

**Phil Rockefeller**  
Chair  
Washington

**Tom Karier**  
Washington

**Henry Lorenzen**  
Oregon

**Bill Bradbury**  
Oregon



## Northwest **Power** and **Conservation** Council

**W. Bill Booth**  
Vice Chair  
Idaho

**James Yost**  
Idaho

**Pat Smith**  
Montana

**Jennifer Anders**  
Montana

October 6, 2015

### **MEMORANDUM**

**TO: Council members**

**FROM: Jennifer Anziano and Charlie Grist**

**SUBJECT: Council approval of the 2016 RTF Work Plan, Budget, and Business Plan**

### **BACKGROUND:**

**Presenter:** Jennifer Anziano

**Summary** The Regional Technical Forum (RTF) is seeking approval of its 2016 Work Plan, 2016 Budget, and 2016 Business Plan.

**Relevance** The Council has the authority for approving the RTF Work Plan and budget, with input from the RTF Policy Advisory Committee (PAC).

**Workplan:** 1.D. Chair and manage RTF activities

**Background:** The RTF operations on a calendar year. The RTF began developing its 2016 Work Plan in July. After multiple iterations and revisions based on feedback and discussion, the RTF adopted the 2016 Work Plan at its August 18 meeting with recommendation to forward it to the Council for approval.

The RTF PAC met on August 27 to review the proposed 2016 Work Plan. It is expected to make its own positive recommendation on the work plan to the Council.

More Info: RTF Adopted 2016 Work Plan  
RTF Adopted 2016 Business Plan and 2015-2019 Funding Period  
Decision Memo  
Presentation

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October 6, 2015

### MEMORANDUM

**TO:** Northwest Power and Conservation Council

**FROM:** Jim West, Co-chair, RTF Policy Advisory Committee  
Pat Smith, Co-chair, RTF Policy Advisory Committee

**SUBJECT:** Regional Technical Forum 2016 Work Plan, Business Plan and Budget: Recommendation of the Regional Technical Forum Policy Advisory Committee

The Regional Technical Forum Policy Advisory Committee (RTF PAC) has completed its review of the proposed RTF 2016 Work Plan, Business Plan and Budget and recommends that the Council approve the 2016 Work Plan, Business Plan and Budget as submitted by the RTF.

Additionally, the RTF PAC has affirmed its agreement on the recommended future funding levels and the methodology for allocating funding among each RTF subscriber over the next four years.

The RTF Policy Advisory Committee appreciates the opportunity to offer this recommendation to the Council on the RTF 2016 Work Plan, Business Plan and Budget, and respectfully requests approval.

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October 6, 2015

### DECISION MEMORANDUM

**TO:** Council members

**FROM:** Jennifer Anziano

**SUBJECT:** Regional Technical Forum 2016 Work Plan, Budget, and Business Plan

**PROPOSED ACTION:** Council Approval of the 2016 Work Plan, Budget, and Business Plan

**SIGNIFICANCE:** Under the RTF Charter and By-laws, the Council has authority for approving the RTF's work plan, budget, and business plan with input from the RTF Policy Advisory Committee and any other interested parties.

### BUDGETARY/ECONOMIC IMPACTS

The RTF is funded by contributions from Bonneville and the region's utilities, in-kind contributions of Council staff time, and by donated time from many organizations through RTF membership or subcommittee work. There is an impact on the Council budget through staff time allocated to organizing and managing RTF operations and contracting. In 2015, the Council contributed roughly 1.1 full-time staff to RTF activities. This was a reduction from previous years due to a full time RTF-funded manager and a team of dedicated contract analysts. This contribution will be further reduced in 2016 (to approximately 0.8 full-time staff) due to shifting more of the management, budget, and contract obligation to the RTF-funded manager.

### BACKGROUND

The Council created the RTF in 1999 in response to a 1996 Congressional mandate and recommendations from the 1997 Comprehensive Review of the Northwest Energy System. The legislative directive required the Council "to develop consistent standards

*and protocols for verification and evaluation of energy savings, in consultation with all interested parties.*” Due to significantly increased demands on the RTF, the budget has increased substantially in recent years, which also has increased the amount of Council staff support required. The Northwest Energy Efficiency Taskforce (NEET) recommended that the RTF operations and budget be reviewed by a high-level committee to improve the operations of the RTF and to put it on a stable long-term funding basis. In response, the Council created the RTF Policy Advisory Committee (PAC). The RTF PAC provided its recommendations on a five-year funding agreement and structure to the Council at its June 2014 meeting in Missoula, Montana. The RTF PAC recommended an RTF budget of \$1.67 million for 2015, escalating to \$1.9 million in 2019. The PAC also supported using the NEEA funding allocation shares to determine RTF funder contributions.

The work plan, business plan, and budget recommendation are developed and adopted by the RTF. The RTF adopted its proposed 2016 work plan and business plan at its August 18 meeting and agreed to forward it to the Council with a recommendation for approval. The RTF PAC met on August 27 to review the proposed work plan and is expected to offer a positive recommendation to the Council at the October 13-14 Council Meeting.

## **ANALYSIS**

The \$1.696<sup>1</sup> million budget is adequate to support the feasible level of RTF work expected for the upcoming year. The RTF is currently operating on a \$1.67 million budget for 2015 and as of September has allocated over 92% of its budget in contracts and deliverables, with the anticipation to allocate more to contracts in the next couple of months. RTF and Council staff agree that this slight increase in budget for 2016 are appropriate to account for the planned work, plus some inflation.

## **ATTACHMENTS**

Proposed 2016 RTF Work Plan (Excel Workbook, sent via email)  
Proposed 2016 Business Plan and 2015-2019 Funding Period  
PowerPoint presentation on RTF Budget

