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DRAFT 2026 COLUMBIA RIVER BASIN  
FISH AND WILDLIFE PROGRAM

TRANSCRIPT OF DRAFT 2026  
FISH AND WILDLIFE PROGRAM

HELD ON

THURSDAY, FEBRUARY 12, 2026

4:02 P.M.

1500 SOUTHWEST CHANDLER AVENUE, OBSN 207

BEND, OREGON 97702

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APPEARANCES

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Kym Buzdygon, Public Affairs Division Director,  
NWPCC  
Margaret Hoffman, Oregon Council Member, NWPCC  
Kris Homel, Biologist for Program Performance, NWPCC  
Chuck Sams, Oregon Council Member, NWPCC  
Heather Hendrixson, Fish and Wildlife Habitat  
Specialist, NWPCC  
Chris Ogle, Tech Support from Oregon State  
University

1 TRANSCRIPT OF DRAFT 2026 FISH AND WILDLIFE PROGRAM

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3 THURSDAY, FEBRUARY 12, 2026

4 4:02 P.M.

5  
6 MR. SAMS: Good evening, everyone. I'd  
7 like to call this public hearing to order. My name  
8 is Chuck Sams. I'm a member of the Northwest Power  
9 and Conservation Council from the great state of  
10 Oregon, and I'd like to welcome you today to this,  
11 today's public hearing on the Council's Draft 2026  
12 Columbia River Basin Fish and Wildlife Program, and  
13 I'm joined by:

14 MS. HOFFMAN: My name is Margaret Hoffman  
15 or Margie Hoffman, as most people call me, and I'm  
16 one of Oregon's two Council members. Thank you all  
17 for coming.

18 MR. SAMS: Anyone wishing to provide  
19 public comment should sign up on the list provided  
20 at the front of the room on either side. When the  
21 time comes to hear your comments, I will call people  
22 up to testify in the order in which they signed up  
23 as, in addition, we will have folks online that we  
24 will be then going back and forth between to ensure  
25 that everyone gets heard this evening.

1           As the first order of business, I have  
2 statements to make for the administrative record  
3 about the hearing.

4           Under the Northwest Power Act, the  
5 Northwest Power and Conservation Council adopts and  
6 periodically amends a program to "Protect, mitigate,  
7 and enhance fish and wildlife," affected by the  
8 development and operations of hydroelectric  
9 facilities on the Columbia River and its  
10 tributaries.

11           The current version of the program is in  
12 the 2014 Columbia River Basin Fish and Wildlife  
13 Program and the 2020 addendum. The Council is in  
14 the process of amending this Fish and Wildlife  
15 Program in a formal amendment process under the Act.  
16 We recently released a draft of the 2026 Fish and  
17 Wildlife Program. The Council is now at the stage  
18 of the amendment process we are receiving -- where  
19 we are receiving public comment on the Draft Fish  
20 and Wildlife Program.

21           The formal comment period extends until  
22 March 2, 2026. The Council is conducting public  
23 hearings like this one to receive oral comments on  
24 the draft. We have a court reporter in attendance  
25 to record your comments. The transcript of this

1 hearing will be circulated to all Council members  
2 and staff and will be included in the administrative  
3 record for this program amendment process.

4           The Council is also accepting written  
5 comments on the Draft Fish and Wildlife Program  
6 until March 2, 2026. Instructions for how to  
7 comment in writing are on the Council's website.  
8 You can also ask any of the staff that are in the  
9 room.

10           The Council will consider all the oral and  
11 written comments on the draft program when making a  
12 final decision on the 2026 Fish and Wildlife  
13 Program. The Council is expecting to make a  
14 decision on the final program in May of this year.

15           Here's how This's going to work. The  
16 hearing will run until 6:00 p.m. All attendees will  
17 again -- will need to sign in on the attendance  
18 sheet. Anyone who wishes to testify needs to sign  
19 up on the public comment sheet at the entrance.  
20 Council staff will provide a brief overview here in  
21 a moment about the Fish and Wildlife Program. Upon  
22 the completion of that, I will call people from the  
23 signup sheet and online in order for them to make  
24 their comments to us.

25           I will now turn it over to the staff.

1 Thank you.

2 MS. HOMEL: Thank you. Member Sams --  
3 Chair Sams. My name is Kris Homel. I'm a biologist  
4 with the Northwest Power and Conservation Council.

5 Good evening, everybody, and welcome to  
6 this public hearing on the Northwest Power and  
7 Conservation Council's Draft 2026 Columbia River  
8 Basin Fish and Wildlife Program. I'm going to give  
9 a short presentation about the Council and our  
10 program, and then we'll open it up for public  
11 comment.

12 And let me point out staff in the room, if  
13 you can all raise your hand. Also, with lanyards.  
14 If you have any questions, these are the folks you  
15 can ask.

16 The Council was created by Congress under  
17 the Northwest Power Act of 1980 to give the Pacific  
18 Northwest a greater voice in power planning and  
19 protecting fish and wildlife. The Council is an  
20 interstate compact agency representing the Columbia  
21 Basin states of Idaho, Montana, Oregon, and  
22 Washington. The governor of each state appoints two  
23 members, and we've seen the two members here from  
24 Oregon.

25 The Northwest Power Act requires the

1 Council to develop with public participation, a  
2 regional power plan and a Fish and Wildlife Program.  
3 Federal agencies including Bonneville Power  
4 Administration, the Bureau of Reclamation, the Army  
5 Corps of Engineers, and the Federal Energy  
6 Regulatory Commission all have legal  
7 responsibilities under the Act.

8           First, I'll briefly touch on our role in  
9 power planning. The Council must develop a 20-year  
10 regional power plan to ensure an adequate,  
11 efficient, economical, and reliable power supply for  
12 the Pacific Northwest. The Council considers how  
13 much energy the region will need and what resources  
14 are available to meet that need, beginning with  
15 energy efficiency. The Council's power plan guides  
16 Bonneville Power Administration's acquisition of  
17 cost-effective resources. It also serves as an  
18 important technical resource for the region.

19           The power plan is reviewed and revised  
20 every five years. The draft of the next power plan,  
21 which we call the Ninth Power Plan, is expected mid-  
22 2026. As with the Fish and Wildlife Program, there  
23 will be multiple opportunities for public comment on  
24 the power plan, and we do hope to hear from you.

25           The Council Fish and Wildlife Program is

1 updated about every five years, based primarily on  
2 the recommendations from state and federal fish and  
3 wildlife agencies and tribes along with other  
4 partners, as directed by the Northwest Power Act.

5 The Fish and Wildlife Program is intended to  
6 protect, mitigate, and enhance all fish and wildlife  
7 impacted by the hydropower system. It includes  
8 onsite mitigation measures at the dams, like changes  
9 to flow and passage, and offsite mitigation measures  
10 like habitat restoration or artificial production.

