

Fiscal Year 2017 Budget and 2016 Revisions

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Mission, core values and strategic goals statement

Mission

To ensure, with public participation, an affordable and reliable energy system while enhancing fish and wildlife in the Columbia River Basin.

Core values

- We take the long view. We work for the wellbeing of future generations, not just our own
- We have a regional perspective. We address the interests of the region as a whole
- We serve the public. We listen to their concerns and we strive to bring insight to the issues affecting them
- We are independent. We tell people what they need to know because trust is the basis of partnership and the key to progress
- We embrace learning. We're open to change and diverse views because it sparks opportunity

Strategic goals

In the next two to three years, the Council will complete the two major planning activities required under the Power Act: developing a fish and wildlife program and a 20-year regional power plan.

The question to consider is: What do we want to achieve, beyond the strict legal requirements of the act, through these planning processes?

Our goals should respond to the many changes in our planning environment: the evolving science about the Columbia Basin ecosystem; the Northwest's economy; the availability of BPA funding for fish and wildlife restoration; the cost of generating resources; the political engagement of the public; and the operation of the Columbia River power system.

Given these challenges, the Council will pursue the following strategic priorities:

Energy

- Strengthen the Council's position as a recognized, credible, and objective hub for regional power planning information and analysis
- Make the Seventh Northwest Power Plan relevant and useful to the region, while also meeting the statutory requirements of the act
- On an ongoing basis, update and adapt the Council's power planning methods, processes, and analytical tools to the changing characteristics and needs of the Northwest power system

Fish and Wildlife

- Strengthen the Council's position as a recognized, credible, and objective hub for regional fish and wildlife planning information and analysis
- Continue to improve the effectiveness and cost-effectiveness of the region's restoration actions through fish and wildlife program amendments and project reviews
- Work aggressively to implement habitat improvements that benefit fish and wildlife in the mainstem, tributaries, and estuary
- Continue the work to reform artificial production practices so that they are effective in improving production above Bonneville Dam while protecting, and benefitting where possible, naturally spawning populations

Public Affairs

- Continue the focus to communicate effectively with stakeholders and the public to create engagement

Budget history and this year's strategy

Budget History

Council Funding Background

The Northwest Power Act, as passed by Congress in 1980, establishes a funding mechanism to enable the Council to carry out its functions and responsibilities. The Bonneville Power Administration provides this funding through ratepayer revenues. The Act establishes a formula to determine a funding limitation threshold and authorizes the Council to determine its organization and prescribe practices and procedures to carry out its functions and responsibilities under the Act.

The Act further provides that the funding limitation applicable to annual Council budgets will be calculated on a basis of 0.02 mill multiplied by the kilowatt hours of firm power forecast to be sold by the Bonneville administrator during the year to be funded. The limitation may be increased to .10 mill, provided the Council makes an annual showing that such limitation will not permit the Council to carry out its functions and responsibilities under the Act.

The basis of the funding methodology (firm power forecast to be sold) embraces authorities set forth in other sections of the Act that describe the Congressional expectation that Bonneville will serve all anticipated load growth for the region in the future. As such, the Act authorizes Bonneville to supply all of the incremental electricity needed in the future for the region, if so desired by its customers and others.

Fiscal Year 2017

The Council has determined that the 0.02-mill limitation will not allow the Council to carry out its functions and responsibilities under the Power Act in Fiscal Year 2017. As detailed in Appendix C of this report, the Council determined that an amount equal to .094 mill, which totals \$11,648,000, will be required in Fiscal Year 2017.

Annual Baseline Adjustments

Since 1997, the Council has negotiated annual budget ceilings with Bonneville that cover specific Bonneville rate periods. These negotiated agreements incorporate various budgetary constraints such as:

- Current-level service budgets from the preceding budget period.
- Restrictive cost-of-living adjustments for personal services expenditures.
- Cost-cutting actions to cushion the impact of inflation.
- Program improvements individually cost-justified.

By applying these budgeting principles on an annual basis, the Council has been able to successfully confine budget growth to an average of less than 3 percent per year over the last 19 years (1998-2017).

Budget Versus Actual Expenditure Considerations

The Council attempts to project workloads and resource requirements two years in advance with some opportunity for budget revisions occurring prior to the beginning of each fiscal year.

During each annual budget cycle the Council:

- Manages overall expenditures to the most cost-effective level.
- Conserves unanticipated cost savings in a prudent manner.

- Re-prioritizes the allocation of funding and staff resources to accommodate new workloads and unanticipated responsibilities.

Actual expenditures in one budget year may not necessarily be reliable indicators of funding requirements in future budget cycles because:

- Changes in Council workloads, programs, and responsibilities are difficult to anticipate and are often initiated by external events in the region or by requests from the Congressional delegation or the states’ governors.
- Programs and activities that are budgeted, but deferred because of new and emerging higher priorities, are often re-budgeted in succeeding years because of their continued need and importance.

Fiscal Years 2016-2017 Draft Budgets

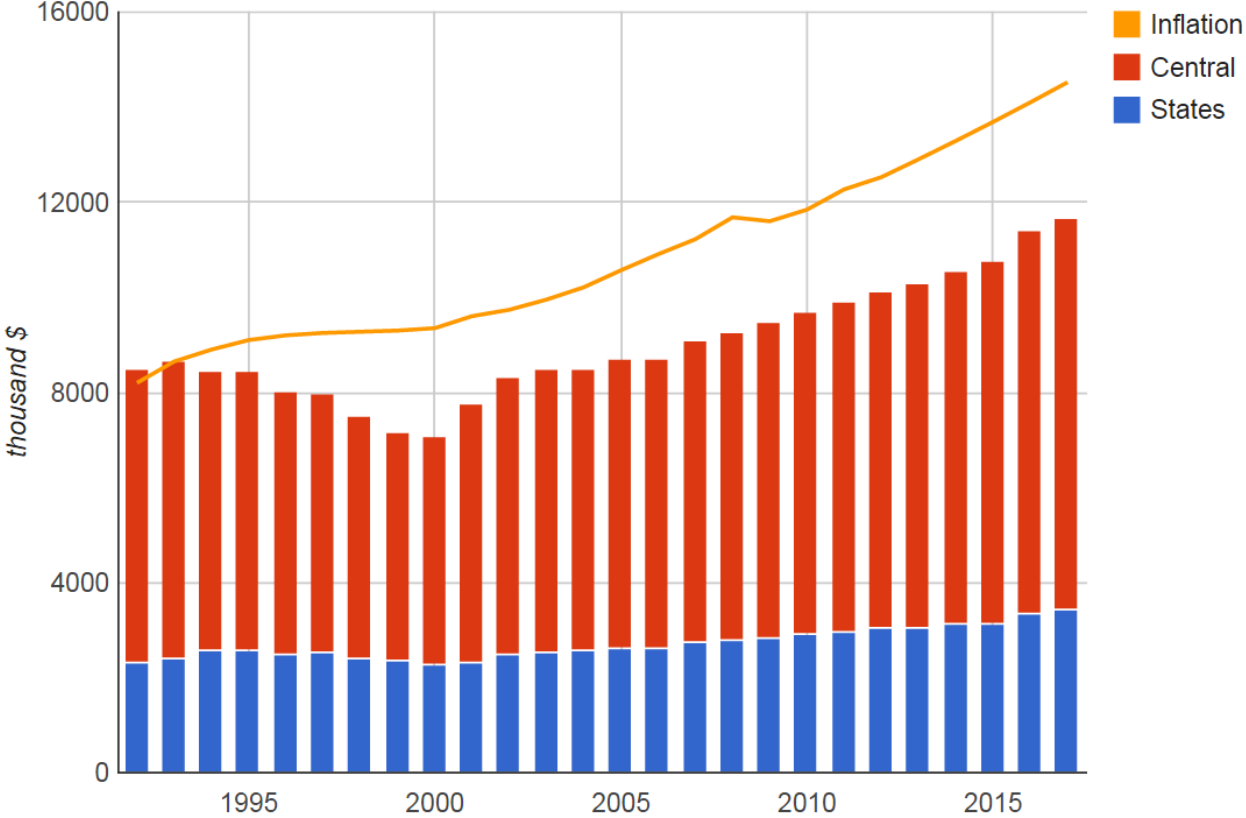
The Council’s draft budget reflects the proposed budget for Fiscal Year 2017 and the recommended revisions to the Fiscal Year 2016 budget. In addition, the draft budget contains the out-year budget projection for fiscal years 2018 and 2019. The Council is committed to carrying out its current responsibilities and workloads within these projected funding levels.

A summary of the draft budgets for the last five budget years follows. These projections show budget growth of less than 14 percent over the six-year period, 2011 – 2017.

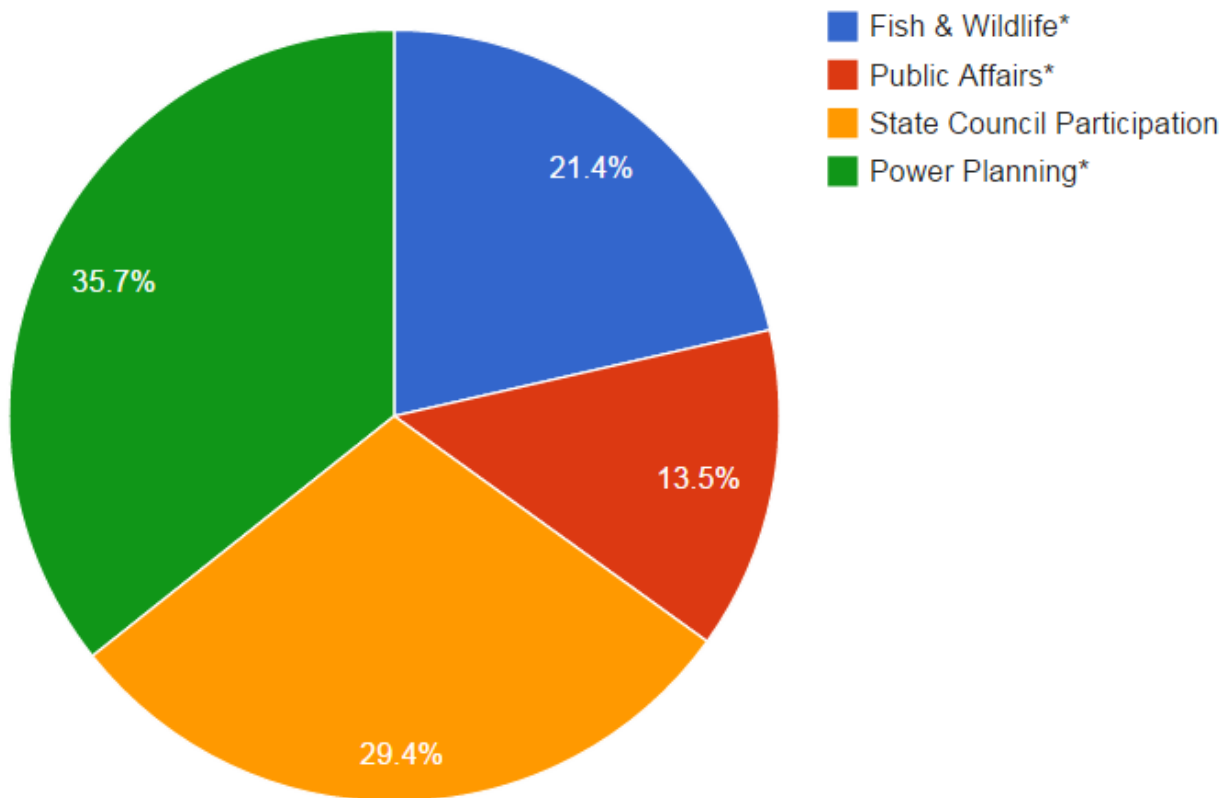
FY 2011	\$9,891,000	
FY 2012	\$10,114,000	(2.3%)
FY 2013	\$10,283,000	(1.7%)
FY 2014	\$10,565,000	(2.7%)
FY 2015	\$10,784,000	(2.1%)
FY 2016	\$11,425,000	(5.9%)
FY 2017	\$11,648,000	(1.9%)

The Council showing, required by the Act, for Fiscal Year 2017 is contained in Appendix C.

Budget history



Budget by function for FY 2017: \$11,648,000



* Includes central office administration burden for executive management, as well as legal, fiscal and administrative services.

Fiscal Year 2016/2017 Budget Strategy

The Council is aware of the current economic challenges facing the four-state region, and the need to maintain healthy financial conditions for the Bonneville Power Administration. In an effort to be responsive, the Council in Fiscal Year 2016 and Fiscal Year 2017 will continue to adhere to the budget constraints initiated in 1998.

To accomplish this, the Council will:

1. Continue to identify efficiencies in operations and administration in order to limit inflationary increases to below 3 percent, on average, during fiscal years 2009-2017.
2. Re-allocate staffing where possible to absorb new workload without increasing FTEs.
3. Re-prioritize resources as necessary to respond to new requests for technical analysis. Reschedule or postpone work anticipated during the budget-development process in order to respond to the most essential requests for studies and analyses.

Fiscal Year 2017 Proposal Budget Request

Based on the major issues and levels of effort discussed on the preceding pages and described in more detail in other sections of this document, the Council has determined that the proposed budget expenditures are necessary and appropriate for the performance of its functions and responsibilities as authorized by the Northwest Power Act, Section 4(c)(10)(A). The Council further has determined that the 0.02 mill per kilowatt-hour limitation on expenses will not permit the Council to carry out its functions and responsibilities under the Act, Section 4(c)(10)(A). (See Appendix C for a detailed description of the Council's showing under the Act.) The Council proposes that the projected budget in the amount of \$11,648,000 for Fiscal Year 2017, equal to 0.094 mills per kilowatt-hour for the estimate of forecast firm power sales, be included in the Bonneville administrator's Fiscal Year 2017 budget submittal.

Fiscal Year 2016 Proposed Budget Revisions

The Council's Fiscal Year 2016 revised budget of \$11,425,000 includes a \$189,000 increase from the previously submitted Fiscal Year 2016 budget request of \$11,236,000. This increase is predominately due to increased contracting in the public affairs division for website redevelopment. The Council's budget for Fiscal Year 2017 and Revised Fiscal Year 2016 is based on current-year expenditure levels plus adjustments for shifting workloads, certain program improvements, and cost-of-living adjustment factors as provided by the U.S. Department of Energy (Bonneville) and the Oregon Economic and Revenue Forecast. A number of cost-containment measures for personal services, travel, contracts, and services and supplies have been incorporated in the budget.

Budget/Expenditure Summary (000s omitted)											
	FY14 Budget	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Expenditures:											
Personal Services*	\$5,629	\$4,997	\$5,786	\$5,493	\$5,984	\$5,912	\$5,970	\$6,118	\$6,265	\$6,390	\$6,518
Travel	253	188	261	261	270	\$270	274	280	284	289	294
Contracts	428	713	423	639	393	\$658	653	423	413	408	408
Other Operating Expenses	1,118	977	1,184	1,160	1,306	\$1,250	1,327	1,347	1,377	1,359	1,363
SUBTOTAL	\$7,428	\$6,875	\$7,654	\$7,553	\$7,953	\$8,090	\$8,224	\$8,168	\$8,339	\$8,446	\$8,583
State Budgets	3,136	2,837	3,130	3,044	3,283	3,335	3,424	3,497	3,579	3,662	3,754
TOTAL	\$10,564	\$9,712	\$10,784	\$10,597	\$11,236	\$11,425	\$11,648	\$11,665	\$11,919	\$12,108	\$12,337

* Authorized positions represent full staffing. Underutilization of authorized positions can occur during the fiscal year and result in an under-expenditure in the personal services budget. Also, costs associated with payroll taxes, insurance, and benefits can be different than budget projections because of staffing changes and inflationary effects. Some positions are filled on a part-time basis.

FY 2016 Revised Program Forecast						
(000s omitted)						
	Power Planning	Fish & Wildlife	Public Affairs	Legal	Admin	Total
Compensation	\$1,408	\$938	\$530	\$279	\$867	\$4,022
Other Payroll Expenses	662	441	249	131	407	1,890
Travel	94	63	60	24	29	270
Contracts	265	145	200	8	40	658
Other Operating Expenses	209	8	95	18	920	1,250
SUBTOTAL	\$2,638	\$1,595	\$1,134	\$460	\$2,263	\$8,090
State Budgets:						
Idaho	\$816					
Montana	839					
Oregon	809					
Washington	871					
SUBTOTAL	\$3,335					3,335
TOTAL						\$11,425
FY 2017 Program Forecast						
(000s omitted)						
	Power Planning	Fish & Wildlife	Public Affairs	Legal	Admin	Total
Compensation	\$1,360	\$970	\$550	\$287	\$894	\$4,061
Other Payroll Expenses	\$639	\$456	\$259	\$135	\$420	\$1,909
Travel	\$96	\$65	\$60	\$24	\$29	\$274
Contracts	\$415	\$140	\$50	\$8	\$40	\$653
Other Operating Expenses	\$219	\$8	\$115	\$18	\$967	\$1,327
SUBTOTAL	\$2,729	\$1,639	\$1,034	\$472	\$2,350	\$8,224
State Budgets:						
Idaho	\$833					
Montana	\$863					
Oregon	\$828					
Washington	\$900					
SUBTOTAL	\$3,424					\$3,424
TOTAL						\$11,648

Introduction

Background

The Northwest Power and Conservation Council was authorized by Congress in 1980 through the Pacific Northwest Electric Power Planning and Conservation Act and held its first meeting on April 28, 1981. The Council is an interstate compact agency of Idaho, Montana, Oregon, and Washington, not an agency of the U.S. government. (Section 4 (a)(2)(A)). The four state legislatures created the Council in response to the Power Act.

The principal duties of the Council under the Northwest Power Act are to: 1) develop a regional power plan to assure the Northwest an adequate, efficient, economical, and reliable power supply; 2) develop a fish and wildlife program to protect and enhance fish and wildlife affected by hydroelectric development in the Columbia River Basin and make annual funding recommendations to the Bonneville Power Administration for projects to implement the program; and 3) provide for broad public participation in these processes and inform the public about regional energy and fish and wildlife issues (Sections 2(1)(A) and (B), (3), (3)(A)). Bonneville, the U.S. Bureau of Reclamation, the U.S. Army Corps of Engineers, and the Federal Energy Regulatory Commission are the principal agencies charged with implementing the fish and wildlife program (Sections 4(h)(10), (11)(A)). Bonneville implements the Council's conservation and electric power plan (Sections 4(d)(2), 6(b)(1)).