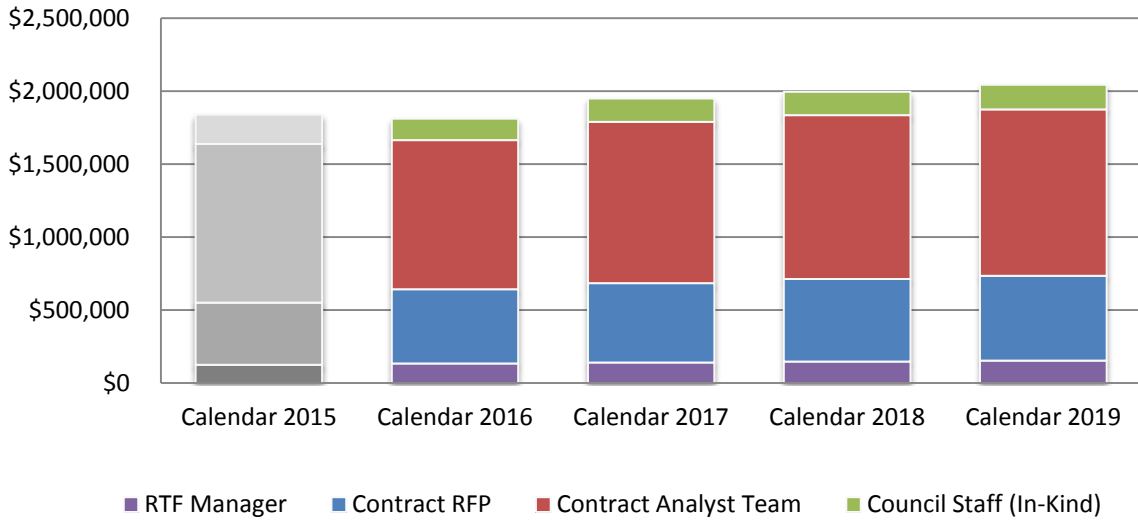
## **TABLES, GRAPHS, CHARTS, FIGURES, OTHER GRAPHICS**

Charts below show the 5-year budget proposal for the RTF. The first chart shows both the Council in-kind contribution (in green) plus the funders’ dollar contribution broken out by contract type for the next 5 year cycle (2015 through 2019). The second and third charts the allocation of the budget across three major RTF work area with and without Council in-kind contribution, respectively. These three major work categories are; (1) measure review and technical analysis, (2) tools, research, data and regional coordination, and (3) management and coordination.

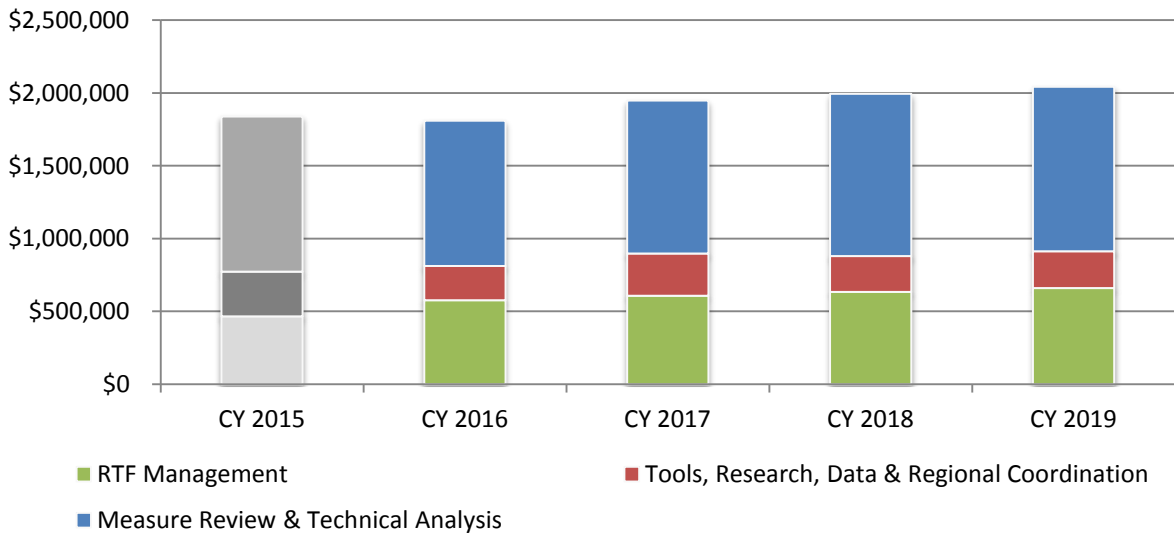
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<sup>1</sup> NorthWestern Energy’s NEEA share is based on the entire state of Montana, while the RTF share is only western Montana. This equates to a total RTF funding amount of \$1,663,000 for 2016.

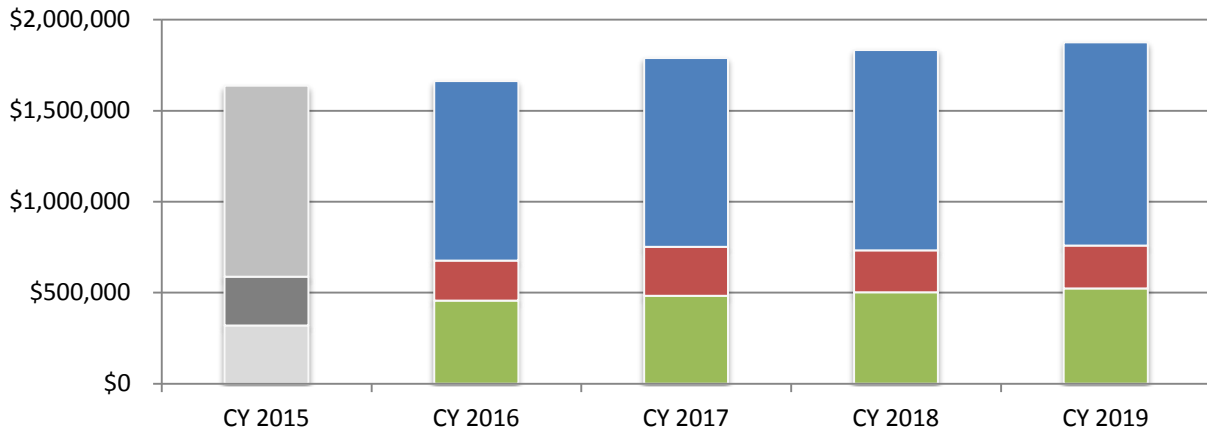
### 2015-2019 Outlook: Funding (Including Council)



### 2015-2019 Outlook: Category (Including Council)



### 2015-2019 Outlook: Category (Not including Council)





## **2016 Business and Operating Plan 2015-2019 Funding Period**

### **Introduction**

This document describes the draft Regional Technical Forum's (RTF) 2016 work plan and the 2015-2019 Funding Period. The budget for 2016 is currently estimated at \$1,663,000 per year. The RTF staff presented the draft work plan and business plan to the RTF at their July meeting. After a stakeholder comment period, the RTF staff will present the proposed work plan and business plan to the RTF at its August meeting for potential adoption, and forward that recommendation to the Council for approval. The RTF Policy Advisory Committee (PAC) will also review the proposed work plan, budget, and business plan at its August meeting and send their recommendation to the Council. The work plan and business plan will be brought to the Council at their October meeting for consideration.