11 The Council's Fish and Wildlife Program  
12 has been in place for over 40 years. It is one of  
13 the largest mitigation efforts in the world, and it  
14 covers an area roughly equivalent to the size of  
15 France. It's grown and evolved over time based on  
16 the best available science. While progress is  
17 evident, the Council recognizes that more work  
18 remains to be done.

19 Over the 40-year life of the program,  
20 there have been significant accomplishments.  
21 Changes to how the hydro system operates as well as  
22 improved passage at dams has benefited both adult  
23 and juvenile migration. Habitat work has protected,  
24 restored or improved hundreds of thousands of acres  
25 of land across the region. The Columbia Basin Water

1 Transactions Program has collaborated with willing  
2 landowners and irrigation districts to keep water  
3 and streams when fish need it.

4 Artificial production programs support  
5 both conservation and harvest objectives and over  
6 1,800 fish screens have been installed and  
7 maintained to keep fish out of irrigation systems.  
8 And that's just to name a few.

9 Next, I'll talk about how the Fish and  
10 Wildlife Program gets updated. There are many steps  
11 that we have to take to amend the Fish and Wildlife  
12 Program, beginning with the call for recommendations  
13 that went out to the region in January 2025 --  
14 that's the left side of this figure -- and the  
15 subsequent public comment. We released a draft  
16 program in December of 2025, and we're now accepting  
17 comments on that draft until March 2, 2025 -- 2026.  
18 The Council's goal is to release a final Fish and  
19 Wildlife Program this May.

20 We received hundreds of recommendations  
21 and thousands of comments during this amendment  
22 process, and the Council has considered them very  
23 carefully over the last six months. Over the course  
24 of this review, some topics seem to be of particular  
25 urgency or importance to the region.

1                   Priorities identified for the Draft  
2 Program include making sure that assets projects  
3 have the full funding they need to continue to  
4 function and benefit fish, having consistent and  
5 stable hydro operations over a longer period of time  
6 that keep water moving, increase velocities and  
7 minimize fluctuations, assessing and managing  
8 predation in the areas most likely to increase  
9 salmon and steelhead survival, and continuing the  
10 crucial habitat work that is a cornerstone of the  
11 Council's Fish and Wildlife Program.

12                   The Council is also placing particular  
13 emphasis at this time on coordinating with other  
14 relevant agencies to identify sources of non-repair  
15 funding.

16                   So run through a couple of the how-tos.  
17 Chair Sams already went through this. The signup  
18 sheets are on either side of the room. Commenters  
19 are going to be sitting at these two chairs right  
20 here in front of our Council members. We'll have a  
21 microphone for you to speak in. Look for staff  
22 wearing the lanyards if you have any questions. As  
23 always, and I know you all will, we ask people be  
24 courteous to each other, to Council members and  
25 staff, and those in the room that may share

1 different opinions. Please keep your comments brief  
2 and on topic, and note that your comments will  
3 become part of the official record.

4           If you've brought a written copy of your  
5 comments, you can hand those to staff after you  
6 speak, or we can take a picture of them so we can  
7 get those in the record. You're also able to submit  
8 your comments online, and you can do that by going  
9 to our website and clicking on the link that shows  
10 here, or you can scan that QR code. It'll take you  
11 right to our comment site.

12           If you need a break, you can head right  
13 down the hall. The restrooms are down the hall on  
14 the right side. There's some water fountains down  
15 there too.

16           And with that, we are excited to hear your  
17 comments. As you go up and get ready to speak,  
18 please state your name and your organization if  
19 you're affiliated with one, and spell your name too  
20 so our court reporter can catch that. And that's  
21 all we have for you today, so very excited to turn  
22 this over. Thank you.

23           MS. HOFFMAN: We're going to start with  
24 Alice Weston with the Sierra Club, and then on deck,  
25 we have Dalton Romanowski and Craig Lacy.

1 MR. SAMS: Thank you for joining us. Each  
2 person will be given three minutes.

3 MS. WESTON: Okay. Thank you. And do I  
4 speak into this microphone?

5 MR. SAMS: Yes, please.

6 MS. WESTON: Okay. Okay. Hi, good  
7 afternoon, Council members. My name is Alice  
8 Weston, A-L-I-C-E W-E-S-T-O-N. I am a community  
9 organizer with the Oregon chapter of the Sierra  
10 Club, a resident of Bend, and a Pacific power rate  
11 payer. Thank you for hosting this public meeting  
12 here in Bend. We're excited about the opportunity  
13 to speak to you all in person here at home.

14 I'm here on behalf of the over 55,000  
15 Sierra Club members and supporters in Oregon,  
16 concerned about ongoing harms to our rivers and  
17 forests as well as a lack of access to affordable  
18 clean energy. We know that the best parts of our  
19 state governments and tribal fish managers have  
20 recommended that environmental protections and  
21 affordable energy are not in conflict but are rather  
22 complimentary goals necessary to adjust climate  
23 future throughout the Pacific Northwest.

24 The most important thing that this plan  
25 supports is that this plan supports the recovery of

1 salmon and steelhead in our region.

2 Sorry about the audio.

3 With these values and the scientifically  
4 backed data in mind, I'm here to support a plan that  
5 acknowledges the Lower Snake River Dam removal  
6 includes accountability measures for Bonneville  
7 Power Administration and allows elevated spill  
8 levels through August 31st to give salmon and  
9 steelhead a fighting chance of recovery.

10 To mitigate harm to endangered native fish  
11 affected by hydro operations on the Colombian Snake  
12 Rivers, Snake River Dam removal is a necessary  
13 measure. Long established science clearly  
14 demonstrates that removing the four Lower Snake  
15 River Dams is a necessary action to achieve the  
16 Council's 5 million fish goal and will have  
17 significant -- will have the single largest impact  
18 on the recovery of salmon and steelhead stocks in  
19 the Columbia and Snake Rivers.

20 Succeeding in restoring salmon and  
21 steelhead in these waters is critical to our  
22 ecosystems, economies, cultures, ways of life, and  
23 futures. I have personally learned so much about  
24 what's at stake. Last May, I supported Khmistoniks,  
25 an indigenous led nonprofit organization, at their

1 annual healing canoe journey along the Lower Snake  
2 River. During the journey, I learned about and  
3 witnessed the past and ongoing harm caused by the  
4 Lower Snake River Dams to the Palouse people, the  
5 Yakama Nation, the Umatilla Tribe, the Warm Springs  
6 Tribe, and the Nez Perce Tribe -- Perce Tribe.

7 While the history of this place is most  
8 recently that of harm and destruction, during the  
9 healing canoe journey, I heard what the river was  
10 like before and what it could be in the future.