Funding for the Council is provided by Bonneville, a self-financing federal agency, not by the Federal Treasury or by any state government in the region. The Northwest Power Act directs that expenses of the Council (subject to certain limits described in Appendix C of this report) shall be paid from funds available to the Bonneville administrator and shall be included in Bonneville's annual budget submitted to Congress pursuant to the Federal Columbia River Transmission System Act (Section 4(c)(10)(A) of the Power Act).

The goals of the Power Act – assuring an adequate, efficient, economical, and reliable power supply; encouraging conservation and renewable resources; and protecting and enhancing the fish and wildlife resources of the Columbia River Basin – are of vital importance to the social and economic welfare of the Northwest.

Council Responsibilities

Regional Power Plan

The Power Act directs the Council to develop, and periodically amend, a plan to ensure the Pacific Northwest of an adequate, efficient, economical, and reliable power supply (Section 4(d)). The Council adopted the first version of its power plan in 1983 and amended the plan in 1986, 1989, 1991, 1996, 1998, 2004, and 2010.

At the time Congress passed the Power Act, wholesale electricity sales were regulated. Since the mid-1990s, however, wholesale power has been sold competitively. While federal law changed the nature of electricity sales, the Power Act goals of assuring reliable and affordable electricity remain an important focus and responsibility of the Council's regional power planning. The Council continues its efforts to accomplish the goals of the Northwest Power Act in ways that are consistent with the changing electricity market.

The 2010 revision of the plan, called the Sixth Northwest Power Plan, focused on maintaining the adequacy and reliability of the power system within the current market structure, recommending a future resource strategy that minimizes costs while ensuring appropriate levels of resource diversity and risk management, and balancing the interactions between fish and power. To reach these goals, in addition to preparing and periodically amending the plan, the Council:

1. **Promotes the Plan's Implementation.** Works with regional interests to meet the plan's conservation and generating resource goals; tracks regional progress through staff analysis, the Regional Technical Forum and other advisory committees.
2. **Analyzes the Regional Electricity Market.** Provides information and analysis of evolving electricity issues. A new area of focus is the evolving need to analyze the capacity and flexibility of the power system to meet peak electricity needs and integrate variable generation resources.
3. **Analyzes the Power System.** Provides valuable, high-quality, and timely analysis of electricity issues and interactions between fish and the power system, including enhanced models that more accurately capture the effects of changes in the configuration and operation of the power system, and energy system reliability.

The Council is currently focused on implementing the Sixth Power Plan, adopted in April 2010, and on developing the Seventh Power Plan.

Columbia River Basin Fish and Wildlife Program

The Power Act (Section 4(h)) directs the Council to develop, adopt, and periodically amend a program to protect and enhance fish and wildlife affected by the development and operation of hydroelectric projects in the Columbia River Basin, and review Bonneville's progress in implementing the program (Sections 4(h and i)). In addition, the Council monitors the efforts of the Corps of Engineers, Bureau of Reclamation, and Federal Energy Regulatory Commission to consider the fish and wildlife program in their decisionmaking.

The Council adopted its first Columbia River Basin Fish and Wildlife Program in November 1982. The Council amended the Program in 1984, 1987, 1992, 1994/95, 2005, and most recently in February 2009. The program incorporates a basinwide vision, biological objectives, strategies, and a scientific framework in a unified plan for fish and wildlife recovery.

With the assistance of the Independent Scientific Review Panel, the Council also reviews and makes recommendations concerning projects proposed for funding by Bonneville to implement the program.

The 2000 revision included a multi-species approach for decisionmaking, and the 2003 mainstem amendments included a plan for the operation of the federal hydrosystem. An initiative to develop subbasin plans throughout the Columbia Basin began in 2003. Those 59 plans, adopted in 2004 and 2005, will help define the environmental and biological goals specific to fish and wildlife within the basin.

The 2009 revision incorporated several NOAA-Fisheries and U.S. Fish and Wildlife Service Biological Opinions, as well as several Columbia Basin Fish Accords executed with certain Indian tribes and states. The entire suite of Accords, Biological Opinions, subbasin plans, mainstem amendments, and the basic elements of the fish and wildlife program is intended to be implemented in an integrated manner throughout the Columbia River watershed.

In addition to preparing the program, the Council:

1. **Utilizes the Best Available Scientific Information.** Through two panels of independent scientists, the best available science informs regional fish and wildlife recovery measures.
2. **Utilizes Economic Analysis.** Through the Independent Economic Analysis Board, rigorous economic analysis is used to develop and evaluate fish and wildlife measures.

Public Involvement

The Power Act requires the Council to develop and maintain comprehensive programs to inform the public of major regional power and fish and wildlife issues, and obtain feedback from the public, Bonneville, Bonneville's customers, fish and wildlife agencies, Indian tribes, and others for consideration in its decision-making (Section 4(g)). The Council also is required to report to Congress annually on actions taken to implement the Power Act (Section 4(h)). In addition to these activities, the Council:

1. **Encourages Regional Cooperation.** Fosters regional cooperation and coordination on activities that support the goals of the Power Act.
2. **Educates the public about the Council's decisionmaking and involves the public in those processes.** The public affairs division arranges public meetings and hearings; arranges for transcription of these meetings when necessary to create a legal record of proceedings; distributes information about decisionmaking processes; receives comments from the public and distributes them to the Council members, staff, and the public; and performs other duties to ensure public participation in decisionmaking.

Organization functions

Council Organization

The governors of Idaho, Montana, Oregon, and Washington each appoint two members to the Northwest Power and Conservation Council. The eight-member Council sets policy and provides overall leadership for Council activities.

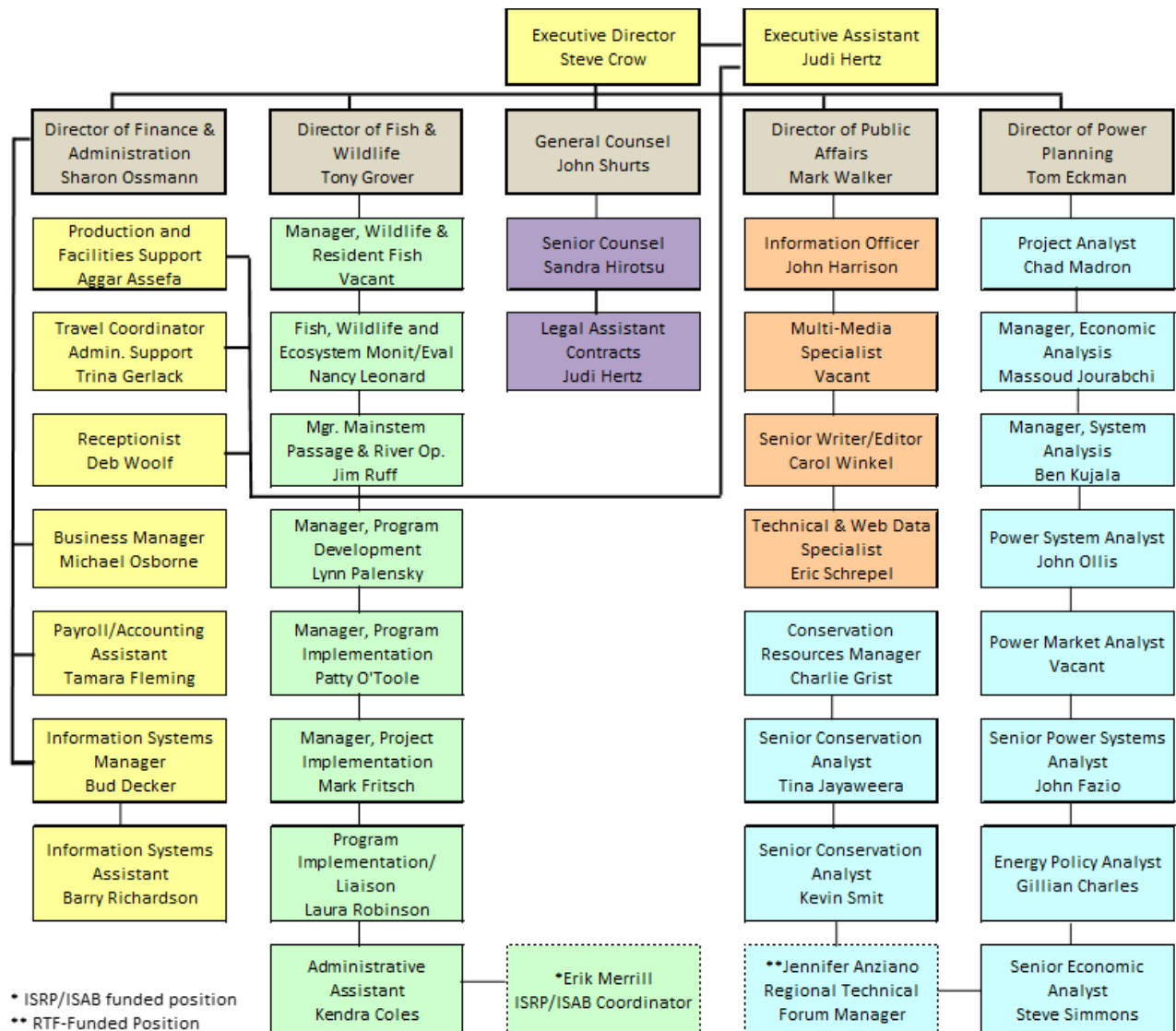
The Council's work is performed, depending on the tasks, by the Council's professional staff (including staff in a central office and in each state), consultants under contract, or by public agencies and Indian tribes under intergovernmental agreements. The Council's executive director is responsible for coordinating with the eight-member Council, supervising the central office staff, administering the contracts, and overseeing the day-to-day operations of the Council. The Council approves major contracts and the overall work plan.

State Office Organization

Professional staff in each state provide technical review and assistance to Council members in evaluating matters before the Council. State staff also participate in designing and developing public involvement programs that focus on the implementation of the power plan and fish and wildlife program in their particular states. This support is provided through existing state agencies or by individuals directly under Council member direction.

Central Office Organization

The central staff, under the leadership of the executive director, has been organized into five divisions: power; fish and wildlife; public affairs; legal; and administrative.



Power Division

The efforts of the Power Division in Fiscal Year 2016 and Fiscal Year 2017 will focus on implementing the Council’s Sixth Power Plan while developing and the Seventh Power Plan.

Each Council Power Plan determines a resource strategy for the Pacific Northwest to ensure an adequate, reliable, and economical power system. The strategy seeks to minimize the expected cost of the region’s electricity supply, while addressing the risks posed by future uncertainties such as economic activity, growth in demand for electricity, fuel prices, and environmental policies.

Implementing the Council's Sixth Power Plan

The Council issued its Sixth Power Plan in 2010. The plan identified improved efficiency in the use of electricity as the region's predominant new resource choice. Efficiency is far cheaper than any other alternative, and it provides protection against risks of fuel price volatility and policies to mitigate climate change. The Sixth Power Plan found that 85 percent of the region's long-term growth in energy needs can be met with cost-effective efficiency improvements.

The Sixth Power Plan assumed that renewable resources (mainly wind power) would be developed to meet existing renewable energy standards, including renewable portfolio standards enacted by three Northwest states. The plan also found that meeting the remaining needs for new resources should be based on natural gas-fired generating technologies.

Implementing the Sixth Power Plan will enable the region's electricity sector to reduce its emissions of carbon dioxide. There are two keys to achieving these reductions: achieving the plan's efficiency improvements and reducing regional reliance on coal-fired generation. While coal provides only 20 percent of the region's electricity, it is the source of over 85 percent of the regional power system's carbon dioxide emissions.

In early 2010, Portland General Electric announced its intent to close by 2020 the Boardman coal plant, a 600 megawatt coal plant located in Morrow County, Oregon. Then in 2011, TransAlta announced its intent to close one 670 megawatt unit at its Centralia Coal Plant located in Lewis County, Oregon in 2020, and to close the other 670 megawatt unit in 2025. These closures would help lower carbon dioxide emissions from the region's power sector.

The Sixth Power Plan also addressed the challenges of integrating growing amounts of variable wind power into the power system, upgrading and expanding the transmission system, developing new sources of renewable generation, and promoting new technologies for generation, efficiency, and operation of the power grid.

The Council is working with Bonneville, utilities, state regulators, and others in the following areas:

- Developing energy efficiency resources in a sustained manner, which will reduce long-run cost and risk for the power system and yield environmental benefits.
- Reviewing and commenting on BPA's planning and budgeting activities for energy efficiency, including BPA's review of its post-2011 energy efficiency policy framework, capital investment review, integrated program review, resource program, and upcoming power rate case.
- Evaluating demand response resources. Demand response is the ability to voluntarily reduce loads in response to high prices or tight supplies. The plan identifies the potential value of demand response for meeting peak demand requirements and helping integrate variable output wind generation.
- Taking the necessary steps to implement generating resources when needed, including:

- Assessing regional resource adequacy by refining and applying the resource adequacy standards the Council adopted in 2011.
- Developing generating resources to meet capacity needs and provide the flexibility reserves necessary to successfully integrate growing variable generation sources. This may require near-term investments in generation resources to provide reliable electricity supplies in specific utility balancing areas.
- Resolving uncertainties regarding the ability to site large wind-power developments in the region and the cost of integrating large amounts of wind generation into the power system.
- Encouraging load-serving entities to use effective resource planning methods that incorporate consideration of risk.
- Encouraging the development of institutions and mechanisms for effective planning, expansion, operation, and management of the region's transmission system.
- Encouraging the identification and development of cost-effective local renewable generation potential.
- Monitoring and evaluating the state of the science and policy of climate change and adjust resource planning accordingly.

Mid-term Assessment

In March 2013, the Council adopted its Mid-Term Assessment of the Sixth Power Plan. The assessment reached the following key conclusions:

1. The region is making good progress implementing the Sixth Power Plan, and the region is well positioned to meet the plan's five-year goal of 1,200 average megawatts of energy efficiency for 2010-2014. Actual costs for energy efficiency acquisitions have remained well below the cost of other types of new resources.
2. Development of renewable resources, mainly wind power, has continued, although changes in California's renewable policies have slowed its pace. Efforts to mitigate oversupply events are proceeding.
3. Actual market and electricity industry conditions during the first three years of the plan's implementation period have differed from expected-case assumptions: slower than anticipated economic and electricity demand growth and low market prices for natural gas and wholesale power, for example.
4. Soft economic conditions during the last several years have limited new construction and spending on consumer durables. Meanwhile, new federal standards and state codes are expected to capture more energy efficiencies in the future. These changes are reducing the amount of lost-opportunity resource potential that can come from utility programs. In order to increase availability and reduce costs for programmatic lost-opportunity measures, continued focus on emerging technologies will be important.
5. Conditions vary across the region and from utility to utility. Some have growing loads, others are flat or have lost large customers. Some have surplus resources and others

face deficits. These differences affect utilities' incentives to acquire resources, including energy efficiency.

6. The Northwest power system has the lowest greenhouse gas emissions intensity of any region in the country. Recent announcements that the Boardman and Centralia coal plants will be closed indicate that the region's greenhouse gas emissions will become even lower.
7. An updated analysis shows that with existing resources and projected energy efficiency, the region's adequacy will fall short of the desired level by 2017. While new resources are expected to close this gap, the Council will continue to monitor regional resource adequacy.
8. The character of the region's power system is changing. Historically, needs for new resources were driven mostly by energy deficits. Today, however, needs for peaking capacity and system flexibility are also emerging, expanding the focus of the region's planning and development of new resources to address peaking capacity and system flexibility.
9. Updated information is needed about the patterns of consumer uses of electricity and how they affect power system needs for energy, peaking capacity, and system flexibility. Information is also needed about how different types of energy efficiency measures could help meet these needs.
10. Spot market prices for wholesale power continue to be quite low, due to increasing penetration of renewable resources with low variable operating costs and low natural gas prices, and do not provide an accurate representation of the avoided cost of new resources.
11. Regional power supply planning matters are becoming increasingly linked with electric transmission and natural gas matters, requiring greater coordination.

Seventh Power Plan

The Council began developing its Seventh Power Plan during the summer of 2014. Initial preparation included identifying key topics to be addressed and creating a work plan and schedule for plan development.

The Mid-Term Assessment identified the following topics as candidates for consideration in the Seventh Power Plan:

1. Making the power plan useful for all regional utilities, including utilities that face differing circumstances
2. Regional needs for energy, peaking capacity, and system flexibility; strategies to help meet those needs
3. Avoided cost benchmarks to evaluate new resources
4. Energy efficiency – how can different types of measures help meet needs for energy, peaking capacity and system flexibility
5. Changing paradigm for energy efficiency; its impact on assessing cost-effectiveness

6. Renewable resources development and integration; impacts on the regional hydro system
7. Customer demand response, including its potential as a source of peaking capacity and system flexibility
8. Distributed generation
9. Greenhouse gas – regional emissions outlook, regulatory and social costs
10. Incorporating intra-regional transmission constraints in regional power system planning
11. Growth in use of natural gas for electric generation; intersection of planning for the regional power and gas systems
12. Inter-regional power system and market linkages, including Northwest and California

One of the key analytical tools the Council uses to develop its power plans is the Regional Portfolio Model. The model evaluates resource strategies across a broad range of potential future conditions to determine their risks and costs. During 2013, the Council recognized a need to redevelop the model, including modernizing the software technology and making the model more usable and its operation and results more transparent. The software redevelopment work began in May 2014 and was largely completed by the end of the first quarter of 2015.

As in prior plans, the Council seeks to engage regional stakeholders in its development. For the Seventh Power Plan, the Council has convened seven advisory committees to assist in developing various inputs, assumptions, forecasts, and scenario analyses. This includes a new Resource Strategies Advisory Committee that will provide advice on overall process and policy considerations. All advisory committees have met multiple times to review and comment on staff analysis and assumptions, and will continue to do so throughout the plan's development process.

