

DEC ENERGY INC.

Menomonie, WI

**General Manager**

- Developed a propane fuel diversification plan for Dunn Energy Cooperative for expansion into the LP gas business. Achievements of the subsidiary include 250% growth in active customers after six years, expansion into LP appliance installation and service in 2002, and integration of billing and accounting systems with the existing electric CIS.
- Responsibilities include management of three person staff working in the areas of propane delivery, LP gas appliance service and repair, and customer service. Additional duties include propane hedging and risk management, regulatory compliance oversight, and key account maintenance. Elected to the Wisconsin Propane Gas Association's Board of Directors in April 2003.

*Feb 1995 – Mar 2009*

DUNN ENERGY COOPERATIVE

Menomonie, WI

**Assistant General Manager**

- Management team member responsible for all aspects of cooperative finance including accounting and internal accounting controls, annual budget preparation and subsequent monitoring, debt and investment portfolio management, and long range financial planning used to guide corporate strategic decision making.
- Additional duties include the supervision of seven full-time and two part-time employees working in the areas of human resources, member services, customer billing and collection, and plant accounting. Accomplishments include the oversight of process reengineering and improvement programs in the areas of work order procedures/plant accounting as well as billing and collection resulting in improved quality of service and a reduction in force through improved operational efficiency.
- Supervised three person sales and technical staff of Direct Broadcast Satellite operations from date of hire to partnership with a nationwide management firm in late 1997. Realized growth to 2,200 households in Dunn County during that period. Improved functionality of the accounting system to incorporate into existing electric utility financial reporting system.

Related Training:

- Utility Cooperative Taxation (Washington Utility Group Sponsored)
- NRECA Advanced Financial Planning and Analysis
- NRECA Unbundling Distribution Activities and Costs
- CFC Compass Training
- University of Wisconsin Cooperative Leadership and Management Training Series

*Dec 1989 – Feb 1995*

TRACEY AND THOLE CPA'S

Hudson, WI

**Senior Accountant**

- Auditor in charge on audits of municipal general fund and municipal electric utilities Northwest Wisconsin. Relevant duties included assistance in annual budget preparation, year-end closing of utility financial records, preparation and audit of year-end financial statements, and communication of audit findings to the municipal governing body.
- Related services included the compilation of electric utility rate increases for filing with the Public Service Commission of Wisconsin as well as completion of the Public Service Commission of Wisconsin Municipal Utility Annual Report.

## EDUCATION

<i>Nov 1997 – Dec 2000</i>	UNIVERSITY OF WISCONSIN – EAU CLAIRE <b>Master of Business Administration</b>	Eau Claire, WI
<i>Sep 1985 – Dec 1989</i>	UNIVERSITY OF WISCONSIN – EAU CLAIRE <b>BBA Degree – Comprehensive Accounting Major</b>	Eau Claire, WI

## BOARDS AND MEMBERSHIPS

- Rural Electric Supply Cooperative - Montana Board Member
- Missoula Economic Partnership – Investor Relations Steering Committee
- Past President Montana Association of REC Managers
- Member American Institute of Certified Public Accountants
- Member Montana Society of Certified Public Accountants