11 People express joy, envisioning a shared future  
12 where salmon are again abundant and the river runs  
13 wild and free. You have the opportunity with this  
14 plan to get us all closer to that vision.

15 The Northwest Power Act requires equitable  
16 treatment for fish and wildlife alongside power  
17 generation. The Council has the authority to speak  
18 for the Northwest interest, not just defer to BPA's  
19 preferences. The Council is at a historic decision  
20 point. You can reassert the leadership role  
21 Congress intended. The path forward for the plan is  
22 clear. We need elevated spill over the dams through  
23 August 31st to protect our -- and mitigate our --  
24 out mitigating -- migrating, sorry -- out migrating  
25 juvenile salmon and steelhead.

1           We need accountability to make sure that  
2 Bonneville Power Administration achieves its program  
3 goals and its legal obligation to protect and  
4 enhance all fisheries impacted by the hydropower  
5 system. And finally, we need an analysis of the  
6 analysis of the Lower Snake River Dam breach  
7 scenario as part of a comprehensive and responsible  
8 regional energy planning for the next 20 years.  
9 Leaving that out would needlessly restrict possible  
10 salmon and steelhead solutions and leave the Council  
11 less prepared in the event that Congress one day  
12 passes a law to approve breaching the dams.

13           Thank you for your time and service to the  
14 public and for considering the future of Northwest  
15 Salmon and the Oregon communities that depend on  
16 them.

17           MR. SAMS: Thank you for your comment.

18           MS. HOFFMAN: Okay. Up next we have  
19 Dalton Romanowski, followed by Craig Lacy and then  
20 James Anderson.

21           MR. ROMANOWSKI: Hi, my name is Dalton  
22 Romanowski, and I'm the president of the Deschutes  
23 Redbands Chapter of Trout Unlimited, speaking on  
24 behalf of our board and over 500 members throughout  
25 Central and Eastern Oregon.

1 MS. HOFFMAN: Can you please spell your  
2 name?

3 MR. ROMANOWSKI: Yes. D-A-L-T-O-N,  
4 Romanowski, R-O-M-A-N-O-W-S-K-I.

5 We urge the Council to reject  
6 recommendations in the 2025 to '26 amendment of the  
7 Columbia River Basin Fish and Wildlife Program.  
8 That would weaken accountability for salmon and  
9 steelhead recovery under the Northwest Power Act.

10 First, the longstanding goal of 5 million  
11 adult salmon and steelhead returns must remain a  
12 measurable and enforceable standard. This goal is  
13 not aspirational or arbitrary. It's directly tied  
14 to the Council's own science documenting hydropower  
15 related losses across the basin. Reclassifying or  
16 eliminating this benchmark would remove one of the  
17 program's most important tools for tracking  
18 mitigation and ensuring equity between fish and  
19 power.

20 Second, claims that salmon recovery has  
21 already occurred are misleading. While adult  
22 returns fluctuate, increases are largely driven by  
23 hatchery production. Fish, sorry, wild self-  
24 sustaining populations remain at risk and many  
25 stocks are still listed under the Endangered Species

1 Act.

2 Third, we strongly support continued  
3 resilience, or sorry, a continued reliance on peer-  
4 reviewed science included in the comparative  
5 survival study, which consistently show that current  
6 operations are unlikely to achieve the survival  
7 rates needed for long-term sustainability.

8 Finally, the Council must uphold the Power  
9 Acts requirement for equitable treatment of fish and  
10 wildlife, not deprioritize these obligations behind  
11 power production or cost containment. Program goals  
12 must remain binding, science-based, and regionally  
13 supported, including those developed through the  
14 Columbia Basin Partnership. The Deschutes Redbands  
15 chapter of Trout Unlimited and our members urge the  
16 Council to reaffirm enforceable abundance and  
17 survival goals, ground decision decisions in the  
18 best available science, and ensure that energy  
19 planning reflects realistic fish protective hydro  
20 operations.

21 Thank you for the opportunity to comment.

22 MS. HOFFMAN: Craig. And then we'll have  
23 James Anderson and followed by Jerry Freilich. I'm  
24 going to go ahead and excuse myself for butchering  
25 any last names. It's unintentional, I promise.

1 MR. LACY: Good afternoon. Can you hear  
2 me okay?

3 MS. HOFFMAN: Yeah.

4 MR. LACY: My name is Craig Lacy, C-R-A-I-  
5 G L-A-C-Y, and I'm here today representing  
6 Indivisible Bend, which is a group of about a  
7 thousand members here in town, many of which  
8 recreate on the Columbia Basin, especially on the  
9 Snake River part.

10 We wish to support efforts to not just  
11 stop the extinction of our salmon, but to recover  
12 the wild fish, especially in the Snake River Basin.  
13 The plan is noteworthy in that it has a goal of  
14 rebuilding the salmon runs to 5 million. This is a  
15 longstanding goal that has not been met. In fact,  
16 the wild populations continue to decline. The plan  
17 needs measures that will ensure these goals are  
18 being met.

19 According to NOAA Fisheries and the  
20 American Fishery Society, the key to recovering the  
21 salmon in the Snake River is to breach the four  
22 lower dams. The current plan is not doing a good  
23 job of avoiding extinction of those fish even though  
24 billions of dollars have been spent.

25 One of the major problems is that out

1 migrating salmon, the Smolts, have up to a 90  
2 percent mortality rate mainly due to those four  
3 dams. There are actions in your plan that are  
4 commendable, but recovering these fish will require  
5 making the dams non-operational.

6 Jim Lichatowich and Rick Williams wrote a  
7 book called Managed Extinction. If you haven't read  
8 it yet, I highly recommend you do so. It explains  
9 the impacts of hatchery fish on wild populations.  
10 As the wild salmon populations get smaller, it's  
11 even more important to consider the negative impacts  
12 hatchery fish have on them.

13 This next part is regarding the economics.  
14 The Lower Snake River Dams are among the most  
15 expensive dams to operate in the Columbia Basin and  
16 they only produce two percent of the region's power.  
17 They're operating at a loss. For every dollar spent  
18 on them by the Army Corps, they return a mere 15  
19 cents. They will soon need to have their turbines  
20 replaced or rewound, which is very expensive, making  
21 them an even bigger loser.

22 They are run of the River Dams, and recent  
23 studies indicate the snowpack is getting lower in  
24 the region and being replaced by rainfall. More  
25 water is coming down the river in the springtime

1 now. Much of the power generated by these dams is  
2 sold as surplus power rather than when the power is  
3 needed in the summer and winter. They're becoming  
4 less necessary power producers.

5 Common sense says it's time to make these  
6 dams non-operational and recover the salmon, which  
7 will help many other species. It will improve our  
8 forest and reduce the toxic algae blooms and stream  
9 temperatures. Furthermore, it will reduce carbon  
10 dioxide emissions by 1.8 million metric tons per  
11 year.