The Northwest Power Act requires the Council to consider the environmental costs and benefits of resources when determining the economics of developing them. Subsequently, early in the process of developing the Seventh Power Plan, the Council issued a proposed methodology for incorporating environmental costs and benefits in its decision-making process. This methodology will serve as the basis for the assumptions used in the draft plan.

In addition, the Council is expanding its focus on greenhouse gas emissions. The plan will examine the cost and risks associated with resource strategies aimed at significantly reducing overall greenhouse gas emissions.

The current schedule for the Seventh Northwest Power Plan includes Council approval of a draft plan during the third quarter of 2015 and Council adoption of the final plan near the end of 2015.

Participation in Regional and Western Energy Policy Development Forums

- The Northwest is increasingly part of a Westwide power system. Actions elsewhere in that system can have profound implications for the Northwest, and staff will monitor, as resources allow, the activities of the Columbia Grid, Northern Tier Transmission Group, the Western Electricity Coordinating Council, and the Committee on Regional Electric Power Cooperation.
- In addition, the power division will continue working with the Bonneville Power Administration to carry out its responsibilities in power supply:
- provide power beyond the capability of the existing system only to those who request it and who agree to bear the costs of the additional resources acquired through tiered rates or a similar mechanism; and
- continue to facilitate cost-effective energy efficiency and renewable resources development.
- The Council formed the Northwest Resource Adequacy Forum to develop resource adequacy standards and measures. The functions of this forum have now been assigned to a Council advisory committee, the Resource Adequacy Assessment Committee. The committee's adequacy standards will continue to be refined and implemented over the next two years.
- The Council will manage a regional process, the Pacific Northwest Demand Response Program, to advance the development of demand response resources.
- Council staff will participate in utility integrated-resource planning processes by providing data and advice.
- Staff will continue to manage the Regional Technical Forum and work with energy efficiency organizations such as the Northwest Energy Efficiency Alliance and the Oregon Energy Trust.

Information and Analytical Support to the Region

- Support efforts to develop cost-effective energy efficiency and renewable resources through the Regional Technical Forum; Bonneville Power Administration; Northwest Energy Efficiency Alliance, Energy Trust of Oregon, and individual utilities throughout the region.
- Sponsor and convene the RTF. The RTF has become the region's primary source of technical information on cost-effective efficiency measures and the verification of their savings. In response to recommendations from the Northwest Energy Efficiency Taskforce, the Council established a new RTF Policy Advisory Committee to stabilize its funding and operation. During 2014 the committee endorsed a five-year business plan and external funding level that was adopted by the Council.
- Support the activities of the Independent Economic Analysis Board.
- Provide analysis of the effects of fish recovery initiatives on the power system, and of power system operations on fish and wildlife.

- Periodically evaluate future power supply adequacy.
- Provide analyses to understand the carbon footprint of the Northwest power system and how to reduce emissions.
- Provide information and data on the regional energy system in response to requests.
- Provide specialized energy analyses to support other regional organizations.

Maintain and Enhance the Council's Planning and Analytical Capability

- The Council staff must devote substantial time and resources to maintain and enhance its modeling and analysis capabilities. During Fiscal Year 2016 and Fiscal Year 2017, this will include:
 - Completing the redevelopment of Regional Portfolio Model software
 - Maintaining and enhancing databases for all areas of planning including loads, resources, prices, and technologies.
 - Refining demand forecasting capability
 - Refining the Regional Portfolio Model, the Council's integrated resource planning and risk analysis model.
 - Enhancing the GENESYS model of hydroelectric and other generating resources.
 - Improving ability to analyze the Western power and transmission grid.
 - Monitoring emerging efficiency and generating technologies and their costs.
 - Improving the ability to assess electricity capacity.
 - Exploring methods to assess and measure existing flexibility reserves and predict how these needs could change over time.

These activities will form the core of the power division's activities over the next two years. The work plan and staffing reflect the following functions:

1. Power System Analysis and Generating Resources (Contracts \$150,000)
 1. Following completion of the redeveloped Regional Portfolio Model, contract support is required to help develop enhancements and maintain the Council's license for software used by the RPM.
 2. Carry out system analyses of power issues. Assess and inform the region about power supply adequacy, implications for power system reliability, and alternatives for maintaining an adequate and reliable power supply. Evaluate resource strategies and perform issue-specific analyses. Contract support is required to maintain the Council's license to the AURORA price forecasting model and assistance in the staff's own modeling efforts.
 3. Maintain data on existing and potential generating resources. The Council has become a source for reliable data on both existing and potential new generating resources. Division staff will continue to research new technologies and their costs and maintain publicly available databases containing this information.
 4. Maintain and enhance the GENESYS Model, used to understand the operations of the hydroelectric system in the context of other generating resources. It is also the primary tool for assessing the adequacy of the regional power system

and for estimating the effects of operational constraints for fish and wildlife on the capability of the power system. Contract support is required to assist in refining the model and in the staff's own modeling efforts.

5. Analyze carbon emissions of the Northwest power system and the broader Western power system.
 6. Carry out analyses of the effects of fish and wildlife initiatives on the power system. The Council provides the region the ability to independently analyze and evaluate the interactions between the power system and fish and wildlife. Division staff will continue to provide this analytical capability and, in particular, will perform analyses supporting the Council's amendment of its fish and wildlife program.
2. Energy Efficiency (Contracts \$60,000)
 1. Support the Regional Technical Forum to identify cost-effective efficiency actions and document their savings through utilities' and others' actions. The forum will be updating information in its energy efficiency database and website, and will be monitoring, evaluating, and documenting utility efficiency savings. The division provides management and guidance for the forum.
 2. Research and maintain data on energy efficiency technologies and their costs. The Council is a key source of this information. The Council's information is widely used in utility integrated resource plans and in other forums addressing efficiency opportunities and policies. Contract support is needed to secure contractor assistance in data collection and analysis.
 3. Work with Bonneville, regional utilities, regulators, and legislators to help achieve the efficiency targets in the Council's power plan. Staff participates in many regional forums where decisions affecting efficiency are made, providing data, advice, and analysis.
 3. Economic Assessment and Forecasting of Electricity Demand (Contracts \$30,000)
 1. Maintain information and databases on the regional economy, fuel and electricity prices, and electricity demand.
 2. Provide analysis in support of efficiency and demand response resources and consumer response.
 3. Continue to support the efforts of the Independent Economic Analysis Board.

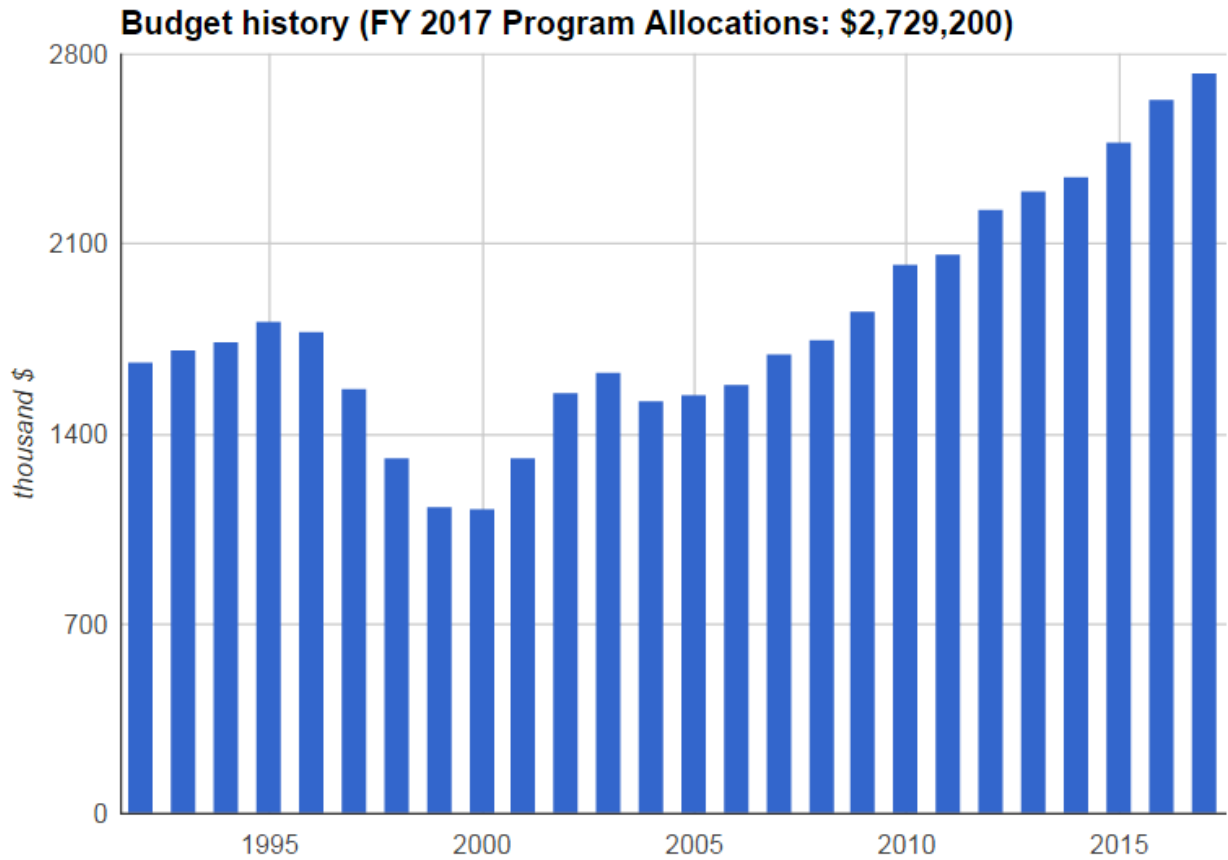
Travel

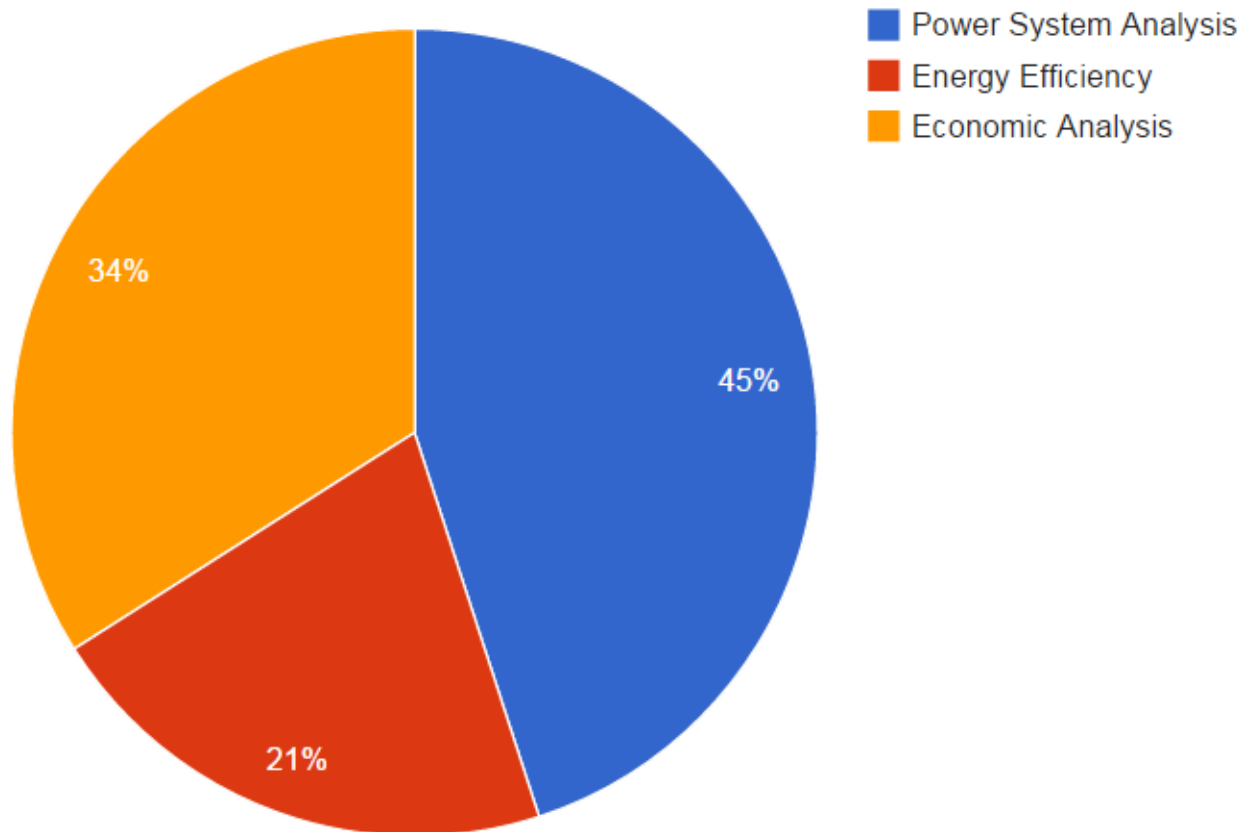
In Fiscal Year 2016 and Fiscal Year 2017 travel costs for power division staff will increase in anticipation of more Council meetings outside of Portland. Efforts to increase the use of web-based meetings will help to contain costs.

Staffing

In FY2016 and FY2017, the power division's staffing level is anticipated to remain stable. The demands on staff continue to increase in the areas of computer modeling, state and federal

energy policy assistance, and economic and generating resource tracking and analysis. During FY2016 the division's workload will be re-evaluated to determine the best use of the currently vacant FTE.





Expenditures by Category(000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
Compensation	\$1,008	\$1,365	\$1,265	\$1,415	\$1,408	\$1,360
Taxes, Insurance & Benefits	443	642	595	665	662	639
SUBTOTAL	\$1,451	\$2,007	\$1,860	\$2,080	\$2,070	\$1,999
TRAVEL						
Staff	\$73	\$90	\$90	\$92	\$92	\$94
Advisory Committees	0	2	2	2	2	2
SUBTOTAL	73	92	92	94	94	96
CONTRACTS (See detail Table 5)	636	210	399	210	265	415
OTHER OPERATING EXPENSES (See detail Table 5)	104	171	129	275	209	219
TOTAL	\$2,264	\$2,480	\$2,480	\$2,659	\$2,638	\$2,729

Supplemental Expenditures(000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
I. CONTRACTS						
A. Power System Analysis	\$346	\$150	\$319	\$150	\$150	\$300
B. Energy Efficiency	131	45	15	45	60	60
C. Economic Assessment & Forecasting	51	15	33	15	30	30
D. Transitional Staffing Support	84	0	32	0	25	25
E. Hydro Data Analysis	24	0	0	0	0	0
TOTAL	\$636	\$210	\$399	\$210	\$265	\$415
II. OTHER OPERATING EXPENSES						
A. Data Subscription Service	\$75	\$55	\$55	\$55	\$55	\$55
B. Staff Development and Training	12	10	10	10	10	10
C. Advisory Committee Meetings Expense	4	1	39	1	25	20
D. Services and Supplies	8	9	9	9	9	9
E. Temp Services	5	0	0	0	25	25
F. Modeling Service	0	96	16	200	85	100
G. Power Plan - Printing	0	0	0	0	0	0
TOTAL	\$104	\$171	\$129	\$275	\$209	\$219

Fish and Wildlife Division

The Council's continuing role in protecting and enhancing fish and wildlife affected by hydropower dams of the Columbia River Basin is reflected in the budget proposed for the fish and wildlife division for 2015-2016. The primary division activities for Fiscal Years 2016 and 2017 include:

1. **Update the process to conduct independent scientific and staff reviews** after the recent completion of category and geographical reviews of all projects funded by Bonneville through the fish and wildlife program. This is being done in a collaborative manner with the regions tribes, states, federal agencies, and others as categories come due for reviews and in the Council's preferred sequence of review priorities.

2. **Implement the 2014 Fish and Wildlife Program.** The Council adopted the 2014 fish and wildlife program in October of 2014. The program establishes an overall framework for the fish and wildlife mitigation effort, organizing the Columbia River Basin into subbasins and groups of subbasins. The program establishes a basinwide vision, biological objectives, and strategies. The revised program incorporates elements of several NOAA-Fisheries and U.S. Fish and Wildlife Service Biological Opinions and recognizes several Columbia Basin Fish Accords executed with certain Indian tribes and states. This work will require staff support for coordination with other funding and implementation processes and the continued integration of scientific review, objectives gathering and organizing, monitoring integration, and implementation assistance (Contracts \$65,000). The division maintains a workplan that is organized in three major sections: Council priorities, ongoing commitments, and other work and issues.
3. In a manner consistent with the fish and wildlife program, support the implementation of fish and wildlife measures of **Biological Opinions** in the Columbia River Basin.
4. In collaboration with Bonneville and the tribes, states, and federal agencies **develop an investment strategy** that assures funding to identified program priorities to maximize the biological response resulting from ratepayer and cost shared investments in fish and wildlife mitigation projects and programs. Particular focus will be on fishways, fish screens, bypass systems, ladders, wildlife lands, hatcheries and habitat projects. In particular, the Council has identified several emerging priorities, many of which should be considered as priority areas for funding and other activity in the near future. Operation and maintenance and cost savings workgroups, led by fish and wildlife committee members and supported by staff, are working to guide near term strategic investments in the program. Other workgroups will be established as needed to support the Council's priorities.
5. **Develop fish and wildlife program goals and objectives** through a multi-phased series of collaborative efforts beginning with natural spawning adult salmon and steelhead, then propagation facilities salmon and steelhead, followed by other anadromous fish, resident fish and wildlife, then moving on to ecosystem function, and completing the processes by developing public engagement quantitative objectives. Completing the process of objectives development will likely require a fish and wildlife program amendment process.
6. **Updating out of date subbasin plans and associated limiting factors, objectives and actions.** This will be a focused effort designed to update a few key subbasin plans. This task will require extensive one on one outreach efforts to the original authors of the subbasin plans based on the level of need and interest in updates, the utility of the existing subbasin plans and what new information may be readily available. The results of this initial effort will be discussed with the Council to determine what the next steps should be.
7. **Work with regional partners, Bonneville, and others to continue the Ocean Forum and the Wildlife Advisory Committee.** These groups are chartered by the Council and involve multiple stakeholders from around the region to develop policy proposals and possible technical initiatives to complete the envisioned goals for each group.