### **Work Scope**

The RTF will continue to pursue the tasks adopted by the Council and its original charge from Congress and the Comprehensive Review.<sup>1</sup> These are:

1. Develop and maintain standardized protocols for verification and evaluation of energy savings.
2. Conduct periodic reviews of the region's progress toward meeting its conservation resource goals, acknowledging changes in the market for energy services, and the potential availability of cost-effective conservation opportunities.
3. Provide feedback and suggestions for improving the effectiveness of the conservation resource development programs and activities in the region.

Consistent with these tasks, the RTF will continue to provide recommendations to Bonneville Power Administration (Bonneville), the region's utilities, and system benefit charge administrators to facilitate the operation of their conservation resource acquisition programs. The 2016 work plan includes, but is not limited, to:

- Review and update existing measures and standardized protocols for verification and evaluation of energy savings. The RTF maintains and continually updates a library of over one hundred measures and protocols, approximately one-fifth of which will require

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<sup>1</sup> See the RTF Charter at [http://rtf.nwcouncil.org/Revised\\_RTf\\_Charter\\_and\\_Bylaws.pdf](http://rtf.nwcouncil.org/Revised_RTf_Charter_and_Bylaws.pdf)



updating in 2016 due to approaching sunset dates.

- Develop and maintain protocols by which the savings and the regional cost-effectiveness for energy efficiency measures, technologies, or practices not specifically evaluated by the RTF can be estimated.
- Coordinate with regional research entities to identify opportunities for improving understanding of various measures and protocols, and work to advanced these measures that require additional research to inform reliable estimates by identifying potential research sponsors or using data collected by sponsors
- Develop new measures and protocols and review proposals for new measures and protocols.
- Continue to standardize and update the *Guidelines* for technical review of measures, protocols, and impact evaluations.
- As required for measure development and maintenance, update and develop new tools for measure analysis, including updates to ProCost and SEEM.
- Upon request of program sponsors, review measurement and verification and program impact evaluation plans and results to assess their suitability for use supporting studies for RTF-related measure evaluations.
- Provide support and outreach to small and rural utilities to ensure the unique circumstances and barriers of their service territories are being taken into account when developing RTF technical measures and specifications.
- Review efficiency-related technical analysis developed for the Council's Power Plan.
- Provide outreach, training support and presentations for RTF related matters.
- Maintain a process through which Bonneville, the region's utilities, and system benefit charge administrators may demonstrate that different cost, savings, and cost-effectiveness findings should apply to their specific programs or service territories.

## **2016 Activities and Budget**

The RTF's specific work plan is largely driven by the requests it receives from parties within the region, primarily utilities, Bonneville Power Administration (BPA), Energy Trust of Oregon (ETO), Northwest Energy Efficiency Alliance (NEEA), and state energy agencies (SEO). To facilitate the submittal of proposals by parties in the region for review by the RTF, the RTF established an online proposal form. This proposal form is designed to collect the minimum data that is required for a measure to be considered for RTF approval. This new proposal process allows the RTF to respond in a timely manner to emerging technical issues and questions, and prioritize incoming requests. In addition, the RTF will issue an annual request to Bonneville, the

region’s utilities, ETO, NEEA, and SEOs asking these entities to identify specific technical research and evaluation issues that they believe should be addressed during the coming year.

During its operating year, the RTF typically adjusts allocation of resources among the categories in its work plan based on requests received, proposals, and the pace of multi-year projects. Specifically, the RTF reviews the budgets allocated to the review of existing and new measures and, within those budget categories, the allocation of funding between Unit Energy Savings (UES) measures and Standard Protocols. The RTF notifies the Council and its funders of all significant reallocation of resources or priorities.

The RTF divides its work into five categories of elective work and three categories for management and administration. Table 1 presents a summary of these categories for 2016. It includes components for Contract RFPs, a RTF contract analyst team, the RTF Manager, and Council staff in-kind contributions. The component labeled “Subtotal Funders” represents the amount of funding required from the RTF’s voluntary funders. A detailed budget for 2016 and the five year funding period budget forecast are in the accompanying Excel workbook. Each category of work is briefly discussed in the sections following Table 1.

**Table 1: Planned RTF Activities for 2016**

<b>Category</b>	<b>Contract RFP 2016</b>	<b>RTF Contract Analyst Team 2016</b>	<b>RTF Manager 2016</b>	<b>Subtotal Funders 2016</b>	<b>Council In-Kind Contribution 2016</b>
Existing Measure Review & Updates	\$127,500	\$325,000	\$0	\$452,500	\$8,400
New Measure Development & Review of Unsolicited Proposals	\$88,000	\$240,000	\$0	\$328,000	\$2,700
Standardization of Technical Analysis	\$23,000	\$175,000	\$0	\$205,000	\$500
Tool Development	\$10,000	\$60,000	\$0	\$70,000	\$7,000
Regional Coordination (Research and Data Development)	\$15,000	\$135,000	\$0	\$150,000	\$9,000
Website, Database support, Conservation Tracking	\$60,000	\$20,000	\$0	\$80,000	\$18,000
RTF Member Support & Administration	\$169,200	\$65,000	\$0	\$234,200	\$25,000
RTF Management	\$8,300	\$0	\$135,000	\$143,300	\$77,500
<b>Subtotal New Work</b>	<b>\$508,000</b>	<b>\$1,020,000</b>	<b>\$135,000</b>	<b>\$1,663,000</b>	<b>\$148,100</b>

**Existing Measure Review & Standardization of Technical Analysis (\$657,500)**

In 2010, the RTF began the task of updating, standardizing, and strengthening its technical analyses and more thoroughly documenting the input assumptions used for energy efficiency measures approved by the RTF. This work included the initial development of guidelines for estimating energy savings, measure costs, non-energy benefits, and measure life. In 2011, the RTF began a systematic process of conformance for its library of measures to the recently

developed *Guidelines*. In 2015, this work is mostly complete, with only three Standard Protocols requiring review for compliance with the *Guidelines*. Therefore, the 2016 budget will be focused on addressing those outstanding Standard Protocols, as well as addressing both UES and Standard Protocol measures that are set to sunset in 2016. As part of this work, the RTF will continue to work to standardize and streamline its analysis, ensuring consistency across measures. This might also include updates to the operative *Guidelines* to reflect refinements to the RTF decision making.