12 The Ninth Power Plan should analyze a  
13 breach scenario by using the updated genesis model.  
14 Why are folks afraid to use this model for that  
15 purpose? I don't understand. Your plan is very  
16 impressive, but it is missing this one critical way  
17 to restore salmon. Please do what you can to breach  
18 the Lower Snake River Dams. Act now before more  
19 fish go extinct and we lose the Southern Resident  
20 Orcas in Puget Sound.

21 Thank you very much for your time.

22 MR. SAMS: Thank you for your time.

23 MS. HOFFMAN: Thank you.

24 All right. Up next, we have James  
25 Anderson, followed by Jerry --

1 MR. FREILICH: It's Freilich.

2 MS. HOFFMAN: Thank you. Jerry Freilich  
3 and then Summer.

4 Okay. Perfect. Not Summer and then up on  
5 deck then will be Kim McDonald.

6 MR. ANDERSON: Good afternoon, members of  
7 the Council. I appreciate you for giving us the  
8 opportunity to speak today. My name is Jim  
9 Anderson, J-I-M, Anderson, A-N-D-E-R-S-O-N. I'm the  
10 CEO and general manager of Midstate Electric  
11 Cooperative.

12 Midstate is a electric co-op that is  
13 consumer owned. We're a not-for-profit. We serve  
14 rural communities across Central Oregon. 2,000  
15 members depend on us to deliver safe, reliable, and  
16 affordable electric service across a large and  
17 geographical diverse territory.

18 I want to begin by acknowledging the  
19 significant work that's been undertaken by the  
20 Council and its staff in reviewing and updating the  
21 Fish and the Wildlife Program. We recognize the  
22 complexity of balancing important ecological  
23 priorities and the responsibility to maintain a  
24 regional power system that is adequate, efficient,  
25 economical, and reliable.

1 Midstate supports responsible fish and  
2 wildlife mitigation and enhancement efforts. These  
3 programs are essential to the long-term environment  
4 and health of the Northwest. At the same time,  
5 we're increasingly concerned about energy  
6 affordability. Electric rates across the region are  
7 rising at levels that place pressure on rural  
8 households, farms, and small businesses. For many  
9 families, particularly those on fixed incomes, even  
10 a modest increase can create difficult financial  
11 choices.

12 We're mindful that certain hydro stream  
13 operational changes may place additional upward  
14 pressure on wholesale power costs. Any resulting  
15 increases are ultimately born by the members and the  
16 consumers that we represent. The Northwest Power  
17 Act reminds us that maintaining an economical power  
18 supply must remain central consideration alongside  
19 environmental objectives.

20 Midstate Electric respectfully encourages  
21 the Council to continue pursuing a balanced  
22 approach, one that advances fish and wildlife  
23 recovery while preserving affordability and  
24 reliability for the communities we serve.

25 Thank you for allowing me to comment.

1 MR. SAMS: Thank you for your time.

2 MS. HOFFMAN: Thank you, Jim.

3 All right. Jerry is up next, and then on  
4 deck we have Kim McDonald and Cheryl Morgan.

5 MR. FREILICH: No. Is everybody ready  
6 here?

7 MS. HOFFMAN: Yeah.

8 MR. FREILICH: Okay. Good afternoon. My  
9 name is Dr. Jerry Freilich. It's J-E-R-R-Y. Last  
10 name is F-R-E-I-L-I-C-H. The doctor is a pre-PhD in  
11 Aquatic Ecology. I'm retired from 25 years working  
12 in six national parks, and I was the research  
13 coordinator at Olympic National Park for 13 years  
14 during the time that we removed the two hydropower  
15 dams on the Elwha River that you have undoubtedly  
16 read about and returned the Elwha River to a  
17 semblance of normal now. Five species of salmon and  
18 steelhead returned to the -- above the upper dam  
19 less than two weeks after the removal of the last  
20 obstacles on the Elwha River, giving the Elwha  
21 people a chance to have their resource again.

22 I have been working for several years on  
23 the Lower Snake River Dams, and I'm here to testify  
24 that those four Lower Snake River Dams must be  
25 removed.

1           In the course of my work at Olympic  
2 National Park, I heard every conceivable argument.  
3 I attended literally hundreds of meetings, many of  
4 them public meetings, staff meetings, political  
5 gatherings where every conceivable argument was made  
6 why those dams had to be kept, but in the end,  
7 cooler heads prevailed. The dams were removed, and  
8 the river is restoring. What a great, great  
9 success.

10           The problem with the Lower Snake River  
11 Dams is that they are not cost beneficial. There is  
12 a cost and benefit to every kind of source of energy  
13 with every project we do. The source -- the cost of  
14 the Lower Snake River Dams is that those fish will  
15 become extinct. There's no way to retrieve them, to  
16 save them, to restore them unless those dams are  
17 removed.

18           The problem is that many billions of  
19 dollars -- that's billions with a B -- have been  
20 spent mostly on upstream passage of the fish, but  
21 it's now abundantly clear that downstream issues are  
22 the real issue. The water behind those dams, those  
23 reservoirs, are killing grounds for the baby smolts,  
24 very high mortality rate. And they are unable to  
25 cross those waters because the water is slow. The

1 water is warm with global warming climate change.  
2 It is getting increasingly warmer. They are lower  
3 in oxygen. The baby fish don't have a chance.

4 And then on the plus side with the dams,  
5 as several people have testified already, the dams  
6 are costly. Their turbines need replacement. They  
7 provide power only at those times of year when it is  
8 least needed and the amount of power they produce is  
9 minuscule compared to the needs. Solar, wind, and  
10 battery prices are going down. Hydropower is going  
11 up.

12 So that's all I need to say. I forgot to  
13 mention that I'm representing here Indivisible Bend  
14 and the larger group of us in Oregon called the  
15 Consolidated Oregon Indivisible Network. The  
16 acronym is COIN, and we represent about 40,000  
17 people in the state of Oregon.

18 Thank you very much.

19 MR. SAMS: Thank you for your comments.

20 MS. HOFFMAN: Thanks, Jerry.

21 MR. SAMS: Thank you for your years of  
22 federal service.

23 MR. FREILICH: And yours.

24 MS. BUZDYGON: If anyone would like to  
25 drop off their statements with me or anybody with

1 lanyards, we would appreciate the accuracy in your  
2 testimony.

3 MS. HOFFMAN: All right. Kim and then  
4 Cheryl's on deck, and we'll hear it from a few folks  
5 online.

6 MS. BUZDYGON: I said no.

7 MS. HOFFMAN: Oh, sorry. I can only pay  
8 attention to so many data points. Thank you.

9 Cheryl -- Kim.

10 MS. MCDONALD: Yeah, thank you for  
11 allowing me to testify. My name is Kim, K-I-M,  
12 McDonald, M-C-D-O-N-A-L-D. I am a resident of Bend  
13 and a Pacific Power customer, and I'm also active  
14 with Trout Unlimited, our local Deschutes Redband  
15 chapter.