8. **Consider standards for maintaining fish propagation programs**, and appropriate reporting for the Bonneville funded propagation facilities. The Council will consider, among other things, the U.S. v. Oregon Management Plan, the Pacific Salmon Treaty, tribal trust and treaty rights and recovery plans and will collaborate with federal, state, and tribal fish managers while developing the reporting requirements.
9. In collaboration with fish and wildlife managers, Bonneville, and other interested parties, the Council will form a workgroup to develop a more **integrated approach to managing predation, preventing invasive species, and understanding toxics** in the basin. The group will focus on the use of data to reduce risks. The result is expected to be a greater level of information sharing, cooperation, and planning in similar projects.
10. **Adaptive Management Strategy** - The Council will convene a wide range of parties to develop an implementation plan for the Council's adaptive management strategy. After the plan is completed, the Council will, in collaboration with federal, state, and tribal managers, oversee and periodically adjust guidelines for research, monitoring, evaluation, effectiveness assessment, and adaptation efforts coordinated through the program. This involvement will include Bonneville, the Army Corps of Engineers, the Bureau of Reclamation, the ISAB and ISRP, and others as necessary. More specifically:
 - The methods and protocols used in data collection and evaluation should be consistent with guidelines approved by the Council. Periodically, the Council will adopt or update relevant monitoring and evaluation methods and protocols.
 - The Council, in collaboration with the parties listed above, will identify research priorities to resolve critical ecosystem or biological uncertainties and will update its research plan, which identifies major research topics and establishes priorities for research funding.
 - The Council, with the assistance of fish and wildlife managers and others, will adopt and periodically update anadromous fish, resident fish, wildlife and ecosystem health indicators for the purpose of reporting success and accomplishments to Congress, the region's governors, legislators, and citizens of the Northwest.
 - The Council, in collaboration with the same parties, will adopt and periodically update a set of reporting metrics and protocols for tracking the accomplishments of individual and multiple projects.
 - The Council, with assistance from the same parties, will also develop and adopt protocols to monitor status and trends of fish populations and assess environmental conditions.
11. **Work cooperatively with Bonneville and the federal operating agencies to produce an annual report that will provide an accounting of fish and wildlife expenditures and hydropower operation costs.** The Council will also continue collaboration with all interested parties in the region and will report annually on how well projects implemented through the Program are being adapted to focus on high-priority limiting factors and focal species in priority areas. The annual report will include a discussion of any data gaps, redundancies, and recommended changes to achieve greater efficiencies.
12. **Identify regional data needs.** Through the Coordinated Assessments and PNAMP processes, reports and analyses developed within the Council's Program, continue to

develop data management processes and coordinated category reviews and in collaboration with others in the Columbia River Basin, the Council will continue to work to modernize and streamline data management in a way that helps answer priority management questions, is useful for making Program related decisions and supports adaptive management.

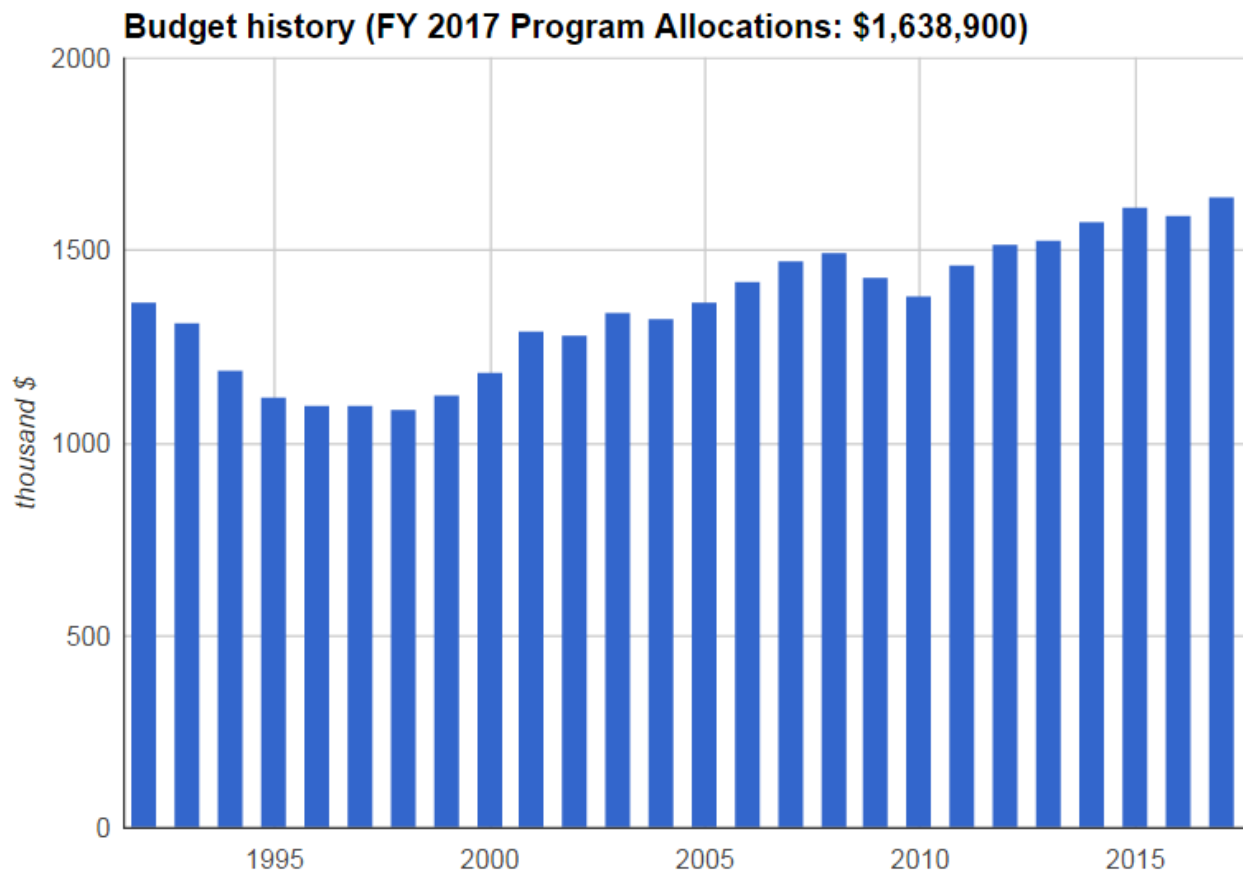
13. Convene and facilitate a **Regional Coordination Forum** at least one time each year. The RCF will consist of coordinating entities, action agencies and federal fish and wildlife agencies as well as interested others.
14. **Facilitate, as needed, the review of the performance of the Fish Passage Center (FPC).** The FPC oversight board has conducted an annual review of the performance of the Fish Passage Center and has developed a goal-oriented implementation plan to assure regional accountability and compatibility with the regional data management system, as well as Program consistency. The oversight board has worked with the Center and the ISAB to organize a regular system of independent and timely science review of analytical products. The Oversight Board determined the requirements for peer review of analytical products before dissemination to an audience broader than the manager(s) requesting the analysis.
15. **Continue to utilize the Step Review process.** As one element of project review, the Council developed a Step Review process for review of major investments, including new artificial production programs. Step Review allows for review of scientific soundness, possible fish or wildlife benefits, environmental impacts, and design and fiscal considerations at appropriate stages in project development.
16. **Conduct a review of U.S. Army Corps of Engineers capital construction program.** This Council and ISRP review, an addition to the Council's review of projects directly funded by Bonneville, was mandated by Congress in 1997 and made a responsibility of the Council and the Independent Scientific Review Panel. It requires a review of the major U.S. Army Corps of Engineers' capital expenditures in the Columbia River Basin, which collectively have a multi-million dollar annual budget, preparation of Council recommendations, and reports to Congress.
17. **Participate, as available, on the NOAA Fisheries/National Marine Fisheries Service Regional Forum Implementation Team, System Configuration Team, and the in-season Technical Management Team.** These entities advise the federal operating agencies on dam and reservoir operations during the April-through-August fish migration season to optimize passage conditions for juvenile and adult salmon.
18. **Assess resident fish losses.** As they are completed by co-managers, consider the assessments of resident fish losses resulting from the development and operation of the hydrosystem, when and where there is agreement on the appropriate methodology and prioritization of an assessment. When available, the Council will consider adopting the loss assessments into the Program.
19. **Emerging issues.** Continue working on specific measures to deal with emerging issues such as non-native species, predation, reintroduction to blocked areas, floodplain restoration efforts, ecological interactions, climate change, and toxics that are addressed in the Fish and Wildlife Program.

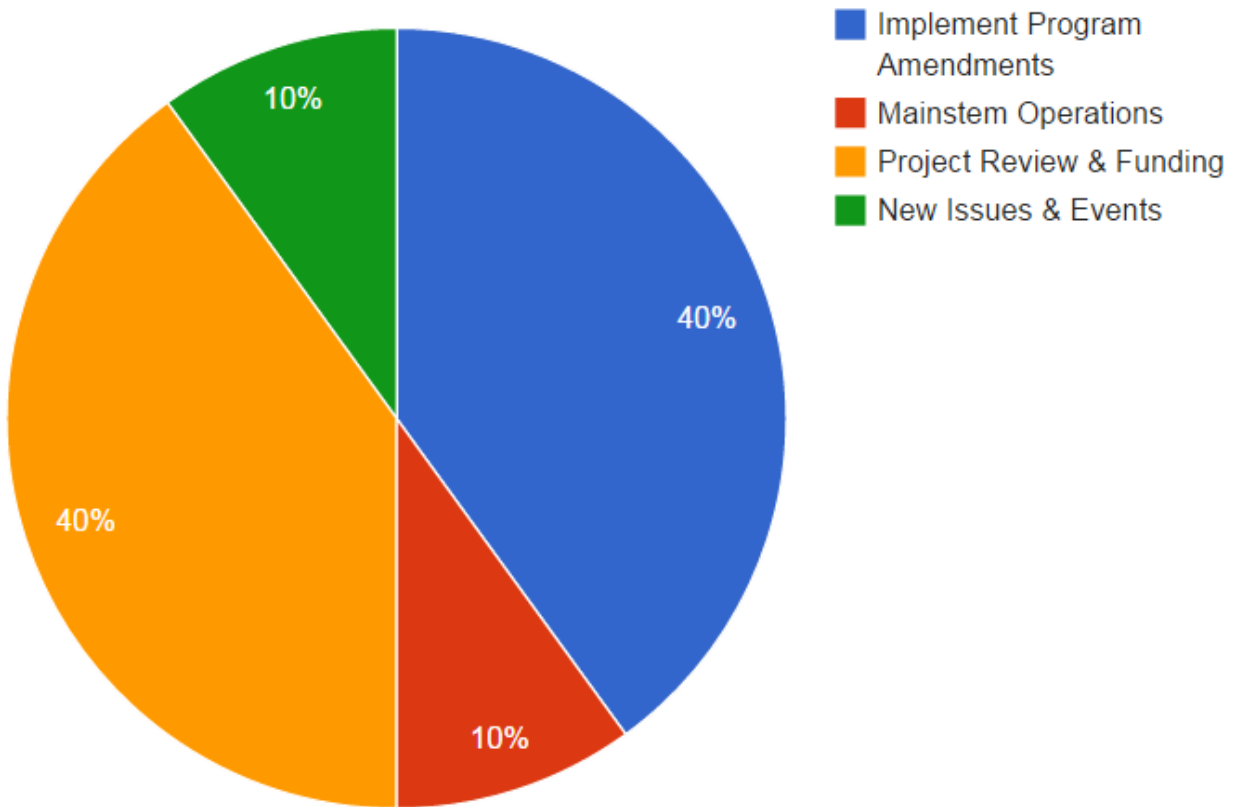
20. **Update Research Plan.** Develop an updated draft fish and wildlife research plan in collaboration with the Independent Scientific Advisory Board. The research plan will be available for consideration by entities considering recommendations to amend the fish and wildlife program and will be modified to identify, prioritize and generally guide the scientific research conducted within the Program to respond to priority issues within a meaningful timeframe.
21. **Science and policy workshop.** Staff will organize science and policy workshops, as appropriate topics are identified by the Council. A Eulachon science policy workshop is planned for August of 2015.
22. **Dam operations.** Recommend to the federal operating and fish and wildlife agencies, if required, operations that differ from those in the Biological Opinions if the Council concludes the different operations provide the same or greater benefits to listed fish and wildlife than current operations at a lower cost.
23. **Experiments.** If required for decision making, design experiments and ensure that they are implemented. In some cases this may require the Council to work with fish and wildlife agencies and tribes to establish project teams that can develop and oversee appropriate tests while assuring opportunities for public input.
24. **Implementation coordination.** The Council will pursue opportunities to implement the Program in coordination with other federal, state, tribal, Canadian, and volunteer fish and wildlife restoration programs. The Council also will continue to work with national programs that influence our work in the basin, such as the Clean Water Act, and the Endangered Species Act. A significant step forward is being developed now in collaboration with regional partners through ongoing development of strategic plans for each category of work under the program.
25. **Monitor trends that are relevant to the Program.** Coordinate with organizations that track and monitor data on non-native species distribution, predation, the food web, climate change, and human population change at the Northwest regional scale. There are also ongoing efforts to monitor trends in Northwest habitat quality, ocean conditions, and fish and wildlife that the Council will continue to track and participate in as described in the Monitoring, Evaluation, Research, and Reporting section of the Program. Continued coordination with these larger efforts is important, as their products and reports can directly influence our work in the basin and help to guide decision-making.
26. **Federal Energy Regulatory Commission proceedings.** The Council will monitor the Federal Energy Regulatory Commission licensing and relicensing proceedings and comment or intervene where appropriate.
27. **Provide analysis of fish and wildlife impacts resulting from power system operations.** Council staff continue to provide basic analysis of the potential fish and wildlife impacts under various operating scenarios for the Columbia River power system and to provide recommendations for minimizing those impacts. In fiscal years 2015 and 2016 the staff will continue to provide analysis of new operational proposals and to present evaluations of experimental operations to the Council and the region.
28. **Independent Economic Analysis Board (IEAB)** (Contracts \$90,000). The Council established the IEAB to assist in evaluating economic impacts of current and proposed

Program measures. The IEAB will consider new task as they are identified by the Council. The IEAB is a panel of five economists whose expertise improves the cost-effectiveness of fish and wildlife recovery policies. The IEAB charter has been expanded by the Council. The panel now also provides economic advice and analysis of other fish, wildlife and energy issues at the Council's request. Staff is assisting with gathering and synthesizing information and coordination between the IEAB and the Council.

Staffing

The division has a one vacancy and will begin the process to assess division staffing requirements and possibly fill the vacancy in early FY2016.





Expenditures by Category(000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
Compensation	\$905	\$942	\$909	\$974	\$938	\$970
Taxes, Insurance & Benefits	427	443	427	458	441	456
SUBTOTAL	\$1,332	\$1,385	\$1,336	\$1,432	\$1,379	\$1,426
TRAVEL						
Staff	\$40	\$57	\$57	\$59	\$59	\$61
Advisory Committees	0	4	4	4	4	4
SUBTOTAL	40	61	61	63	63	65
CONTRACTS (See detail Table 7)	40	155	155	145	145	140
OTHER OPERATING EXPENSES (See detail Table 7)	39	15	8	8	8	8
TOTAL	\$1,451	\$1,616	\$1,560	\$1,648	\$1,595	\$1,639

Supplemental Expenditures(000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
I. CONTRACTS						
A. Fish Tagging Forum	0	0	0	0	0	0
B. Other Forum Facilitation	0	40	40	40	40	40
C. Monitor Program Implementation	0	15	15	15	15	15
D. Project Review	0	10	10	10	10	10
E. Program Amendment	20	0	0	0	0	0
F. IEAB	20	90	90	80	80	75
TOTAL	\$40	\$155	\$155	\$145	\$145	\$140
II. OTHER OPERATING EXPENSES						
A. Staff Development	\$3	\$4	\$4	\$4	\$4	\$4
B. Computer Equip/Software	0	0	0	0	0	0
C. Temp. Services-Data Dev.	0	0	0	0	0	0
D. Wildlife Coordination	0	0	0	0	0	0
E. Meeting Room Rent/Minutes	4	4	4	4	4	4
F. Meetings/Hearings	32	0	0	0	0	0
G. Temporary Services	0	0	0	0	0	0
H. Printing/Duplicating	0	7	0	0	0	0
TOTAL	\$39	\$15	\$8	\$8	\$8	\$8

Public Affairs Division

The public affairs division's primary task is to fulfill the directive of the Northwest Power Act to inform and involve Northwest citizens about the Council's activities. Section 2(3) states a purpose of the Act is "to provide for the participation and consultation of the Pacific Northwest states, local governments, consumers, customers, users of the Columbia River System (including federal and state fish and wildlife agencies and appropriate Indian tribes), and the public at large within the region" in the Northwest's planning for electrical power and protection of fish and wildlife resources. Section 4(g)(1) of the Act requires the Council to develop "comprehensive programs" to ensure public involvement and to "inform the Pacific Northwest public of major regional power issues."

The division carries out this mandate in two important ways. First, it assists Council members, state offices, power division, and fish and wildlife division in informing the public about the Council's work and promotes public involvement. Second, the division develops and executes public information and outreach campaigns on major issues pertaining to the Council and the Columbia River Basin. Accordingly, the division is the Council's primary contact with the media and with the public. The division's publications are sources of information for interest groups and the general public. The Council's [website](#) is updated regularly with Council meeting agendas and minutes, all publications released by the Council, as well as a host of other information including subbasin planning materials, fish and wildlife project information, power division reports, current reports by the Independent Scientific Advisory Board, the Independent Economic Analysis Board, the Independent Scientific Review Panel, and the Regional Technical Forum. The public is invited to comment on all reports and issue papers relevant to the Council's decisionmaking process.