### **New Measure Development & Review of Unsolicited Proposals (\$328,000)**

Typically the RTF sets aside funding for review of specific high-priority new measures as well as unanticipated new measures or protocols proposed during the year. Approximately 20 percent of the 2016 budget is set aside for new measure work. This estimate is based on prior experience where much of the development and research required for new measures is done outside the RTF, with the RTF budget assuming the costs of review and assistance by the contract analyst team and quality control review of new measures. This development approach has typically been the case over recent years for high priority measures such as heat-pump water heaters and residential clothes dryers.

As with past years, the RTF has allocated a portion of its 2016 budget for the review and development of measures specifically targeted at small and rural utilities in recognition of their limited resources and the unique circumstances of their service territories. For 2015, the RTF plans on allocating \$40,000 towards the development of measures identified by the small/rural subcommittee.

### **Tool Development (\$70,000)**

Over the past couple of years, the RTF has invested significant resources in both its ProCost tool and residential heat loss simulation model (SEEM). The RTF expects the level of effort required for these tools will drop in 2016, but has allocated some resource for continued maintenance. In particular, with the roll out of ProCost v3.0, the RTF anticipates that some maintenance will be required based on user experience. The majority of this work is anticipated to be completed by the contract analyst team.

### **Regional Coordination - Research and Data Development (\$150,000)**

The RTF does not conduct primary research, but rather relies on the region to provide data in support of RTF measure development. Therefore, approximately 9 percent of the 2016 budget is earmarked for regional coordination efforts around these activities. These include a portion of contract analyst time to support dedicated outreach to these parties. Additionally, the RTF anticipates coordination with end use load data research efforts, baseline and momentum savings efforts, and coordination with Power Plan activities.

### **RTF Member Support & Administration and RTF Management (\$457,500)**

Support and administrative activities identified for 2016 include RTF member support, contract analyst travel and time at RTF meetings, contract management, and general meeting costs. Member support includes compensating RTF members when they are asked to devote significant additional time to RTF work tasks and/or when they would not otherwise be compensated by their employer for participation in RTF work. The category also includes RTF management to develop agendas, schedule and manage RTF work flow, refine procedures, and provide analytical support to the contract analyst team.

In addition, there is another \$120,500 of Council administrative staff work required to support contracts, billing, web site development, annual conservation tracking report, data warehousing, meeting costs, web conference, scheduling and other business functions that are best retained at the Council. These are treated as in-kind contributions from the Council and are not included in the 2016 budget of \$1.663 million. Over the past few years, the RTF has worked to reduce this contribution by shifting more work to the RTF manager and contract analyst team. The anticipated Council in-kind support for 2016 reflects a reduction from previous years.

## **Organization and Staffing**

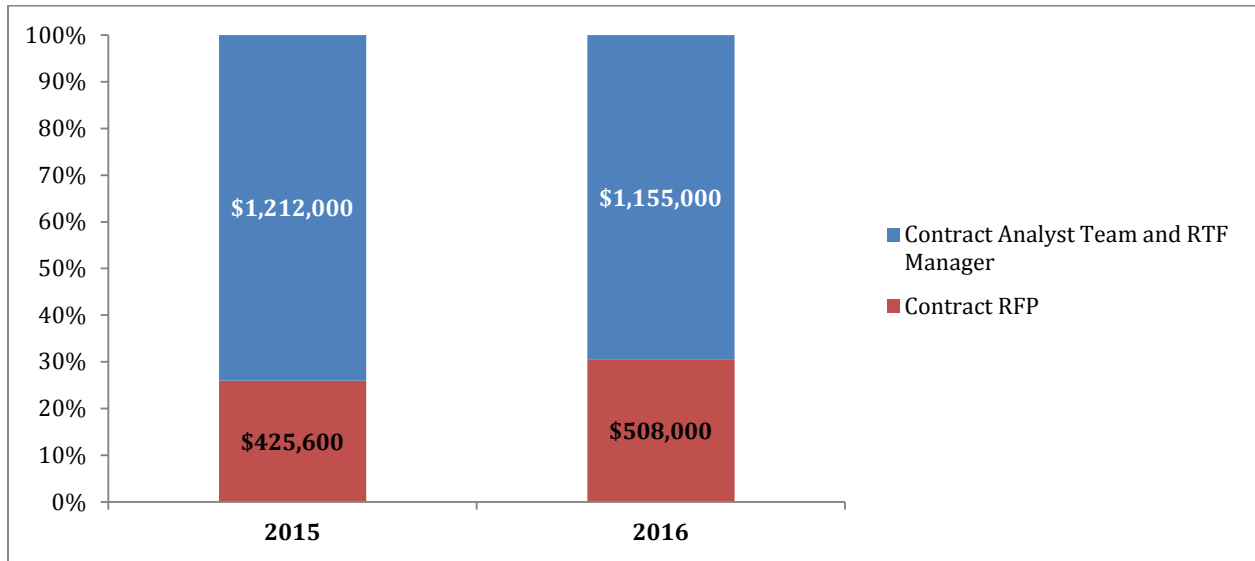
The full RTF meets at least once a month for an all-day meeting. As regional demand for its products and services increase, the RTF is constantly looking for ways to improve its operational efficiency and lessen the burden it places on its volunteer members.

In prior years, the work plan was constructed to bid out the majority of technical analyses and research projects to third-party contractors to develop work products and lead subcommittee discussions. Under that model, the RTF staff focused primarily on developing contract scope, managing contractors, and reviewing deliverables. This level of contract management included considerable technical assistance to contractors and extensive review of work products to ensure consistency with RTF standards. For 2013, the RTF shifted the majority of its technical analysis to a dedicated contract analyst team. The strategy with this shift was to gain and retain technical knowledge within the team during the contract duration. This is expected to help with the long-term technical capability of the organization, as well as decrease the overall obligations of its volunteer members. Moreover, effective subcommittees are important to allow for increased throughput at one-day RTF meetings and the RTF Manager and contract analyst team are typically better equipped to facilitate subcommittee efforts and follow-up on action items when they are closer to the analysis.

Furthermore, in an effort to lend credibility to work products developed by Contract Analyst Team, the 2013 through 2015 work plans also made provisions to contract out-third party reviews of all RTF staff work products throughout the year. This had the added benefit of keeping the measure development knowledge in-house while assuring a credible review of the work is done by an impartial third party. This approach will continue in 2016.