16 I'd like to start off just kind of talking  
17 about how I got involved in these issues. I grew up  
18 kind of a city mouse, country mouse and the country  
19 mouse part was spending time on our extended family  
20 ranch. And there, my grandfather taught all nine of  
21 us, our cousins, how to fly fish, and you know, we  
22 were on a river that had an abundance of steelhead  
23 and salmon. And now I don't have a chance really to  
24 teach my grand nephews and nieces how to do that  
25 without having them catch hatchery fish or even any

1 fish at all.

2 I mean what we've done to these rivers in  
3 the time -- and I'm an old woman, so when I was  
4 learning how to do this, it was in the 1950s and  
5 '60s. So what we've done to the rivers and how we  
6 have mismanaged them has truly impacted the  
7 opportunities for our children and grandchildren and  
8 great-grandchildren to be able to experience the  
9 things that I was able to experience growing up here  
10 in the Pacific Northwest and what makes this area of  
11 this country so unique and so valuable.

12 So that said, I do think that we need to  
13 have measurable standards for what's going on and  
14 accountability. The 5 million adult fish I think is  
15 an accurate accountable number. I do think we  
16 should correct in the draft as Dalton, my colleague  
17 said, that the increase in salmon and steelhead  
18 returns are not native salmon and steelhead but  
19 rather hatchery, and I think that that needs to be  
20 corrected and emphasized in that report.

21 I think what makes this neck of the woods,  
22 as I said, so unique is what we have had and what we  
23 can possibly have, and I think the aspirational goal  
24 is to come back to or try to recover what we once  
25 had, and that's a very valuable thing. Thank you.

1 MR. SAMS: Thank you.

2 MS. HOFFMAN: Thank you, Kim. Gordon?

3 MR. JONES: Right here.

4 MS. HOFFMAN: Would you like to speak?

5 MR. JONES: Well, sure. My name is Gordon  
6 Jones. I'm not representing an organization here,  
7 but I am in the commercial recreation business. I  
8 own a lodge in Camp Sherman called Lake Creek Lodge,  
9 and I live in Sisters.

10 MS. HOFFMAN: Can you spell your name for  
11 me?

12 MR. JONES: G-O-R-D-O-N J-O-N-E-S.

13 I was last here on October 30th when Chuck  
14 Sams spoke, and it's nice to be here again tonight.  
15 The -- and I would like to kind of reiterate some of  
16 the talking points that Kim had, and I'm concerned  
17 not only with the Columbia Basin but the entire  
18 river system that the Columbia River supports all  
19 the way to the Salmon River in Idaho and clear up to  
20 Redfish Lake.

21 In 1969, I was guiding up there, and I saw  
22 the last sockeye salmon visit Redfish Lake, and now  
23 in the Metolious Basin, one of the two historic  
24 places that we had sockeye salmon runs was Suttle  
25 Lake and Blue Lake and Link Creek in between was

1 where they migrated to and spawned and lived out  
2 their life. The Metolious meant stinking waters.  
3 It was in the native language because there were so  
4 many dead fish along the banks.

5           The point is we've killed the Deschutes  
6 River as well, and those three dams have to come out  
7 on the Deschutes. And I understand that there's  
8 hydroelectric power there, but to recover these  
9 rivers, we have to take the dams out. And the  
10 perfect example is what's happened to the Klamath  
11 River, and I worked a little bit with OSU on a grant  
12 with the Yurok Tribes on that project. And I think  
13 the success, there is an example that we literally  
14 have to really look at hard right now, especially at  
15 the same time we're in a crisis in this state with  
16 the demand for energy and water for data centers.

17           And the governor has just formed a  
18 committee to address that and to I think report --  
19 have a report ready by this fall, but we all need to  
20 be very aware of that. We need to be contributing  
21 to their study of that issue because with so much  
22 pressure on power and water for cooling, it's going  
23 to be very difficult to take any more dams out if we  
24 don't really start now and -- before Pacific Corp  
25 has their opportunity to relicense in about another

1 -- I think it's about another 25 or 30 years they've  
2 got.

3 But I'd like to see or I think there's so  
4 many people in this region that would like to see  
5 those three dams on the Deschutes removed so that we  
6 can literally get our fish runs back into the  
7 Deschutes Basin. They're gone.

8 Thank you.

9 MR. SAMS: Thank you for your comment.

10 MS. HOFFMAN: Alex Hardison.

11 MR. HARDISON: My name is Alex Hardison,  
12 A-L-E-X H-A-R-D-I-S-O-N. Thank you, Council  
13 members, for this opportunity to testify on the 2026  
14 Fish and Wildlife Program.

15 My name is Alex. I live here in Bend, and  
16 I'm a Pacific Power rate payer. I want an  
17 affordable and resilient energy future for the  
18 Columbia Basin, and I'm also deeply committed to the  
19 recovery of wild salmon and steelhead abundance  
20 throughout the region.

21 Thankfully, these two goals are not  
22 mutually exclusive. Columbia Basin salmon and  
23 steelhead are undeniably iconic, inspiring, and  
24 resilient species. They serve as vital engines of  
25 Pacific Northwest ecology, define regional cultures,

1 and support diverse ecosystems. And yet we  
2 understand the dire straits and hydropower hurdles  
3 these fish must overcome just for a chance to secure  
4 their right to continue existing in the rivers and  
5 streams they've shaped and been shaped by for  
6 millions of years.

7           With this federal administration  
8 abandoning critical recovery commitments and pulling  
9 needed investments out of the Basin, strong regional  
10 leadership at this moment is crucial. In pursuit of  
11 this Council's goal of 5 million adult salmon and  
12 steelhead returning to the Columbia Basin each year,  
13 I urge you to adopt all of the recommendations by  
14 state and tribal fishery managers throughout the  
15 region to whom this Council must pay deference as  
16 required by the Northwest Power Act. This includes  
17 elevating levels of spill through August 31st as a  
18 priority hydropower operation measure to better  
19 facilitate that migration of juvenile salmon and  
20 steelhead.

21           These fish that migrate at this time of  
22 year make up the greatest share of returning wild  
23 adults, and improving downstream passage will help  
24 protect genetic diversity and rebuild abundance.  
25 The 2026 program must hold Bonneville Power

1 Administration accountable for upholding tribal  
2 treaty rights, fully implementing its obligation to  
3 protect and enhance all fisheries impacted by the  
4 hydropower system, and effectively achieving  
5 measures through a whole government approach.