The division carries out the following activities:

1. **Public involvement, outreach, and government relations.** The public affairs staff develops public involvement and communication plans and supports Council members and staff in carrying out public involvement activities. These include drafting and, when needed, delivering speeches; writing, editing, and proofreading; design and graphics; PowerPoint slides; video production; and handling logistics for meetings and hearings. This function also includes outreach and liaison activities to Congress, federal agencies, state legislatures, other government entities, groups interested in the Council's work, relevant entities in the Canadian portion of the Columbia Basin, and the general public.
2. **Communication tools.** Digital and print products include the Council's website, www.nwcouncil.org; social media platforms LinkedIn, Twitter, and Facebook; the Council blog; the *Council Spotlight*, a monthly electronic newsletter that is broadly distributed throughout the region, including to members of Congress and their staffs; the Council's *Annual Report to Congress*; brief summaries of issue papers, agenda items, and larger publications; and special publications such as issue brochures and reports to governors and legislators. The division also edits and publishes the *Northwest Power Plan*, *Columbia River Basin Fish and Wildlife Program*, *Annual Report to the Northwest Governors on Expenditures of the Bonneville Power Administration* (pertaining to fish and wildlife), and other major Council documents. The majority of the division's operating expense budget covers publishing costs (printing, postage, graphics, etc.) for Council documents.

All printed publications and documents, including brochures, newsletters, important letters, memoranda and Council decision documents are posted on the Council's website. The website also contains general information about the Council's history, statutory obligations, bylaws, Council members and staff, conflict of interest rules, the Council's budget, and other information. In addition, users of the Council's website can communicate with the Council via e-mail, Facebook, and Twitter. In 2015, the Council contracted ACME Consulting to evaluate its technology needs for contacts management, collaboration software, and website development. Recommendations included initiating

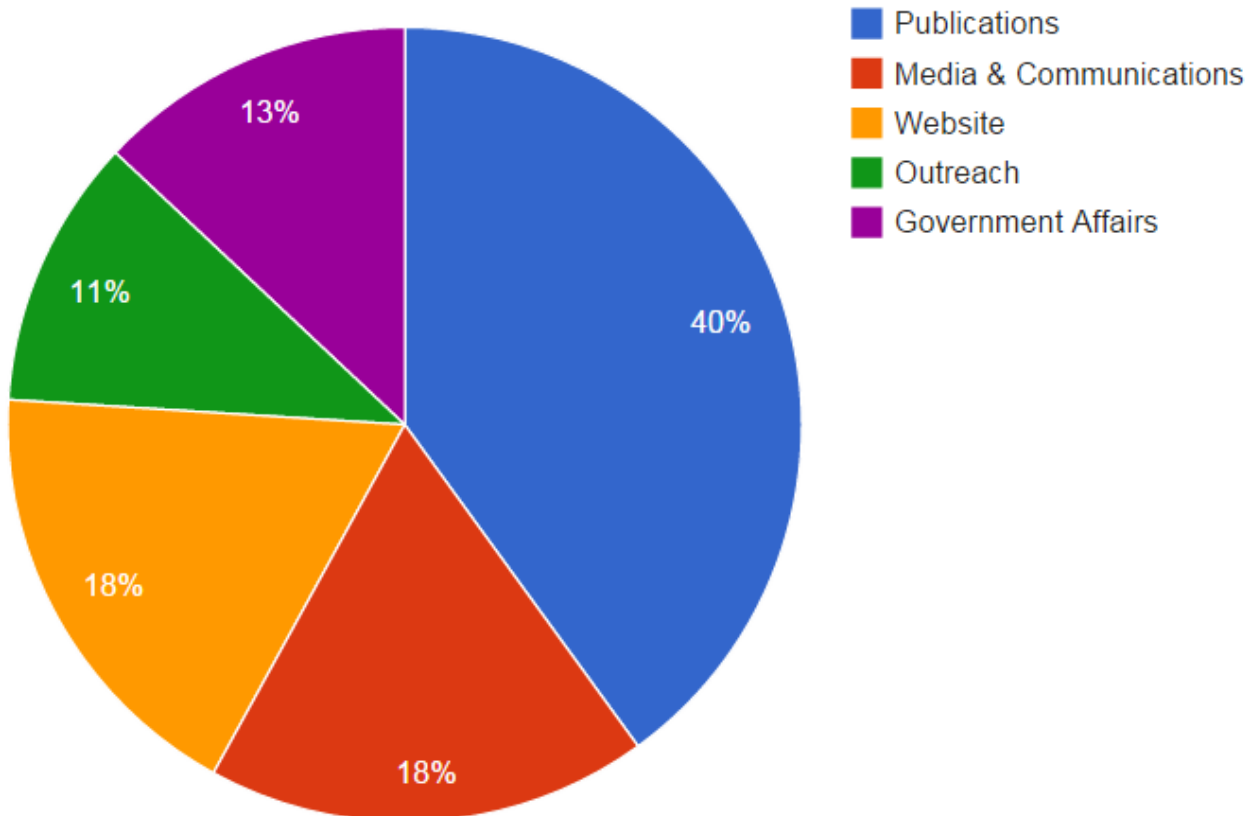
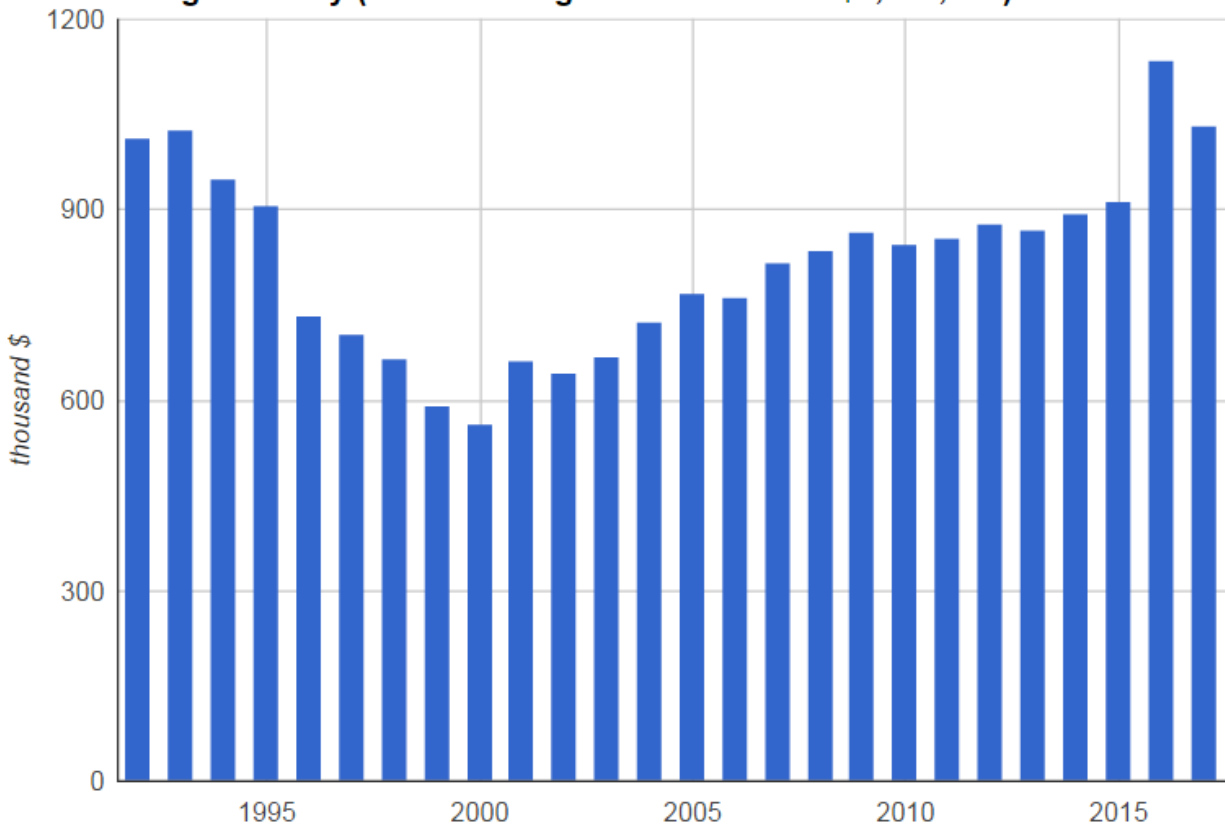
a request for proposal to hire a contractor to design and develop a new website. For FY 2016, \$200,000 has been added to the public affairs division budget for this work.

3. **Media relations.** The division responds to media requests, briefs editors and reporters on major issues, distributes news releases, and places feature stories about the Council and its work in a variety of publications. Media activities include work with newspapers, general and trade magazines, radio, and television. The division monitors all media to keep the Council informed on the type of coverage it is getting on major issues.
4. **Public meetings.** The Council meets monthly throughout the region. In addition, public hearings, consultations with interested parties and appearances before governmental entities are scheduled on a regular basis to ensure public involvement. Staff support for Council meetings includes writing statements and presentations, preparing audio/visual aids, developing handout materials, preparing media packets, announcing public hearings, making major documents available, and summarizing agenda items and Council actions for the website.
5. **Information services.** The division answers most general information calls and correspondence from the public. Information requests handled by the division range from phoned-in questions to preparing complete reports. The division also provides information to schools, civic organizations, and other interested parties.

Staffing

The division currently has one vacant position. During the final stage of the new website development (late 2016), a staffing needs assessment will be performed to possibly fill that position.

Budget history (FY 2017 Program Allocations: \$1,033,500)



Expenditures by Category (000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
Compensation	\$461	\$510	\$446	\$526	\$530	\$550
Taxes, Insurance & Benefits	190	240	210	247	249	259
SUBTOTAL	\$651	\$750	\$656	\$773	\$779	\$809
TRAVEL						
Staff	\$13	\$30	\$27	\$30	\$30	\$30
Advisory Committees	31	25	28	30	30	30
SUBTOTAL	\$44	\$55	\$55	\$60	\$60	\$60
CONTRACTS (See detail Table 9)	0	20	39	0	200	50
OTHER OPERATING EXPENSES (See detail Table 9)	71	90	123	95	95	115
TOTAL	\$766	\$915	\$873	\$928	\$1,134	\$1,034

Supplemental Expenditures (000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
I. CONTRACTS						
A. Annual Report Printing	\$0	\$0	\$0	\$0	\$0	\$0
B. Public Info/Invol Project	0	0	0	0	0	0
C. Website Redevelopment	0	0	39	0	200	50
D. Digital Media Database	0	20	0	0	0	0
TOTAL	\$0	\$20	\$39	\$0	\$200	\$50
II. OTHER OPERATING EXPENSES						
A. Online Advertising	\$0	\$2	\$2	\$2	\$2	\$2
B. Graphic Design of Publications	0	0	20	0	0	30
C. Other Printing	9	20	20	25	25	25
D. Photos/Processing	1	3	3	3	3	3
E. Public Meetings	0	0	0	0	0	0
F. Staff Development	2	1	1	1	1	1
G. Postage and Mailing	3	2	2	2	2	2
H. Information Services	23	24	24	24	24	24
I. Reference Material/Subscrip.	23	20	23	20	20	20
J. Temporary Services	0	0	15	0	0	0
K. Services and Supplies	10	8	13	8	8	8
L. Digital Conversion of F&W Data	0	10	0	10	10	0
TOTAL	\$71	\$90	\$123	\$95	\$95	\$115

Legal Division

The Legal Division provides legal advice and representation to the Council and its staff. The Division supports the power planning, fish and wildlife, and administrative divisions in the development of Council plans, programs, policies, rules and procedures, in the negotiation of major agreements, and in the development of contracts involving substantial expenditures or significant legal issues. The Division also develops and assists in administering the Council's conflict-of-interest policies, Freedom of Information Act requests, personnel issues, and other matters.

The Legal Division is an important participant in overseeing the implementation of the Power Plan and Fish and Wildlife Program by Bonneville, the U.S. Army Corps of Engineers, the Bureau of Reclamation, the Federal Energy Regulatory Commission, and other agencies and utilities. The Division will also continue to represent the Council in appeals of its Plan, Program or other actions. The Division also assists in implementation of legal requirements for review of proposed fish and wildlife expenditures and in analyzing issues and options in the implementation of the power plan's resource strategies.

The Legal Division practices preventive law by anticipating legal issues and resolving problems in lieu of litigation, where appropriate.

The Division also participates in conferences and educational programs related to energy and fish and wildlife.

Legal Division activities include the following:

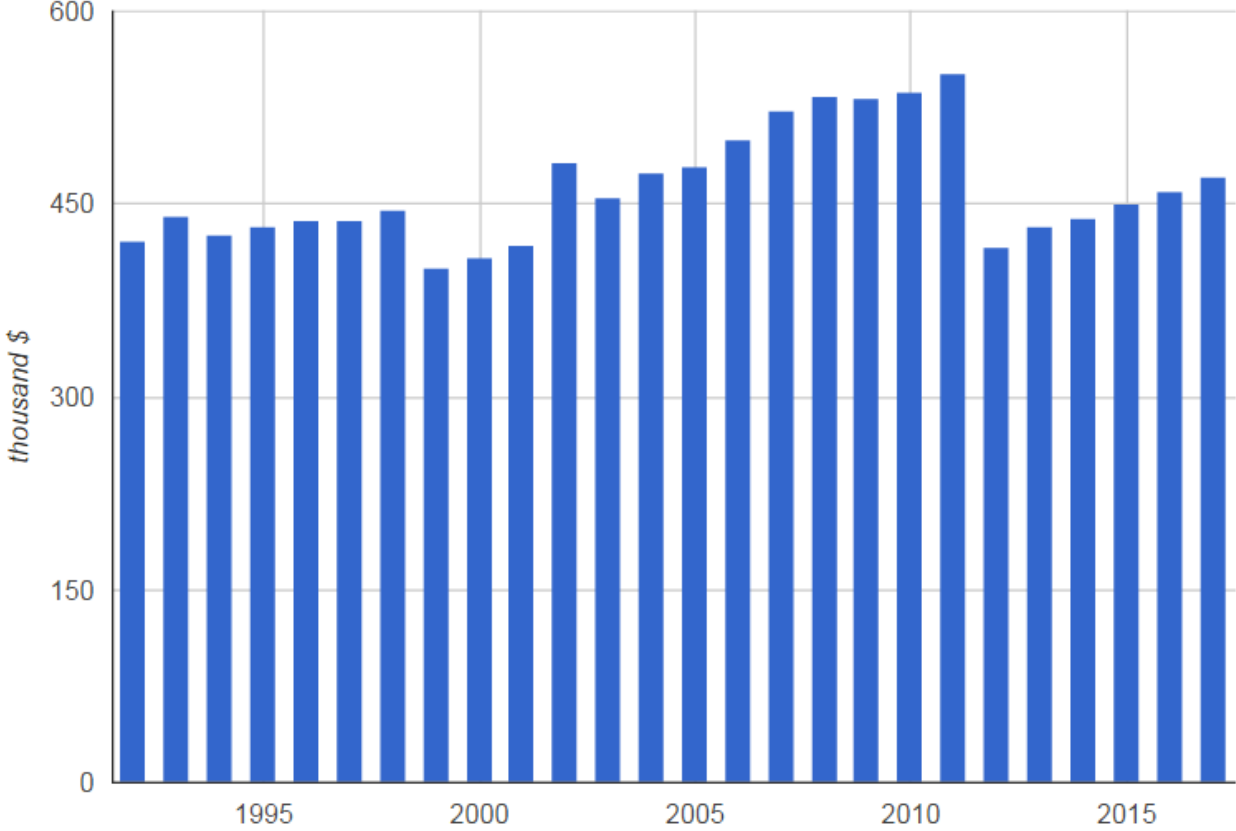
1. **Fish and Wildlife Program development and implementation.** The Legal Division assists the Council and the Fish and Wildlife Division in every phase of the Council's work to develop and oversee the implementation of the 2014 Fish and Wildlife Program. This includes assisting the Council through the process of developing recommendations to the Bonneville Power Administration for how to use its fund in a manner consistent with the Council's Program. Under Section 4(h)(10)(D) of the Power Act, added in 1996, the Council conducts extensive reviews of projects proposed for funding with Bonneville fish and wildlife funds, with the assistance of its Independent Scientific Review Panel. In addition to considering independent scientific advice, the Council must make new determinations regarding the cost-effectiveness of measures and the impact of ocean conditions on salmon survival. The Legal Division plays an active role in analysis and in documenting the Council's determinations. The Legal Division also plays an important role in assisting with the integration of the Council's Fish and Wildlife Program to satisfy the requirements of the Northwest Power Act with the plans and programs developed by others to address other adverse effects on fish and wildlife species or to meet other legal requirements, most notably the federal Endangered Species Act. In addition, the Division works with federal and state agencies, reservoir operating agencies, Indian tribes, and utilities in carrying out Program measures, and represents the Council in regional Columbia salmon litigation and in Federal Energy Regulatory Commission proceedings to the extent appropriate.
2. **Power Plan development and implementation.** The Legal Division will also play a significant role in the Council's development and documentation of the Seventh Northwest Conservation and Electric Power Plan during 2015, and in its subsequent implementation, as well as continuing efforts to implement the Sixth Plan in the meantime. In general the Legal Division assists the Council and the Power Division by identifying and addressing legal issues associated with the implementation of its power plans and energy initiatives and with other issues concerning the electric power industry and regulation, including Bonneville's evolving role in regional resource development.