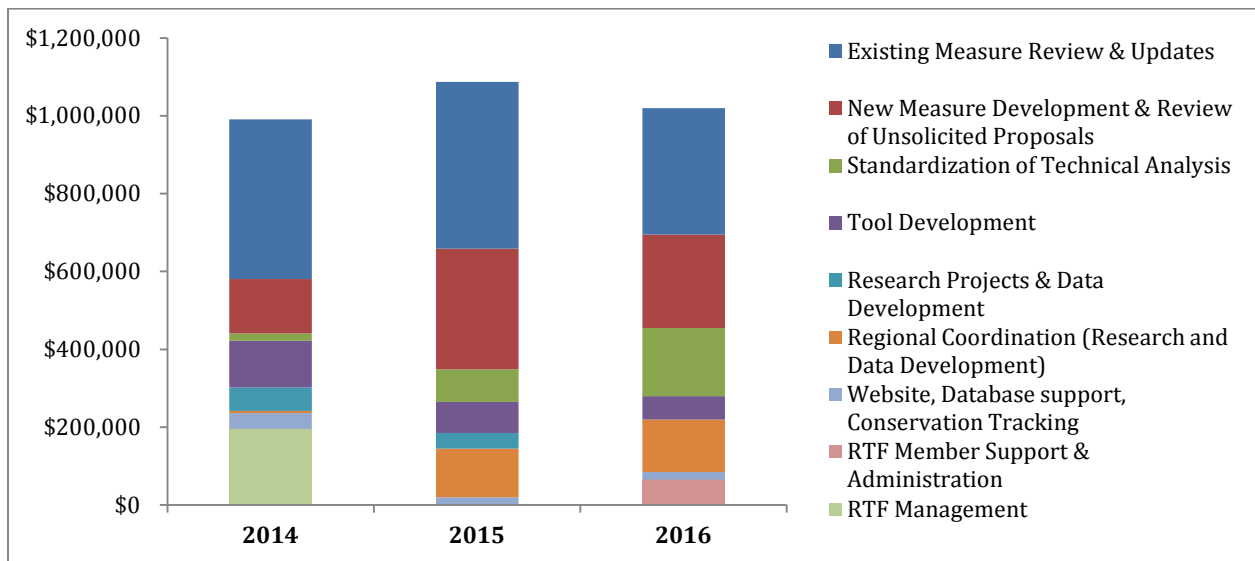
Similar to this business model adopted in 2013, the 2016 RTF work plan will continue to implement this strategy by allocating the majority of its budget towards the contract analyst team time and less towards third-party contract RFPs for technical analysis. Under this model, the RTF will have the equivalent of 6.0 FTE dedicated to this work (1.0 FTE for the RTF Manager; 5.0 FTE for the contract analyst team). For 2016, this represents a greater reliance on contract RFP money to support specific projects than in the past couple of years, while the majority of work continues to be with the contract analyst team.

**Figure 1: Percentage of Budget Allocated to RTF Manager/Contract Analyst Team vs. Contract RFP for 2014-2015**

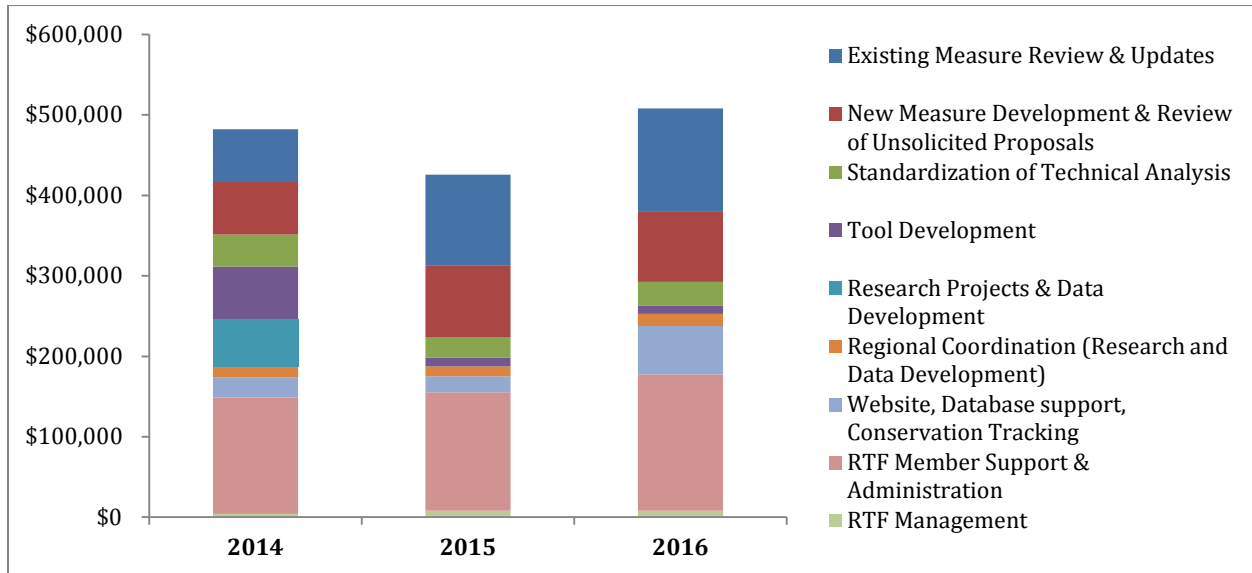


Figures 2 and 3 below show the change in allocation for the contract analyst team and contract RFP over the past three years, respectively. The RTF Manager will continue to oversee the work of a dedicated contract analyst team to provide subcommittee support, review research projects, develop technical work related to new and existing measure development, and work with external stakeholders on bringing measures through the RTF process. Funding set aside for outside contracts will be used to review RTF Manager and contract analyst team work products, conduct research projects as outlined in the work plan, aid in tool development, support *Guidelines* review, and provide further support to the small and rural utilities work plan.

**Figure 2: Contract Analyst Team Allocation for 2014-2016**



**Figure 3: RTF Contract RFP Allocation for 2014-2016**



## 2016 Funding

Funding for the RTF is developed through advice from the RTF Policy Advisory Committee (RTF PAC). In 2014, the RTF PAC recommended a five-year funding level of starting at \$1.67 million per year with an annual increase of 2.5 percent for wage and inflation rates over the following years. The RTF PAC also recommended that funding shares should follow the allocation method developed for NEEA funding, with an adjustment for Northwestern Energy<sup>2</sup>.