6 Finally, it's well understood that removal  
7 of the Lower Snake River Dams is necessary to  
8 achieve this Council's population recovery goal and  
9 represents our single greatest salmon and steelhead  
10 recovery opportunity. Please acknowledge this as a  
11 necessary measure in the final 2026 Fish and  
12 Wildlife Program and include an analysis of a dam  
13 breach scenario in the Ninth Power plan.

14 Thank you for your consideration and your  
15 work to balance the complex energy demands of the  
16 Pacific Northwest with the essential need to ensure  
17 native salmon and steelhead can recover and thrive  
18 throughout the Columbia Basin.

19 MR. SAMS: Thank you for your comment.

20 MS. HOFFMAN: Thank you.

21 MR. SAMS: These are online folks?

22 MS. HOFFMAN: Yes, these are on line  
23 folks.

24 MR. SAMS: Excellent. I have a call upon  
25 Lindsay Forepaugh with Wasco Electric Cooperative.

1 Lindsay?

2 MS. BUZDYGON: Sorry, give us one second.

3 MR. SALAKORY: They may need a few minutes  
4 to switch over.

5 MR. SAMS: I hear her but not loud enough.

6 MS. BUZDYGON: Not loud enough?

7 MR. SAMS: We're going to work on our end  
8 for volume.

9 MS. BUZDYGON: Sorry. Yeah. Bear with us  
10 just for a moment.

11 MS. FOREPAUGH: Is that better?

12 MR. SAMS: We're getting closer.

13 MS. FOREPAUGH: Members of the Council,  
14 can you hear me now?

15 MR. SAMS: We hear you. Thank you.  
16 Please confirm me.

17 MS. FOREPAUGH: Perfect. Thank you very  
18 much for the opportunity to provide testimony. My  
19 name is Dr. Lindsay Forepaugh, L-I-N-D-S-A-Y F as in  
20 Frank, O-R-E-P as in Paul, A-U-G-H, and I serve as  
21 the general manager of Wasco Electric Cooperative.

22 Wasco Electric is a member owned not-for-  
23 profit, rural electric cooperative, serving nearly  
24 4,800 meters across North Central Oregon. Our  
25 service territory spans approximately 5,000 square

1 miles across Wasco, Sherman, Wheeler, Gilliam, and  
2 Jefferson Counties.

3           Throughout our geographic footprint, we  
4 serve small rural communities including places like  
5 Maupin, Antelope, Shaniko, and Rufus, as well as  
6 farms and ranches throughout the region. For our  
7 members, affordable and reliable electric service is  
8 not a convenience. It is an essential to daily  
9 life, local economic stability, and public safety.  
10 Our communities sit alongside or in close proximity  
11 to the Columbia River, and our members have long  
12 relied on the local hydropower system as a  
13 foundation for affordable and reliable electricity.

14           Wasco Electric recognizes and appreciates  
15 the Council's longstanding role to protect,  
16 mitigate, and enhance fish and wildlife in our  
17 region, while ensuring an adequate, efficient,  
18 economical, and reliable power system in the  
19 Columbia River Basin.

20           Wasco Electric depends on Bonneville Power  
21 Administration to afford -- to provide us with  
22 affordable and reliable energy. Hydropower is the  
23 backbone of affordability in the region, and it  
24 provides the operational flexibility needed to  
25 maintain the system's stability across the region,

1 especially as loads grow and more intermittent  
2 resources come online.

3           Across the nation, energy affordability is  
4 becoming increasingly concerning. At Wasco  
5 Electric, this concern is top of mind. With nearly  
6 4,800 meters, our membership has a limited  
7 availability to absorb additional costs. Even  
8 modest increases in the system operations can have  
9 real impacts on monthly bills in rural communities.

10           We are concerned that proposing changes to  
11 the main stem hydropower operations could negatively  
12 impact affordability and reliability across the  
13 system. We are particularly concerned with calls  
14 for measures that would further reduce the output of  
15 flexibility of the hydropower system. Our region  
16 cannot afford these impacts, and neither can our  
17 members.

18           Because of the seriousness of these  
19 implications, I encourage the Council to clearly  
20 identify the data assumptions and uncertainties  
21 underlying its recommendations and to coordinate  
22 closely with BPA and other federal agencies to avoid  
23 duplicative or concerning policy direction. Wasco  
24 Electric respectfully asks the Council to prioritize  
25 cost effective actions with demonstrated biological

1 benefit and to ensure the appropriately weighs  
2 affordability, reliability alongside fish and  
3 wildlife objectives.

4 Thank you for your time and consideration.

5 MR. SAMS: Thank you for your comment.

6 I call upon Brad Wilson with Central  
7 Electric Cooperative.

8 MR. WILSON: Thank you. This is Brad  
9 Wilson, B-R-A-D W-I-L-S-O-N. I'm the president/CEO  
10 of Central Electric Cooperative.

11 Members of the Council, thank you for the  
12 opportunity to testify today. I'm going to go  
13 through my name is Brad Wilson, president/CEO of  
14 Central Electric Cooperative, headquartered in  
15 Redmond, Oregon. Founded in 1940, CEC is a not-for-  
16 profit member-owned electric cooperative governed by  
17 a democratically elected board and serving more than  
18 32,000 members across Central Oregon.

19 CEC relies on the Bonneville Power  
20 Administration for nearly all of its wholesale power  
21 from the Federal Columbia River power system.  
22 Clean, renewable hydropower, that is the backbone of  
23 affordability and reliability for our members.  
24 Access to that hydroelectricity comes with  
25 environmental responsibility. Our members, like all

1 other public power customers, annually contribute to  
2 their rates to help fund BPAs Fish and Wildlife  
3 Programs.

4 Today such costs account for nearly 30  
5 percent of CEC's annual power costs. We appreciate  
6 the Council's work to protect fish and wildlife  
7 while also ensuring an adequate, efficient,  
8 economical and reliable power supply consistent with  
9 the Northwest Power Act.

10 We support near term priorities that  
11 address prediction, investment in critical  
12 maintenance and infrastructure for salmon and  
13 steelhead recovery, including reintroduction  
14 efforts. At the same time, we must express concern  
15 with elements of the proposed main stem hydro system  
16 operations.

17 From our perspective, the current  
18 proposals have the potential to negatively impact  
19 power affordability and system reliability across  
20 the region, outcomes that are not consistent with  
21 the Council's obligation to balance fish and  
22 wildlife needs with an adequate and economical power  
23 supply. We are particularly concerned by  
24 recommendations that would further reduce hydropower  
25 output or limit system flexibility. This is a time

1 when the Pacific Northwest is already facing  
2 resource adequacy challenges.

3           Recent newspaper headlines throughout the  
4 Northwest have sounded alarms about this looming  
5 energy crisis pointing to recent regional studies  
6 showing that electric utilities face a substantial  
7 energy shortfall as early as 2030. Our region  
8 cannot afford to lose dependable carbon-free  
9 generating resources that families, farms, and  
10 businesses rely on every day.