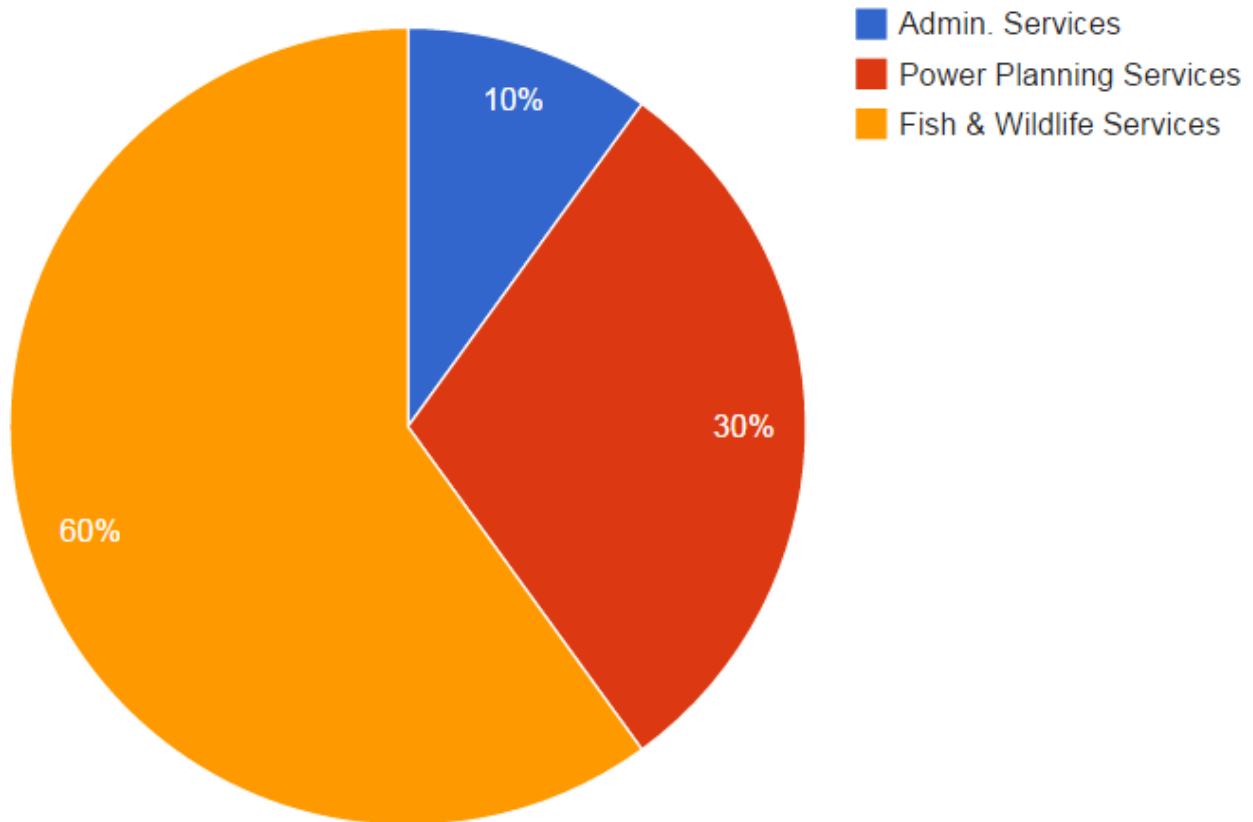
3. **Administrative law.** The Legal Division will continue to assist the Council and the Executive Director and the Administrative Division in the development and implementation of administrative rules and procedures of the Council. This includes continuing assistance in contracting, personnel matters, FOIA requests and other disclosure of information, the use of advisory committees, the application of open meeting rules, financial reporting and disclosure, conflicts of interest, and similar matters. The Legal Division advises the Council on the interpretation and revision of its bylaws and other rules and procedures. The Legal Division also participates in the preparation of all staff analysis and recommendations to the Council to ensure consistency with the requirements of the Northwest Power Act and the laws governing administrative agencies. The Council has included in the budget of the Legal Division an amount for outside legal counsel to provide expertise and counsel in areas of the law relevant to the Council's administrative needs but not within the expertise of the Legal Division. These include areas such as personnel and labor law.
4. **Litigation.** The Division monitors and participates in litigation of the Council, with the assistance of outside counsel if needed. The Division does not foresee the need to employ outside counsel during Fiscal years 2015 and 2016, although participation in litigation requiring the help of outside counsel is hard to predict. To address potential needs, the Council has an agreement with the Bonneville Power Administration that litigation costs will be met by using any available uncommitted contract funds, unused funds from other budget categories and/or by submitting a supplemental budget request to Bonneville. In the past, litigation costs have been met in part by reallocating uncommitted contract funds. The Legal Division also devotes an increasing amount of time to monitoring ongoing litigation that affects the Council's interests and advising the Council on those implications. This especially includes litigation over the federal agencies' efforts to comply with the Endangered Species Act, a legal conflict still not expected to conclude anytime soon.

Staffing

Staffing is unchanged.

Budget history (FY 2017 Program Allocations: \$471,890)





Expenditures by Category(000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
Compensation	\$266	\$273	\$273	\$281	\$279	\$287
Taxes, Insurance & Benefits	101	128	128	132	131	135
SUBTOTAL	\$367	\$401	\$401	\$413	\$410	\$422
TRAVEL						
Staff	\$10	\$24	\$24	\$24	\$24	\$24
SUBTOTAL	\$10	\$24	\$24	\$24	\$24	\$24
CONTRACTS (See detail Table 11)	12	8	6	8	8	8
OTHER OPERATING EXPENSES (See detail Table 11)	10	18	20	18	18	18
TOTAL	\$399	\$451	\$451	\$463	\$460	\$472

Supplemental Expenditures(000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
I. CONTRACTS						
A. Hearings	\$6	\$5	\$3	\$5	\$5	\$5
B. Outside Legal Counsel	6	3	3	3	3	3
C. Litigation Services	0	0	0	0	0	0
TOTAL	\$12	\$8	\$6	\$8	\$8	\$8
II. OTHER OPERATING EXPENSES						
A. Continuing Education	\$2	\$2	\$2	\$2	\$2	\$2
B. Dues & Subscriptions	8	6	8	6	6	6
C. Federal Register Notices	0	0	0	0	0	0
D. Temporary Personnel Services	0	10	10	10	10	10
TOTAL	\$10	\$18	\$20	\$18	\$18	\$18

Administrative Division

The Administrative Division provides executive direction for all Council staff operations. In addition, financial, administrative, and human resources services are provided to the Legal Division, Power Planning Division, Fish and Wildlife Division, and the Public Affairs Division.

Office of the Executive Director

For budget purposes, the Executive Director's office is included in the Administrative division function. Staff work for all Council activities is directed by the Executive Director. In addition, this office guides and coordinates Council activities with regional energy and fish and wildlife entities, as well as with congressional offices, federal agencies, and regional organizations.

Finance and Administration

1. Financial management. Activities in this area include the operation of monthly accounts payable, payroll, Bonneville funding awards and general ledger accounting systems. Budget development (Section 4(c)(4) of the Power Act) and administration, as well as arranging for annual audits (Section 4(c)(10)) of the Council's financial records, are part of this function.

2. Contract administration. This responsibility (Section 4(a)(4)) includes establishing contract administrative records, reviewing and approving contractor invoices, and monitoring contractor costs in relation to work accomplished. Other responsibilities include amendments to contracts, review for conflict of interest and arbitration of contractor performance issues.
3. Information system support. The Council has strengthened its overall system analysis capability through the use of more advanced computerized modeling methods and database management techniques. The Council also has improved productivity with computerized business systems, Internet access, website development and desktop publishing. Related costs include two full-time staff who assist all divisions, provide state office computer support, oversee equipment maintenance agreements software leases, installation of data-storage devices, computer systems, and various computer supplies. Projected computer support requirements are studied for each division's anticipated workloads over three to five-year periods. See Appendix B for additional detail regarding the information systems budget.
4. Human resource services. This function includes responsibility for the administration of employee insurance and benefit programs, grievance procedures, Equal Employment Opportunity practices, and staff development policies. Development of salary administration procedures, employee performance appraisal policies, and the Council compensation plan (Section 4(b)(3)) also are included.
5. Administrative support. The Administrative Division provides support for Council meetings and hearings, including scheduling, room arrangements, recording, and transcription requirements. Contract funds (\$35,000) are allocated for preparing minutes of meetings. The Division also prepares the Directory of Organizations, a comprehensive listing of the organizations and agencies that are involved with the Council's work.

Mail and copying services, maintenance of the Council's mailing lists, and office reception activities also are provided by the administrative staff.

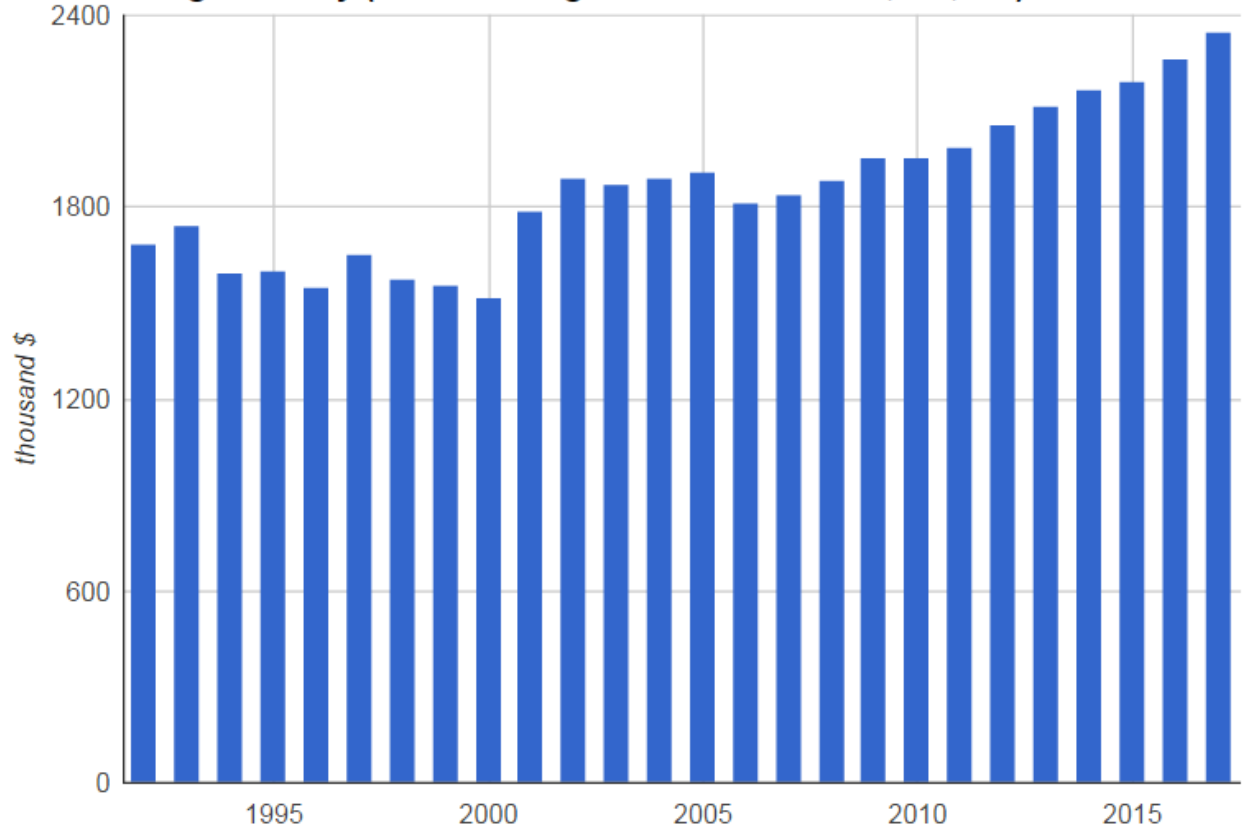
Contract funds (\$5,000) are used for administrative audits and studies, office systems analysis, retirement/pension plan matters, compensation/benefits planning, management audits, and information systems support.

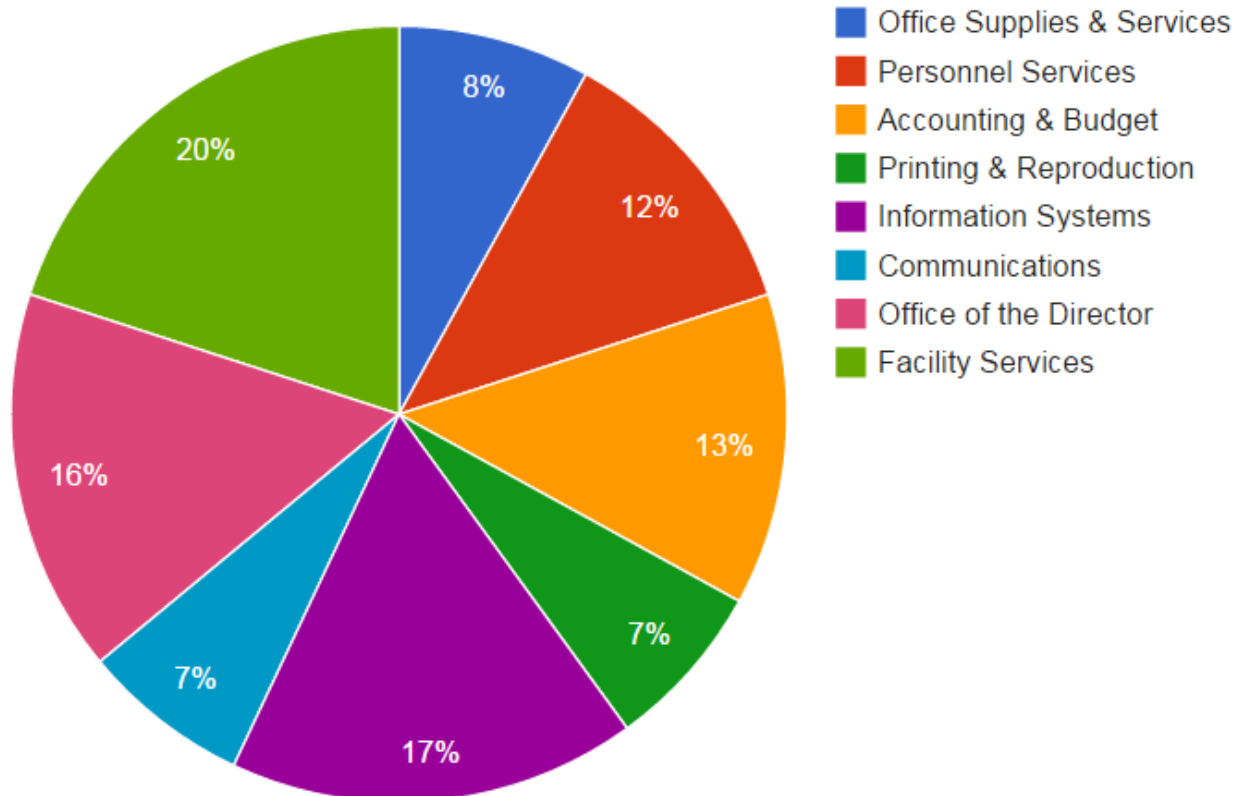
The Administrative Division also is accountable for planning office space, communication systems, office equipment systems such as mailing, copying, and computer systems, and administrative records.

Staffing

Staffing levels remain the same in Fiscal Year 2016 and 2017.

Budget history (FY 2017 Program Allocations: \$2,350,180)





Expenditures by Category(000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
Compensation	\$809	\$846	\$844	\$875	\$867	\$894
Taxes, Insurance & Benefits	387	398	397	411	407	420
SUBTOTAL	\$1,196	\$1,244	\$1,241	\$1,286	\$1,274	\$1,314
TRAVEL						
Staff - Admin	\$18	\$26	\$26	\$26	\$26	\$26
Staff - Data Processing	3	3	3	3	3	3
SUBTOTAL	\$21	\$29	\$29	\$29	\$29	\$29
CONTRACTS (See detail Table 13)	25	30	40	30	40	40
OTHER OPERATING EXPENSES (See detail Table 13)	753	890	880	910	920	967
TOTAL	\$1,995	\$2,193	\$2,190	\$2,255	\$2,263	\$2,350

Supplemental Expenditures(000s omitted)

	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
I. CONTRACTS						
A. Meeting Minutes	\$25	\$25	\$35	\$25	\$35	\$35
B. Records Management	0	0	0	0	0	0
C. Outside Legal Services	0	5	5	5	5	5
TOTAL	\$25	\$30	\$40	\$30	\$40	\$40
II. OTHER OPERATING EXPENSES						
A. Employee Recruiting	\$10	\$5	\$0	\$10	\$10	\$40
B. Staff Development	3	5	5	5	5	5
C. Office Supplies	29	23	25	23	25	25
D. Freight	9	8	8	8	8	8
E. Telephone	40	42	40	50	45	50
F. Postage	6	5	6	9	9	11
G. Payroll Processing Services	11	13	12	13	13	13
H. Reference Materials	1	1	1	1	1	1
I. Meetings	20	55	55	55	55	60
J. Rent	360	398	374	398	385	390
K. Insurance	15	20	20	20	20	20
L. Equipment Rental	52	45	45	45	50	50
M. Repair and Maintenance	0	24	18	25	10	10
N. Accounting Software/Support	0	5	3	5	5	5
O. Audit and Accounting	60	52	56	54	60	60
P. Mailing Services	0	0	0	0	0	0
Q. Furniture and Equipment	0	15	15	15	15	15
R. Record Storage	0	0	0	0	0	0
S. Temporary Services	33	30	30	30	35	35
T. Computer Serv. & Supply	104	140	163	140	165	165
U. Computer Staff Development	0	4	4	4	4	4
TOTAL	\$753	\$890	\$880	\$910	\$920	\$967

State Budgets

State Council office organization

Idaho, Montana, Oregon, and Washington passed enabling legislation authorizing state participation on the Council. Two Council members are appointed by the governor of each state (Section 4 (a)(2)(B) of the Power Act). Each state Council office is an entity of its respective state government. The central office of the Council provides the budgeting, accounting, payroll and benefits administration for state Council offices. Supplemental budget requests, if required, would be subject to the formal budget amendment process of the Council. The states of Oregon and Washington have Council offices in both the eastern and western portions of their respective states.

Each state individually budgets for those activities necessary to carry out that state's participation and responsibilities under the Act. These funds provide for the Council members' compensation, travel, staff support, and office expenses. Each state has the option to hire staff, to use outside contractors or the technical services of other state agencies to analyze the impact of the Plan and Program on the state, to develop state public information and involvement programs, and for administrative support. State budgets can vary both in the "personal services" category and the "contracts" category, depending upon the type of Council organization in each state. Use of state energy agency and/or fish and wildlife agency staff provides Council members with technical support on state policies and issues related to the Council's Fish and Wildlife Program and the Power Plan. Council members use their own staff for most technical review activities.