This approach solicits funding from Bonneville, several of the large generating public utilities, and all six investor-owned utilities in the region. Table 2 shows the 2016 funding shares and contributions by funder.

<sup>2</sup> NorthWestern Energy’s NEEA share is based on the entire state of Montana, while the RTF share is only western Montana. This equates to a total RTF funding amount of \$1,637,600 for the starting year of 2015.

**Table 2: 2016 Funding Shares**

<b>Organization</b>	<b>NEEA Funding Allocation</b>	<b>Share of RTF Budget (rounded)**</b>
Bonneville Power Administration	36.04%	\$617,200
Energy Trust of Oregon	20.15%	\$345,000
Puget Sound Energy	14.14%	\$242,100
Idaho Power Company	8.97%	\$153,500
Avista Corporation, Inc	5.74%	\$98,300
PacifiCorp (Washington)	2.54%	\$43,600
Northwestern Energy	4.04%	\$36,200
Seattle City Light	3.66%	\$62,600
PUD No 1 of Clark County	1.31%	\$22,500
Tacoma Power	1.10%	\$18,800
Snohomish County PUD	0.65%	\$11,200
Eugene Water and Electric	0.32%	\$5,400
PUD No 1 of Cowlitz County	0.38%	\$6,600
<b>Total</b>	<b>99.03%</b>	<b>\$1,663,000</b>

\* Northwestern's contribution adjusted to \$36,200 for 2016. The RTF will adjust its work plan accordingly.

\*\* All funding shares adjusted by 100%/99.03% because Chelan Country is present in NEEA funding, but not RTF funding.

### **Multi-Year Funding Period of the RTF**

The RTF PAC approved a RTF developed multi-year work plan and budget for 2015-2019 to aid in long-term work plan development. This 5-year period coincided with the current NEEA funding cycle, and may vary in the upcoming years depending on future NEEA funding cycle changes. Annual work plan development is intended to provide flexibility to meet regional needs year to year and keep focus on high priority work. Table 3 shows RTF funding for the 2015 calendar year, committed 2016 funding, and projected funding for the 2017-2019 calendar years based on work plan priorities in the future, and a forecasted 2.5% inflation rate (wage plus inflation) each year.

**Table 3: 2015-2019 Funding Plan**

	<b>Previously Funded</b>	<b>Committed Funding</b>	<b>Projected Funding</b>		
	<b>CY 2015</b>	<b>CY 2016</b>	<b>CY 2017</b>	<b>CY 2018</b>	<b>CY 2019</b>
Contracts	\$425,600	\$508,000	\$542,500	\$565,400	\$581,400
Contract Analyst Team	\$1,087,000	\$1,020,000	\$1,106,900	\$1,121,900	\$1,140,900
RTF Manager	\$125,000	\$135,000	\$140,700	\$146,700	\$153,400
Subtotal Funders	\$1,637,600	\$1,663,000	\$1,789,000	\$1,833,700	\$1,875,200
Council Staff In-Kind Contribution	\$201,600	\$148,100	\$158,600	\$161,100	\$167,400

# Proposed 2016 RTF Work Plan

October 13-14, 2014

## Work Plan Development Process

- **July 21, 2015:** Draft work plan released for stakeholder comment
- **August 13, 2015:** Stakeholder comment period closes
- **August 14, 2015:** Post comments and proposed final workplan
- **August 18, 2015:** RTF review for adoption and recommendation to Council
- **August 27:** RTF PAC review for recommendation to Council
- **October 6:** RTF workplan submitted to Council
- **October 13-14:** Council consideration of workplan for approval



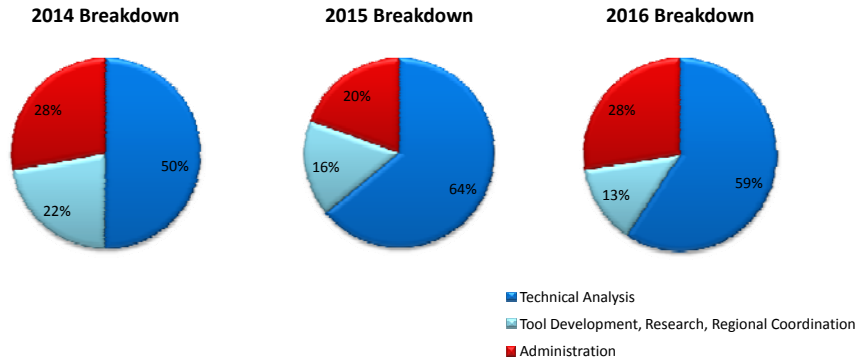
## Overarching Themes

- **More emphasis on supporting standard or custom protocols to support more complex efficiency opportunities**
  - Fewer unit energy savings measures slated to sunset
  - Many new efficiency opportunities come in the form of controls or system opportunities
- **Reconsidering the balance between the Contract Analyst Team and one-off RFP projects**
  - Unsuccessful to date in finding the right individual to fill a contract analyst position for RTF research role
  - Sharing this work across the existing contract analyst team and backfilling with one-off contract RFP projects where they best fit
- **Categories better reflect how the team works**

## Proposed 2016 Work Plan

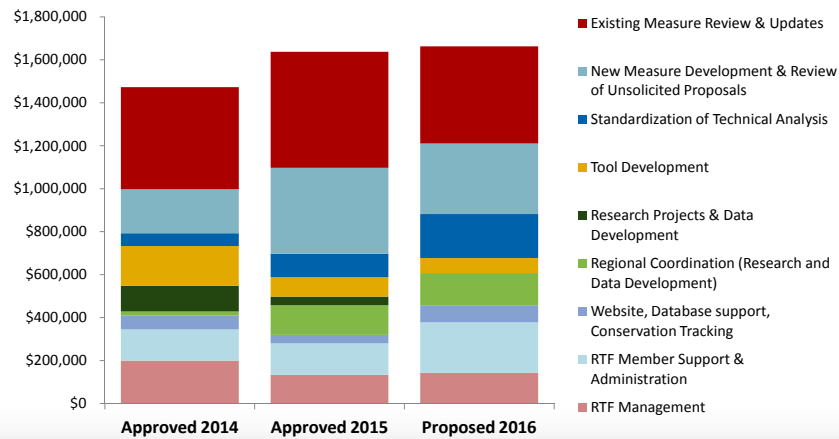
Category	Contract RFP 2016	RTF Contract Analyst Team 2016	RTF Manager 2016	Subtotal Funders 2016	Council In-Kind Contribution 2016	% of total
Existing Measure Review & Updates	\$127,500	\$355,000	\$0	\$482,500	\$8,400	29%
New Measure Development	\$93,000	\$205,000	\$0	\$298,000	\$2,400	18%
Standardization of Technical Analysis	\$30,000	\$175,000	\$0	\$205,000	\$500	12%
Tool Development	\$10,000	\$60,000	\$0	\$70,000	\$7,000	4%
Research Projects & Data Development	\$0	\$0	\$0	\$0	\$0	0%
Regional Coordination	\$15,000	\$135,000	\$0	\$150,000	\$9,000	9%
Website, Database support, Conservation Tracking	\$60,000	\$20,000	\$0	\$80,000	\$18,000	5%
RTF Member Support & Administration	\$169,200	\$65,000	\$0	\$234,200	\$25,000	14%
RTF Management	\$8,300	\$0	\$135,000	\$143,300	\$77,500	9%
<b>Subtotal New Work</b>	<b>\$513,000</b>	<b>\$1,015,000</b>	<b>\$135,000</b>	<b>\$1,663,000</b>	<b>\$147,800</b>	<b>100%</b>