11           We urge the Council to prioritize cost-  
12 effective actions and deliver demonstrated  
13 biological benefit while ensuring hydro system  
14 operations continue to weigh affordability and  
15 reliability. CEC cannot support the hydro system  
16 operations as currently proposed. The flow  
17 objectives and minimum operating pool requirements  
18 as outlined go too far.

19           It's important to recognize the progress  
20 already made. Salmon returns above the Bonneville  
21 Dam today average nearly triple those observed in  
22 1938 when dam operations first began. That progress  
23 reflects decades of investment and collaboration.

24           We remain committed to solutions that  
25 sustain both healthy fish populations and a strong

1 reliable hydropower system, and we look forward to  
2 the final 2026 program that ensures those priorities  
3 continue to coexist.

4 Thank you for your time and consideration.

5 MR. SAMS: Thank you for your comment.

6 Kyle Roadman with the Emerald Peoples  
7 Utility District.

8 MR. ROADMAN: Thank you very much. This  
9 is Kyle Rodman, K-Y-L-E R-O-A-D-M-A-N.

10 Thank you, members, for the opportunity to  
11 provide comments today. I am the general manager of  
12 Emerald Peoples Utility District in Lane County,  
13 Oregon. We serve over 40,000 rural citizens outside  
14 of Eugene Springfield, and our power supply comes  
15 nearly 100 percent from the Federal Columbia River  
16 Power System, which for decades, has kept our rates  
17 low and our service reliable.

18 As you are all well aware, the electric  
19 utility industry has faced unprecedented change over  
20 the past five years. We've been challenged with  
21 broken supply chains, historic levels of inflation,  
22 and severe weather events that threaten our mission.  
23 Through it all though, the federal hydro system has  
24 been the one stalwart that we can count on to meet  
25 our affordability and reliability goals.

1           Although we've had rate increases, we've  
2           been able to mitigate the worst of them for our  
3           customers due almost exclusively to the power supply  
4           that we receive from BPA, which makes it all the  
5           more critical that we maintain this crown jewel for  
6           the benefit of the Northwest.

7           We understand there are detrimental  
8           changes under consideration as part of your process  
9           to amend the Fish and Wildlife Program. More than  
10          this, we've heard there are efforts to encourage the  
11          Council to adopt hydro system operations currently  
12          being weighed in federal court.

13          I want to be very clear about the  
14          practical impact these proposals could have on our  
15          customers here in rural Oregon. Preliminary studies  
16          show rate impacts of over 17 percent from the worst  
17          of these changes, which approaches \$300 per year  
18          just for our average customer. For folks already  
19          struggling with the cost of living in this state,  
20          it's not hyperbole to say that this type of cost  
21          increase is enough to push them over the edge.

22          Consumer owned utilities in this region  
23          are committed to pragmatic solutions to support fish  
24          and wildlife recovery. We put our money where our  
25          mouth is on this front, and we're proud to fund the

1 largest such program in history. What I'm simply  
2 asking today is that we balance this historic  
3 investment with the very real impact the most  
4 extreme actions would have on people and families in  
5 our region.

6 With the recent rate increases seen in our  
7 industry, this is no longer a theoretical  
8 discussion. I urge you to give our customers a seat  
9 at the table in your decision making.

10 Thank you.

11 MR. SAMS: Thank you for your comment.

12 Any additional folks signed up?

13 MS. HOFFMAN: Do you mean online or in the  
14 room?

15 MR. SAMS: In general?

16 MS. HOFFMAN: What's your name?

17 MR. SAMS: I'm sorry. What is your name?

18 MS. GAINES: Elie Gaines.

19 MS. HOFFMAN: Okay. We don't have that  
20 one, but come on up.

21 MS. GAINES: Council, thank you so much  
22 for the opportunity to be here today to share my  
23 thoughts with you also. My name is Elie Gaines.  
24 That's E-L-I-E G-A-I-N-E-S. I'm a resident of Bend  
25 and live above the Deschutes River in Deschutes

1 River Woods, and I'm a Pacific Power resident  
2 customer.

3 I'm here today to speak about the request  
4 to stop the extinction of salmon. Having spent time  
5 on the Salish Sea around the Olympic Peninsula and  
6 up in the San Juan Island area and becoming familiar  
7 with an organization by the name of Center for Whale  
8 Research. I will say I'm not representing an  
9 organization today, but I am a member of Sierra Club  
10 and Great Old Broads for Wilderness.

11 And what I have learned over the years  
12 personally, and I'm here to speak from my heart, is  
13 that there are two different types of orca whales,  
14 the Tranche, which also are known as the bigs, which  
15 are mammal eating for the most part, and the  
16 northern -- the Southern Residents Orcas, which are  
17 fish eating.

18 What's unique about the Southern Residents  
19 is they only eat chinook. They don't eat anything  
20 else, and what I've learned is that we're down to  
21 about 70-some individuals. That number has stayed  
22 pretty consistent over the last at least 20 years, I  
23 believe, and something else that I've become aware  
24 of is that the first calf for a Southern Resident  
25 Whale has a very high mortality rate, not due to

1 lack of salmon, but actually due to toxins in the  
2 mother's body that are loaded then into the baby.

3           So often the first calf does not make it.  
4 The second and third and any possibly fourth calves  
5 have a much better chance of making it. Just  
6 recently, within the last couple of weeks, the  
7 Center for Whale Research reported that one of the J  
8 Pod calves, which is a second calf for this mother,  
9 starved to death because of lack of food.

10           I have visited the Elwha River on the  
11 Olympic Peninsula, seeing the amazing restoration  
12 that's taken place there and the return of the  
13 salmon that happened so quickly. I'll be visiting  
14 the Klamath River Restoration, Northern California,  
15 in May to also see that restoration, both with  
16 removal of dams having been done.

17           The removal of the dams are benefits to  
18 the tribes, to recreation, and to commercial  
19 fisheries, and especially to the ecological benefits  
20 through increase of biodiversity, ecological  
21 resilience against climate change. The predators  
22 that depend upon the salmon and the chinook,  
23 steelhead are the orcas, obviously, the bear,  
24 humans, river otters, ringed kingfishers, bald  
25 eagles, harbor seals when it comes to the ocean so

1 -- in addition to others.

2 I'm here to acknowledge that we are  
3 definitely in an increasing need for power. That is  
4 not a question, and Central Oregon is facing that at  
5 this time, especially of figuring out what we're  
6 going to do to have the amount of power we need to  
7 sustain the humans here in this part of the state.