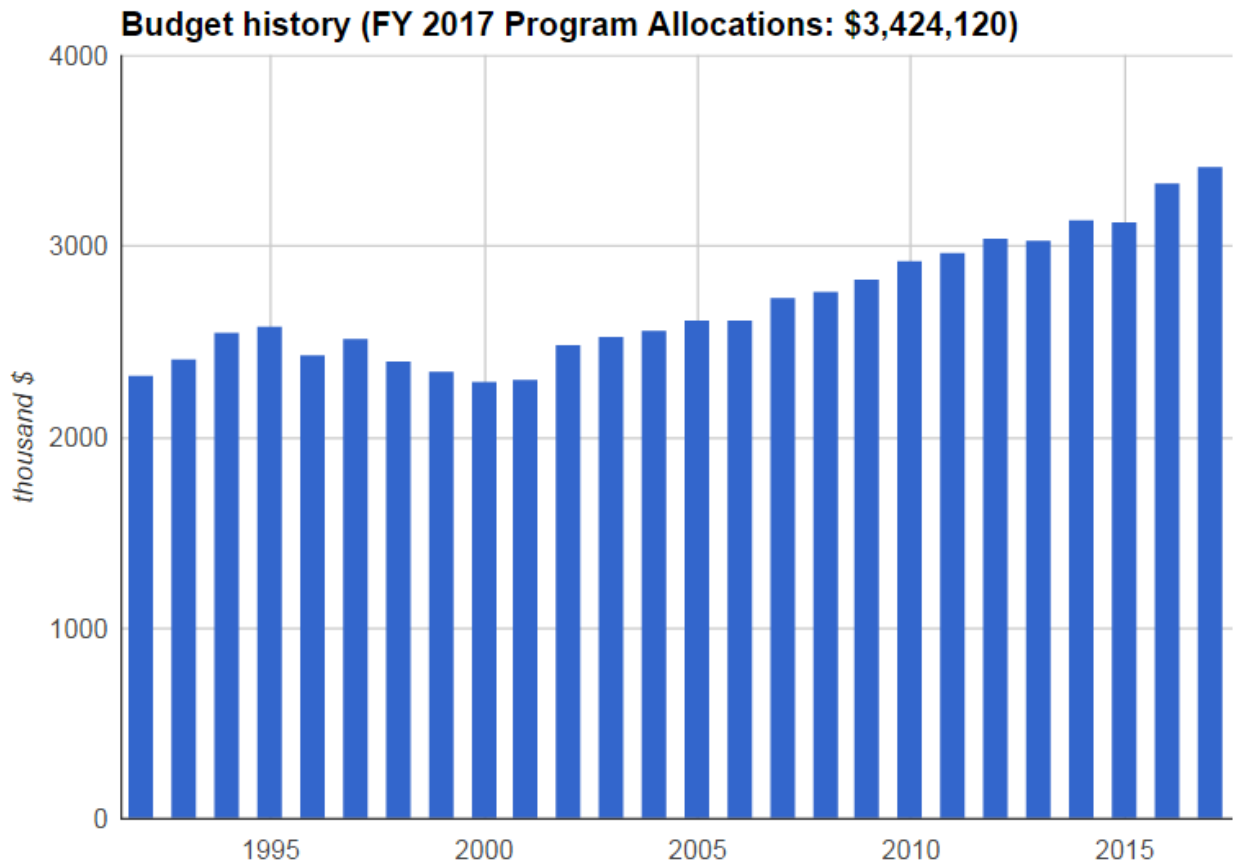
State Council offices carry out the following activities:

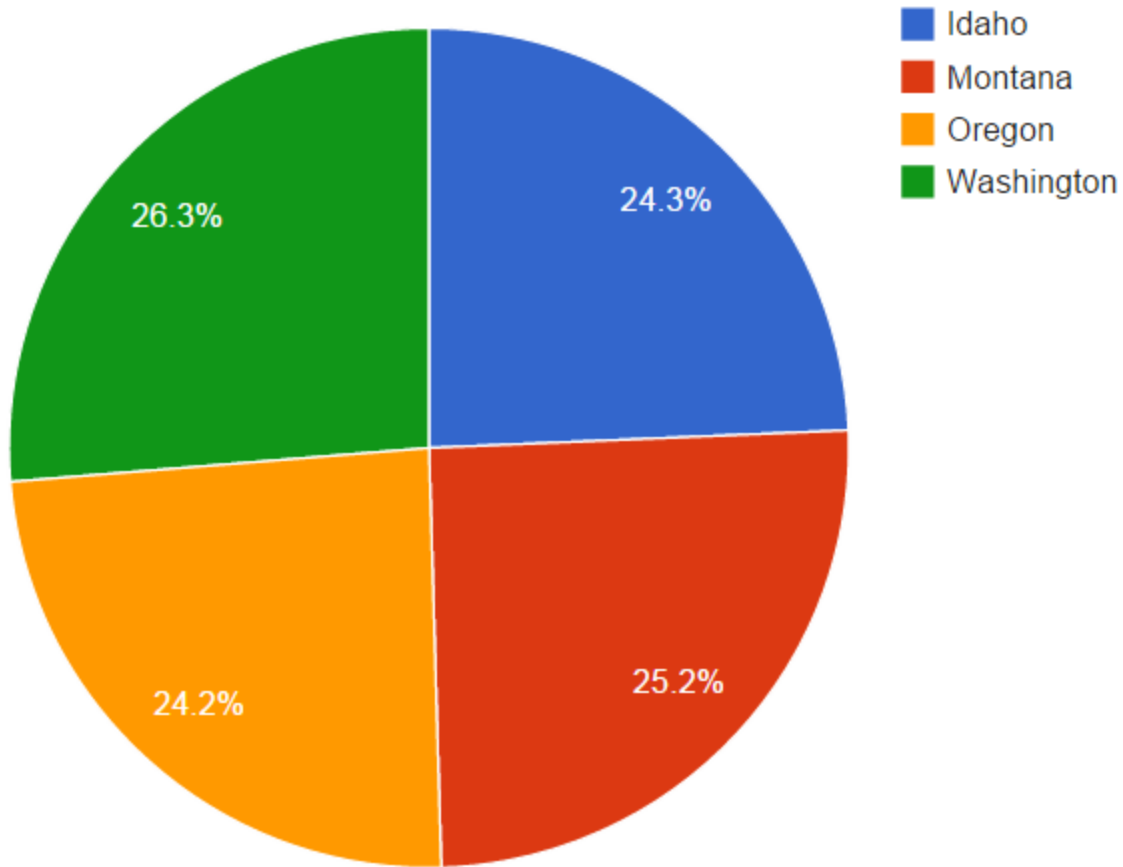
1. Represent state interests. Council members represent state interests as well as regional interests in all fish and wildlife and energy system matters. This involves establishing and maintaining close working relationships with entities within their states that have a stake in the outcome of the Council's planning efforts. These include, but are not limited to, entities that are operators of hydroelectric projects, public and private utilities, groups concerned with protection of the environment, state fish and wildlife agencies, energy regulatory agencies, and legislative and local government rulemaking bodies.
2. Technical review. Council members may require technical assistance and review capability to assess the impacts of regional issues that come before the Council on their state programs, laws, and practices. This technical review is provided by state Council staff and/or other state agency staff. Examples of regional Council issues that can affect each state differently include: implementation of the protected-areas rules in the Fish and Wildlife Program, hatchery and habitat projects, wildlife mitigation projects, and Columbia River operations for salmon recovery.
3. Public information and involvement. While the Council's central office is responsible for developing material for the Council's public information and involvement programs,

each state implements public involvement activities that are focused on Council issues that have a specific impact in that state. In addition, each state may use local advisory committees and town hall meetings for consultations on certain aspects of the Council’s planning. This also can involve preparation of information regarding statewide energy and fish and wildlife issues. State public information and involvement activities are provided by state Council staff or with the assistance of other state agencies.

4. Administrative support. Council members and their secretarial/clerical staff are provided office space and office services (telephone, supplies, copier, and computer support) sometimes by a state agency such as the governor’s office or energy office. Fiscal services such as payroll, accounts payable, budget, and audit also can be provided, although these are often provided by the Council’s central office. Administrative support services are provided either on a direct-charge basis or through an approved indirect overhead rate.

Detailed budgets for each state Council office are shown below.





FY 2017 State Budgets (000s omitted)					
	Idaho	Montana	Oregon	Washington	Total
Salaries	\$444	\$429	\$464	\$497	\$1,834
Taxes, Insurance & Benefits	207	235	190	235	867
SUBTOTAL	\$651	\$664	\$654	\$732	\$2,701
TRAVEL	84	85	80	75	324
CONTRACTS	30	30	11	20	91
OTHER OPERATING EXPENSES	68	84	83	73	308
TOTAL	\$833	\$863	\$828	\$900	\$3,424

Idaho (000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget

Idaho (000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
Compensation	\$409	\$424	\$424	\$433	\$434	\$444
Taxes, Insurance & Benefits	199	200	200	203	203	207
SUBTOTAL	\$608	\$624	\$624	\$636	\$637	\$651
TRAVEL	42	70	70	83	83	84
CONTRACTS	15	40	30	30	30	30
OTHER OPERATING EXPENSES						
A. Employee Training	0	1	1	1	1	1
B. Office Supplies	3	8	6	8	8	8
C. Telephone	11	14	12	14	14	14
D. Postage	1	1	1	1	1	1
E. Office Rent	27	34	34	34	34	36
F. Dues/Subscriptions	1	1	1	1	1	1
G. Meeting Room Rental	0	1	1	1	1	1
H. Miscellaneous Expense	0	1	1	1	1	1
I. Repair/Maintain Equipment	3	5	5	5	5	5
J. Equipment Rental	0	0	0	0	0	0
SUBTOTAL	\$46	\$66	\$62	\$66	\$66	\$68
TOTAL	\$711	\$800	\$786	\$815	\$816	\$833

*Idaho Council members receive technical and administrative support from three full-time positions. The positions primarily include energy and rates analyses, administrative program management, and secretarial support. Contract services provide for legal counsel and technical assistance, when necessary. The Council offices are located in Boise and Coeur d'Alene.

Montana (000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
Compensation	\$378	\$393	\$397	\$408	\$413	\$429
Taxes, Insurance & Benefits	227	185	227	192	230	235
SUBTOTAL	\$605	\$578	\$624	\$600	\$643	\$664
TRAVEL	63	85	70	85	85	85
CONTRACTS	28	50	30	50	30	30
OTHER OPERATING EXPENSES						
A. Employee Training	5	2	2	2	2	2
B. Office Supplies	6	11	11	11	11	11
C. Telephone	7	10	12	10	12	13
D. Postage	3	3	3	3	3	3
E. Office Rent	24	28	36	29	40	42
F. Dues/Subscriptions	1	1	1	1	1	1
G. Meeting Room Rental	1	1	1	1	1	1
H. Miscellaneous Expense	0	1	1	1	1	1
I. Repair/Maintain Equipment	2	3	3	3	3	3
J. Office Utilities and Maintenance	0	0	7	0	7	7
SUBTOTAL	49	60	77	61	81	84
TOTAL	\$745	\$773	\$801	\$796	\$839	\$863

* Council members receive administrative and technical support on energy, fish and wildlife, public information and involvement activities from two full-time and one part-time positions. Other specialized services are contracted for and utilized on an as needed basis. The Council offices are located in Helena.

Oregon (000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
Compensation	\$411	\$382	\$395	\$441	\$453	\$464
Taxes, Insurance & Benefits	160	162	162	187	187	190
SUBTOTAL	\$571	\$544	\$557	\$628	\$640	\$654
TRAVEL	59	75	68	75	75	80
Contracts	10	10	0	11	11	11
OTHER OPERATING EXPENSES						
A. Employee Training	1	2	2	1	1	1
B. Office Supplies	1	4	2	4	4	4
C. Telephone	2	4	3	4	4	4
D. Postage	0	0	0	0	0	0
E. Office Rent	42	40	42	42	42	42
F. Dues/Subscriptions	0	1	1	1	1	1
G. Meeting Room Rental	0	0	0	0	0	0
H. Temporary Staffing Expenses	27	25	30	25	30	30
I. Repair/Maintain Equipment	1	1	1	1	1	1
J. Equipment Rental	0	0	0	0	0	0
SUBTOTAL	74	77	81	78	83	83
TOTAL	\$714	\$706	\$706	\$792	\$809	\$828

*Oregon Council members are state employees. They receive technical support through services from two full-time positions. One additional full-time position provides administrative/secretarial support to the Council members. Some support services are provided by other state agencies. Council offices are located in Portland.

Washington (000s omitted)						
	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Budget	FY16 Revised	FY17 Budget
Compensation	\$398	\$470	\$397	\$488	\$479	\$497
Taxes, Insurance & Benefits	160	220	193	229	229	235
SUBTOTAL	\$558	\$690	\$590	\$717	\$708	\$732
TRAVEL	51	75	75	75	75	75
CONTRACTS						
A. Contract Services	0	5	5	5	5	5
B. EWU Indirect	10	15	15	15	15	15
SUBTOTAL	10	20	20	20	20	20
OTHER OPERATING EXPENSES						
A. Employee Training	1	1	1	1	1	1
B. Office Supplies	1	5	5	5	5	5
C. Telephone	8	9	9	10	10	10
D. Postage	0	1	1	1	1	1
E. Office Rent	13	16	16	17	17	17
F. Dues/Subscriptions	0	1	1	1	1	1
G. Meeting Room Rental	1	1	1	1	1	1
H. Temporary Staffing Expenses	23	30	30	30	30	35
I. Repair/Maintain Equipment	1	2	2	2	2	2
J. Equipment Rental	0	0	0	0	0	0
SUBTOTAL	48	66	66	68	68	73
TOTAL	\$667	\$851	\$751	\$880	\$871	\$900

*Council members represent individually the eastern and the western sides of the state with one member being paid through Eastern Washington University, Cheney, Washington. Some support services are provided by other state agencies. Three full-time and one part-time positions provide research analysis, energy policy, economics and fish and wildlife analysis, technical and administrative support. Council offices are in Olympia and Spokane.

Fiscal Year 2016 Revised Budget

The Fiscal Year 2016 revised budget total is increased from the budget adopted in 2014 by \$189,000.

Central Council Budget

Personal Services

Personal services for the central staff have decreased by \$72,000 in Fiscal Year 2016 due to staffing efficiencies.

Travel

The Fiscal Year 2016 travel budget remains the same.

Contracts

The Fiscal Year 2016 contracting budget increases by \$230,000 to reflect increased contracting needs in the public affairs division for website redesign services and a increase in the power division as they contract to refine the redeveloped the resource portfolio model.

Other Operating Expenses

This category illustrates a decrease of \$41,000. This decrease reflects lower than anticipated software licensing costs for the ongoing use of the power division's new regional portfolio model.

State Budgets

The Idaho Office revised budget for Fiscal Year 2016 increases by \$1,000 to reflect an increase in personal services expenses.

The Montana Office revised budget for Fiscal Year 2016 increases by \$43,000 to reflect increased costs associated with a the unanticipated move out of state owned office space, as required by the Montana Department of Administration, General Services Division. The relocation increased the cost of office rent, office services and telephone services.

The Oregon Office revised Fiscal Year 2016 budget decreases by \$17,000 due to increases in personal services and temporary staffing costs. Funding for a previously frozen administrative assistant position resumes in FY2016.

The Washington Office revised budget for Fiscal Year 2016 decreases by \$9,000 to reflect a decrease in anticipated staffing costs.

The following table shows in detail the Fiscal Year 2016 budget revisions by expenditure category for each division and the state offices.

Categorical Comparisons(000s omitted)													
	Compensation			Travel			Contracts			Other Operating			Total Change
	FY16 Budget	FY16 Revision	Change	FY16 Budget	FY16 Revision	Change	FY16 Budget	FY16 Revision	Change	FY16 Budget	FY16 Revision	Change	
Central Office Divisions:													
Power Planning	\$2,080	\$2,070	(\$10)	\$94	\$94	\$0	\$210	\$265	\$55	\$275	\$209	(\$66)	(\$21)
Fish and Wildlife	1,432	1,379	(53)	63	63	0	145	145	0	8	8	0	(\$53)
Public Affairs	773	779	6	60	60	0	0	200	200	95	95	0	\$206
Legal	413	410	(3)	24	24	0	8	8	0	18	18	0	(\$3)
Administration	1,286	1,274	(12)	29	29	0	30	40	10	910	920	10	8
Subtotal - Central	\$5,984	\$5,912	(\$72)	\$270	\$270	\$0	\$393	\$658	\$265	\$1,306	\$1,250	(\$56)	\$137
State Offices:													
Idaho	\$636	\$637	\$1	\$83	\$83	\$0	\$30	\$30	\$0	\$66	\$66	\$0	\$1
Montana	600	643	43	85	85	0	50	30	(20)	61	81	20	43
Oregon	628	640	12	75	75	0	11	11	0	78	83	5	17
Washington	717	708	(9)	75	75	0	20	20	0	68	68	0	(9)
Subtotal-State Office	\$2,581	\$2,628	\$47	\$318	\$318	\$0	\$111	\$91	(\$20)	\$273	\$298	\$25	\$52
TOTAL	\$8,565	\$8,540	(\$25)	\$588	\$588	\$0	\$504	\$749	\$245	\$1,579	\$1,548	(\$31)	\$189

Appendix A. Fiscal Year 2016 Revisions

FY 2016 Budget Revisions (000s omitted)			
	BUDGET	REVISION	CHANGE
Compensation	\$4,071	\$4,022	(\$49)
Other Payroll Expenses	1,913	1,890	(23)
Total Compensation/Payroll	\$5,984	\$5,912	(\$72)
Travel	270	270	0
Contracts	393	658	265
Other Operating Expenses	1,306	1,250	(56)
Total Travel/Contract/Other	\$1,969	\$2,178	\$209
Idaho	\$815	\$816	\$1
Montana	796	\$839	43
Oregon	792	\$809	17
Washington	880	\$871	(9)
Total States	3,283	3,335	52
TOTAL	\$11,236	11,425	\$189

Appendix B. Information Systems

The Council began to develop its information systems capability in 1982 with the installation of the comprehensive computer models necessary to draft the first Power Plan. Since then, the Council has continued to invest in computing equipment and software programs to support power system and fish and wildlife computer models and databases, as well as the Council's growing reliance on computers for business operations and on desktop publishing, networking, and the Internet for public information and involvement activities.

The Council has integrated computers extensively into its planning activities and support services. Computers give the Council the planning capability it needs to carry out its functions and responsibilities with minimum staffing levels and limited outside contracting, as well as the communications power to interact with interested individuals, agencies, and entities around the world. Power Division staff use the Council's networking capabilities to develop, monitor, and support complex computer models and extensive databases for system analysis, decision analysis, and statistical analysis. Fish and wildlife staff coordinate with related agencies, monitor recovery programs, real-time river information, and Bonneville spending, and run fish-

production and fish-passage models as well as river-reach and system-production planning databases.