## 3-year Look Back at Allocation

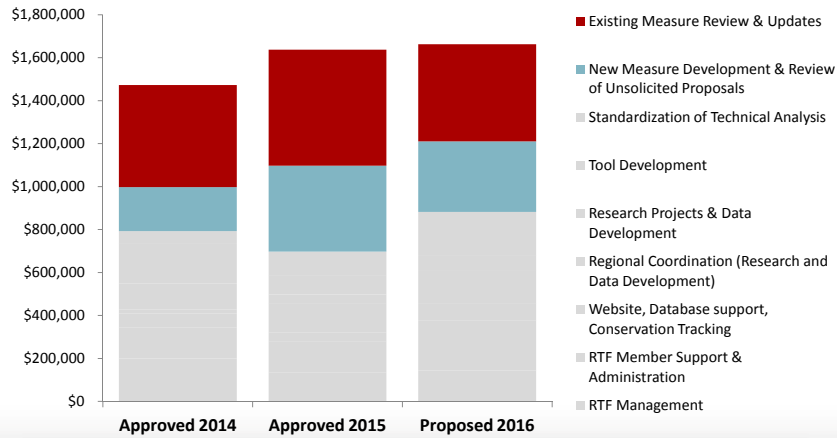


## 2014-2016 RTF Budgets

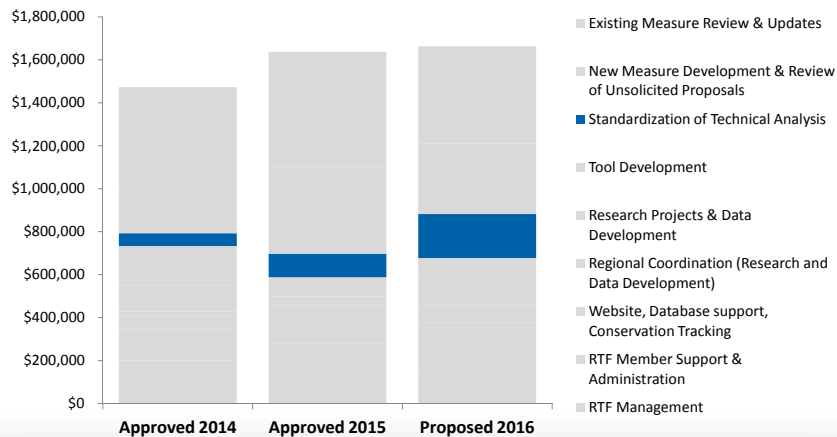
(not including Council In-kind Contribution)

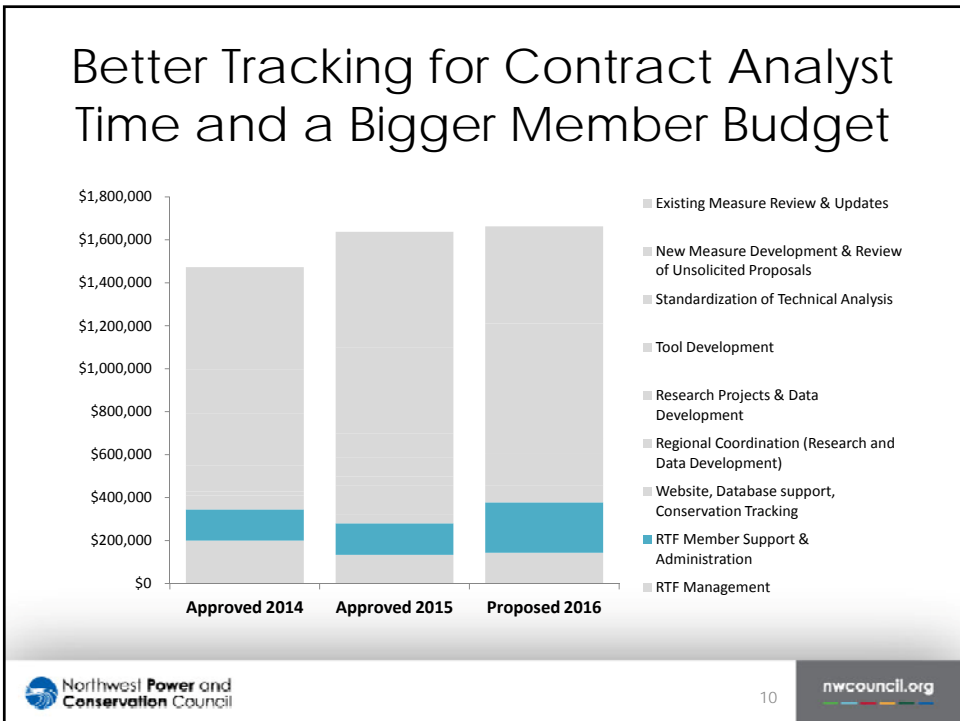
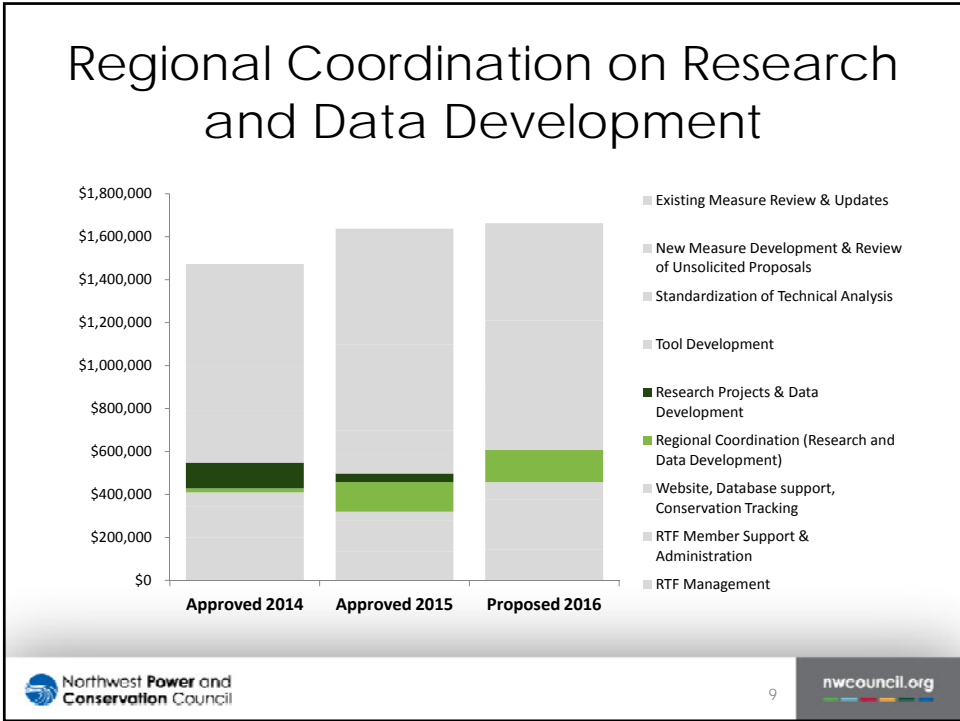