8 But we also have available other power  
9 options for us to replace that two percent that is  
10 generated by hydropower. I'm a strong advocate for  
11 breaching and removing the Lower Snake River -- four  
12 Lower Snake River Dams for every reason I've spoken  
13 to in my testimony today and want to acknowledge  
14 that the fish passages are inadequate to ensure  
15 recovery and survival and to keep us from  
16 experiencing in our lifetime the extinction of  
17 salmon.

18 Thank you so much for your time.

19 MR. SAMS: Thank you for your comment.

20 We want to see if anybody else wishes to  
21 sign up at this moment. If not, we will go into  
22 recess until such time as we either have somebody  
23 online or we have somebody else to sign up, and  
24 it'll take us a few minutes to then get back in to  
25 session.

1           We are committed to being here until 6:00  
2 p.m. to ensure everyone has their opportunity to say  
3 a comment that they wish to present to the Council.

4           I'll ask again, is there anyone else that  
5 wishes to sign up at this moment?

6           Seeing none, we'll sit in recess until we  
7 have somebody come forward. Thank you.

8           MS. HOFFMAN: I am ready. Thank you.

9           MR. SAMS: I'm calling us back out of  
10 recess only to call for adjournment. I want to  
11 thank everyone who was here this evening and thank  
12 the staff and the court reporter for joining us and  
13 the technical support and Oregon State University's  
14 Cascade Campus for hosting us for this hearing this  
15 evening. It was very successful, and appreciate all  
16 the folks who were both online and present who gave  
17 their testimony for us and their comments, which we  
18 will take under consideration as we move forward to  
19 complete the fish and wildlife amendments to the  
20 Northwest Power -- in accordance with the Northwest  
21 Power Act.

22           Have a great evening. This is adjourned.

23           (WHEREUPON, the DRAFT 2026 FISH AND  
24 WILDLIFE PROGRAM concluded at 6:02 p.m.)

25

CERTIFICATE

I, Lindsay Vineyard, do hereby certify that I reported all proceedings adduced in the foregoing matter and that the foregoing transcript pages constitutes a full, true and accurate record of said proceedings to the best of my ability.

I further certify that I am neither related to counsel or any party to the proceedings nor have any interest in the outcome of the proceedings.

IN WITNESS HEREOF, I have hereunto set my hand this 27th day of February, 2026.



Lindsay Vineyard, CER No. 4287

<p><b>\$</b></p> <hr/> <p><b>\$300</b> 40:17</p> <hr/> <p><b>1</b></p> <hr/> <p><b>1,800</b> 9:6</p> <p><b>1.8</b> 20:10</p> <p><b>100</b> 39:15</p> <p><b>13</b> 23:13</p> <p><b>15</b> 19:18</p> <p><b>17</b> 40:16</p> <p><b>1938</b> 38:22</p> <p><b>1940</b> 36:15</p> <p><b>1950s</b> 27:4</p> <p><b>1969</b> 28:21</p> <p><b>1980</b> 6:17</p> <hr/> <p><b>2</b></p> <hr/> <p><b>2</b> 4:22 5:6 9:17</p> <p><b>2,000</b> 21:14</p> <p><b>20</b> 15:8 42:22</p> <p><b>20-year</b> 7:9</p> <p><b>2014</b> 4:12</p> <p><b>2020</b> 4:13</p> <p><b>2025</b> 9:13,16,17 16:6</p> <p><b>2026</b> 3:11 4:16,22 5:6,12 6:7 7:22 9:17 30:13 31:25 32:11 39:2</p> <p><b>2030</b> 38:7</p> <p><b>25</b> 23:11 30:1</p>	<p><b>26</b> 16:6</p> <hr/> <p><b>3</b></p> <hr/> <p><b>30</b> 30:1 37:4</p> <p><b>30th</b> 28:13</p> <p><b>31st</b> 13:8 14:23 31:17</p> <p><b>32,000</b> 36:18</p> <hr/> <p><b>4</b></p> <hr/> <p><b>4,800</b> 33:24 35:6</p> <p><b>40</b> 8:12</p> <p><b>40,000</b> 25:16 39:13</p> <p><b>40-year</b> 8:19</p> <hr/> <p><b>5</b></p> <hr/> <p><b>5</b> 13:16 16:10 18:14 27:14 31:11</p> <p><b>5,000</b> 33:25</p> <p><b>500</b> 15:24</p> <p><b>55,000</b> 12:14</p> <hr/> <p><b>6</b></p> <hr/> <p><b>60s</b> 27:5</p> <p><b>6:00</b> 5:16 45:1</p> <hr/> <p><b>7</b></p> <hr/> <p><b>70-some</b> 42:21</p>	<p><b>9</b></p> <hr/> <p><b>90</b> 19:1</p> <hr/> <p><b>A</b></p> <hr/> <p><b>A-L-E-X</b> 30:12</p> <p><b>A-L-I-C-E</b> 12:8</p> <p><b>A-N-D-E-R-S-O-N</b> 21:9</p> <p><b>A-U-G-H</b> 33:20</p> <p><b>abandoning</b> 31:8</p> <p><b>absorb</b> 35:7</p> <p><b>abundance</b> 17:16 26:22 30:19 31:24</p> <p><b>abundant</b> 14:12</p> <p><b>abundantly</b> 24:21</p> <p><b>accepting</b> 5:4 9:16</p> <p><b>access</b> 12:17 36:24</p> <p><b>accomplishments</b> 8:20</p> <p><b>accordance</b> 45:20</p> <p><b>account</b> 37:4</p> <p><b>accountability</b> 13:6 15:1 16:8 27:14</p> <p><b>accountable</b> 27:15 32:1</p> <p><b>accuracy</b> 26:1</p> <p><b>accurate</b> 27:15</p> <p><b>achieve</b> 13:15</p>	<p>17:6 32:8</p> <p><b>achieves</b> 15:2</p> <p><b>achieving</b> 32:4</p> <p><b>acknowledge</b> 32:10 44:2,13</p> <p><b>acknowledges</b> 13:5</p> <p><b>acknowledging</b> 21:18</p> <p><b>acquisition</b> 7:16</p> <p><b>acres</b> 8:24</p> <p><b>acronym</b> 25:16</p> <p><b>Act</b> 4:4,15 6:17, 25 7:7 8:4 14:15 16:9 17:1 20:18 22:17 31:16 37:9 45:21</p> <p><b>action</b> 13:15</p> <p><b>actions</b> 19:3 35:25 38:12 41:4</p> <p><b>active</b> 26:13</p> <p><b>Acts</b> 17:9</p> <p><b>addendum</b> 4:13</p> <p><b>addition</b> 3:23 44:1</p> <p><b>additional</b> 22:13 35:7 41:12</p> <p><b>address</b> 29:18 37:11</p> <p><b>adequacy</b> 38:2</p> <p><b>adequate</b> 7:10 21:24 34:17 37:7, 22</p> <p><b>adjourned</b> 45:22</p> <p><b>adjournment</b></p>
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