Major Applications

Examples of major information systems include:

- Fish-recovery projects monitoring process
- Council website, electronic mail service and ftp document access
- System Analysis Model and its descendants
- GENESYS resource analysis model - to evaluate system reliability.
- OLIVIA economic portfolio risk analysis
- Data bases - conservation measures, river reaches, hydropower system, administrative records, and mailing lists.

Equipment

The Council uses a network of personal computers and Windows servers, in a cluster of Virtual hosts and data storage devices to support Council programs. Several laser and color printers support the Council's publication activities. These systems are securely connected to Internet.

The state offices also use networked personal computers for both administrative and technical support to their Council members and staff. All the state offices have access to the Internet for electronic mail and data exchange with each other and with other state agencies, organizations, and constituents.

Council staff continue to be mobilized throughout the region by use of mobile technologies such as wireless networking, remote e-mail and file access, and smartphones.

Software

Council staff uses computers in nearly all aspects of daily work. To maintain and improve the value of staff involvement in regional planning and evaluation efforts, IT Staff plan regular updates to operating system and application software to ensure secure and compatible connections one to another and with other regional entities.

Over the past several years, staff members have exchanged some on premise software applications for Cloud based Software as a Service (SaaS) products reducing cost of maintenance and increasing readiness and availability. While these shifts have occurred in lower use small working groups, the trend continues to grow and is expected to eventually apply to all Council staff as newer Cloud based software products reach adoption.

Computer Systems Planning

The Council staff identifies long-range IT systems support requirements based on three-year IT plans. The current IT plan includes continued leveraging of Virtualization in support of systems key to developing the Seventh Power plan. Increased computing capacity and ease in provisioning virtual computing resources is expected to greatly enhance overall performance of modeling and other systems enhancing staff effectiveness. Further expansion into Cloud based software and services continues to be a priority as these products and services reach maturity and become suitable to meeting the Council's needs.

All costs associated with information systems are aggregated in the following tables. The budgets for Fiscal Year 2016 revised and Fiscal Year 2017 reflect current-level staff services with some adjustment for contracted software/hardware support. Any costs associated with the replacement of current hardware/software systems will be accomplished within existing computer funding levels and/or by Council authorization for reprogramming of unexpended funds in other budget categories.

Expenditures by Category (000s omitted)			
	FY15 Estimate	FY16 Revised	FY17 Budget
Compensation	\$168	\$174	\$180
Taxes, Insurance & Benefits	79	82	85
SUBTOTAL	\$247	\$256	\$265
TRAVEL			
Regional	4	3	3
Out-of-Region	0	0	0
SUBTOTAL	\$4	\$3	\$3
CONTRACTS (see next table)	0	0	0
OTHER OPERATING EXPENSES (see next table)	140	140	140
TOTAL	\$391	\$399	\$408

Supplemental Expenditures (000s omitted)			
	FY15 Estimate	FY16 Revised	FY17 Budget
I. CONTRACTS			
A. Hardware/Software Support	0	\$0	\$0
TOTAL	\$0	\$0	\$0
II. OTHER OPERATING EXPENSES			
A. Equipment Maintenance Agreements	\$15	\$17	\$18
B. Staff Development	4	4	4
C. Space	5	5	5
D. Supplies	23	25	28
E. Communications	15	15	17
F. Capital Investments:			
1. Hardware	54	60	50
2. Software	24	14	18
3. Site	0	0	0
G. Temporary Technical Support	0	0	0
TOTAL	\$140	\$140	\$140

Appendix C. Fiscal Year 2017 Budget Council Showing

I. The Northwest Power Act

Section 4(c)(10)(A) of the Northwest Power Act directs the administrator of the Bonneville Power Administration to pay the expenses the Council determines are necessary or appropriate

for the performance of its functions and responsibilities, including reimbursement to those states with members on the Council. This section also establishes a funding limitation equal to 0.02 mills multiplied by the kilowatt-hours of firm power forecast to be sold by Bonneville during the year to be funded. Upon an annual showing by the Council that such limitation will not permit the Council to carry out its functions and responsibilities under the Act, the administrator may raise such limit to any amount not in excess of 0.10 mills. The literal interpretation of the word “showing” requires that the Council provide evidence that: 1) substantiates that annual funding in the amount provided by the 0.02 mills of firm forecast power sales will not be adequate to carry out its functions under the Act; and 2) explains the basis on which additional funding is required. The Council’s budget document is intended to provide sufficient information to meet these criteria. The organization of the budget document and the level of detail provided shows how the Council intends to use the funding provided to carry out its major responsibilities under the Act.

In Fiscal Year 2017, based upon Bonneville’s forecast of firm power sales (as of 04/12/2013), the 0.02-mill funding level is \$2,485,605. The 0.10-mill funding limit is \$12,428,026. The funding requirement, as determined by the Council, for Fiscal Year 2017 is \$11,648,000, which is equal to 0.094 mills of forecast firm power sales based on the following Council functions and responsibilities.

II. Council Functions/Responsibilities

The Council’s minimum responsibilities under the Act fall into five general categories:

1. **Northwest Power Plan.** Adopt and periodically amend a regional conservation and electric power plan that includes: energy conservation programs, 20-year forecasts of electric energy demands, 20-year power resource forecasts, cost-effective methods for providing regional reliability and reserves, and methods for determining quantifiable environmental costs and benefits (Sections 4(d) and 4(e) of the Act).
2. **Columbia River Basin Fish and Wildlife Program.** Develop, adopt, and periodically amend the Program to protect, mitigate, and enhance fish and wildlife affected by development and operation of hydroelectric projects in the Columbia River Basin. Report annually to Congress on the effectiveness of the Program and the extent to which the Program is being implemented, and assist development of Program amendments (Sections 4(h), 4(g) and 4(i)).
3. **Public information and public involvement.** Provide for the participation of the Pacific Northwest states, local governments, consumers, customers, users of the Columbia River system (including federal and state fish and wildlife agencies and appropriate Indian tribes), and the public at large in planning for the Northwest’s electric power and protection of Columbia River Basin fish and wildlife affected by hydropower. Develop and maintain comprehensive programs to inform the public of major regional power and fish and wildlife issues (Sections 2(3) and 4(g)).
4. **Other responsibilities.** In addition to the above responsibilities, the Council is directed to establish voluntary advisory committees it determines are necessary to assist in the

development, collection, and evaluation of statistical, biological, economical, social, and environmental information relevant to the Council's development and amendment of a regional conservation and electric Power Plan and Fish and Wildlife Program (Section 4(c)(11) and (12)).

5. The Council is required to conduct **public meetings** throughout the region as part of its process for developing and amending the regional Power Plan and Fish and Wildlife Program (Section 4(d)(1)).
6. **Organization requirements.** In addition to the Council determining its funding requirements, the Act also provides that the Council shall determine its organization and prescribe its practices and procedures for carrying out its functions and responsibilities under the Act (Section 4(c)(4)). As part of its budget-development process, the Council publishes for public review and comment its organization chart, practices, procedures, and funding requirements associated with the above responsibilities. The Council also distributes for public review and comment its annual work plans for power planning and Fish and Wildlife Program activities. Following public comment, an annual report describing the Council's activities is published and forwarded to Congress.

III. States' Participation

The first component of the Council's budget is the funding necessary to support each state's participation as provided by the Act. This portion of the Council's budget covers the funding for the Council members' operation of their state offices, local public involvement efforts, and technical support necessary to provide a suitable state review capability of those energy and fish and wildlife issues having a particular impact on the respective states. Oregon and Washington require that the Council offices be established in both the eastern and western portions of the states.

The states' portion of the budget for Fiscal Year 2017 is \$3,424,000, equivalent to 0.028 mills in firm power sales. See the [States section](#) for line item expenditure projections and a description of state Council activities.

IV. Central Council – Power Division

The regional electric power and conservation planning responsibilities established by the Act are carried out by a centralized technical staff. The Power Division analyzes changing conditions and monitors implementation of the Power Plan. Outside contracting occurs to a limited extent to augment research done by other entities or to provide technical capability that the Council does not possess. The Council conducts independent regional analysis by using computer modeling and analytical methods with data collected by outside sources (advisory committees are utilized to the extent appropriate).

The power planning portion of the Council's Fiscal Year 2017 budget is \$2,729,000, equivalent to 0.022 mills in firm power sales. See the [Power Division section](#) for line item expenses for power planning and a description of program actions.

V. Central Council – Fish and Wildlife Division

The activities necessary for implementing of the Fish and Wildlife Program, reviewing actions of Bonneville and others to determine consistency with the Program, and developing Program amendments are conducted by a central staff of fish and wildlife specialists (excluding management and administrative support). The fish and wildlife planning efforts of the staff focus on mainstem passage and flows, system/subbasin production planning, research coordination, new hydropower development and actions by the Federal Energy Regulatory Commission, wildlife mitigation, resident fish and fish substitutions, and habitat and tributary passage. Monitoring and evaluation of Fish and Wildlife Program effectiveness, as well as facilitating the resolution of barriers to implementation of specific Program measures, are two of the most significant activities of the Fish and Wildlife Division.

The fish and wildlife portion of the Council's budget for Fiscal Year 2017 is \$1,639,000, equivalent to 0.013 mills in firm power sales. See the [Fish and Wildlife Division section](#) for line item expenditure projections and a description of the Fish and Wildlife Division program.

VI. Central Council – Public Affairs Division

The Council's Public Affairs Division develops and maintains comprehensive programs to inform and involve the public in major regional power and fish and wildlife issues. This includes consultations with Bonneville, Bonneville customers, fish and wildlife agencies, Indian tribes, and others. Public affairs staff also: 1) coordinate contacts with Congress; 2) monitor federal appropriations and budget committee actions to implement the Fish and Wildlife Program and the energy plan; 3) provide information to congressional committees; and 4) coordinate Council testimony before House and Senate committees.

The Council maintains an extensive mailing list (more than 15,000 individuals and organizations) as a major part of its outreach efforts to inform interested parties and to solicit their participation in the Council's regional planning activities.

The principal way in which the Council attempts to reach the public is through its publications. These include a quarterly publication, Council Quarterly, an annual report to Congress, an annual report to the Governors on Bonneville spending to implement the Fish and Wildlife Program, summaries of current Council issues, and the Council's public meeting agenda. The Council also reaches the public through the various media, including briefings for editors/reporters, Council meeting press packets, news releases, feature stories in a variety of publications and advertising the availability of the Council's major documents. The Council maintains its [website](#) where agendas, summaries of issues and activities, and all major Council publications are available.

The Public Affairs Division portion of the Council budget for Fiscal Year 2017 is \$1,034,000, equivalent to 0.008 mills in firm power sales. See the [Public Affairs Division section](#) for line item expenditure projections and program descriptions for public affairs.

VII. Central Council – Legal Division

Legal services are provided by three attorneys who provide administrative support and general legal advice, as well as support for the power planning, fish and wildlife, and public information and involvement programs.

Legal advice and representation, as well as the development of Council rules and procedures, including the negotiation of contracts, are provided by the Legal Division. The division participates in scheduled revisions of the energy plan and the Fish and Wildlife Program by providing legal counsel at public hearings and consultations with interested parties, assisting and drafting amendments, and maintaining the administrative record of Council actions and rulemakings.

The Legal Division serves a necessary role in helping oversee the implementation of the Power Plan and the Fish and Wildlife Program by Bonneville, the U.S. Army Corps of Engineers, the Bureau of Reclamation, the Federal Energy Regulatory Commission, and other agencies and utilities. Legal representation of the Council in appeals of its Plan, Program, and other actions is provided, although no funding is provided for unanticipated litigation.

Administrative law support is necessary for administrative proceedings and addressing institutional legal questions, as well as ensuring that the Council adheres to the provisions of the Sunshine Act, the Freedom of Information Act, Administrative Procedures Act, government contracting practices, administrative record, and advisory committees.

The legal services portion of the Council’s budget for Fiscal Year 2017 is \$472,000, equivalent to 0.004 mills of forecast firm power sales. See the [Legal Division section](#) for projection of line item expenditures and a description of specific activities.

VIII. Central Council – Administrative Division

The Administrative Division provides the executive direction for all central Council operations and administrative and financial support for the Council.

The office of the executive director provides the direction for all staff work on Council programs and for program support services. Financial and administrative services are provided, including budget development, audits, contract management, accounting/payroll systems, and personnel administration.

The cost of management services and supplies that are applicable to all divisions are aggregated in the Administrative Division budget. The major expense components are office

rent, telephone, office supplies, postage/ mailing, equipment rental, audit fees, insurance, and computer support services.

The Administrative Division portion of the Council’s budget for Fiscal Year 2017 is \$1,942,000 equivalent to 0.016 mills of firm power sales. See the [Administrative Division section](#) for line item expenditure projection and activity descriptions.

IX. Central Council – Information Systems

The Council has fostered a high degree of computer integration with its planning activities and support services. Computer systems and software are necessary to give the Council the capability to carry out its functions and responsibilities with minimal staffing levels and limited outside contracting. Complex computer models and extensive data bases are operated and maintained for system analysis, decision analysis, load forecasting, and statistical analysis, as well as for hydropower system, power resource and conservation data bases. Fish and wildlife planning uses fish-production and fish-passage models, as well as river reach and system-production planning databases. The Administrative Division uses the Council’s computer systems for maintaining administrative records requirements, word processing and for all accounting/budget tasks. The Council also has developed a computer communications network capability that allows computer linkage with Bonneville, certain agencies and tribes, utility organizations, state Council offices, and the Internet.

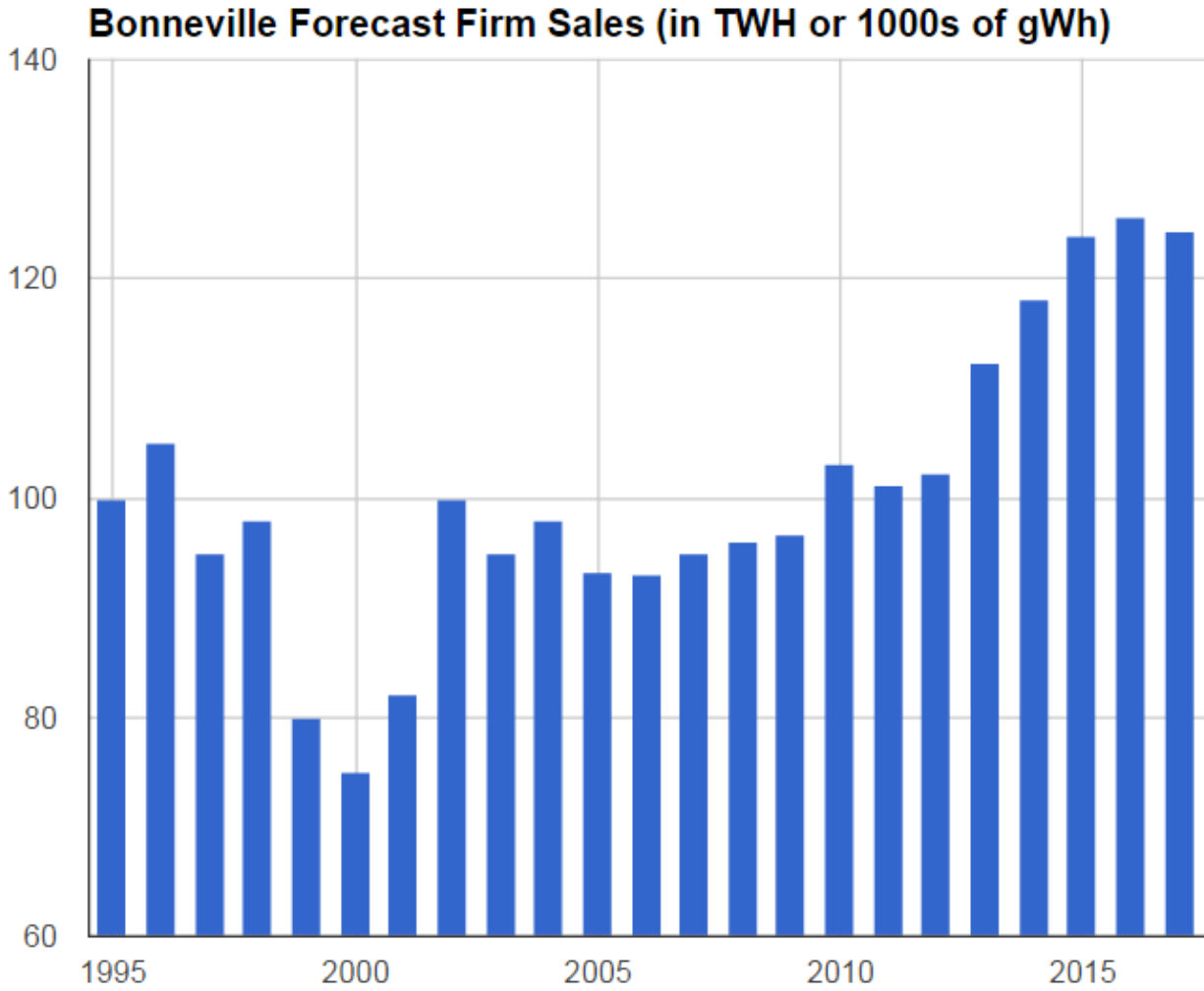
The information services portion of the Council's budget for Fiscal Year 2017 is \$408,000, equivalent to 0.003 mills of forecast firm power sales. These costs are included in the [Administrative Division’s](#) budget. A more detailed description of the information systems function is contained in [Appendix B](#) of this budget document.

X. Summary

Based on this showing and the supporting detailed information contained in this budget document, the Council has determined that the 0.02 mill limitation will not allow the Council to carry out its functions and responsibilities under the Act and that the following budget expenditures proposed for Fiscal Year 2017 are necessary and appropriate.

	FY 2017	
States participation	\$3,424,000	0.028 mills
Central Council:		
Power Planning	2,729,000	0.022 mills
Fish and Wildlife	1,639,000	0.013 mills

Public Affairs	1,034,000	0.008 mills
Legal	472,000	0.004 mills
Administrative	1,942,000	0.019 mills
TOTAL	\$11,648,000	0.094 mills



Council Budget