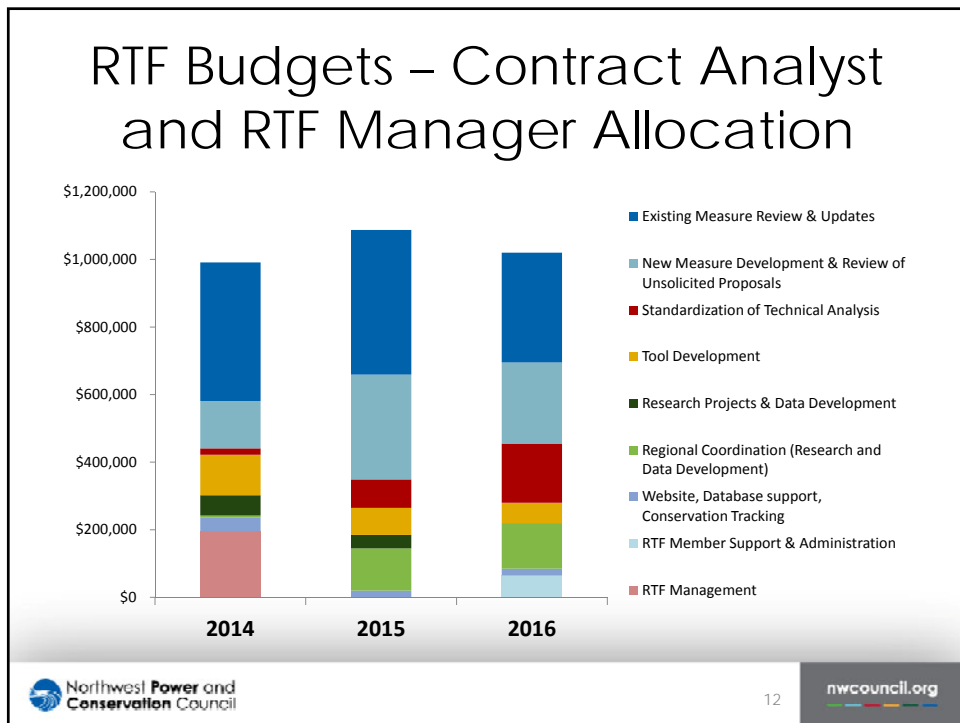
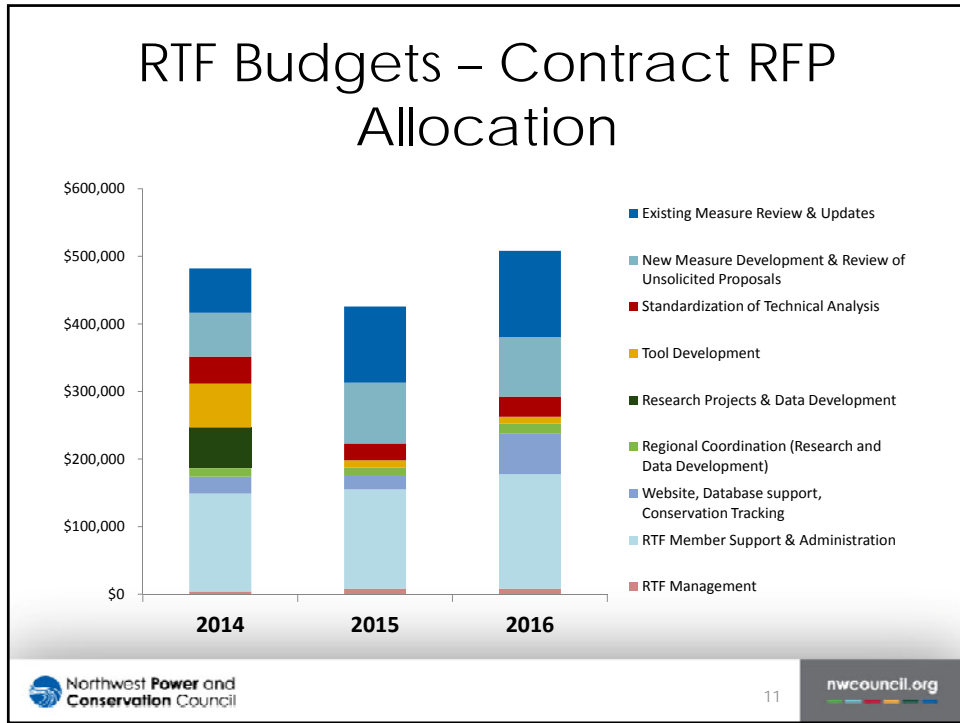
## Fewer Measures Sunset and Fewer Potential New Measures Identified



## Reflects Team's Time Coordinating on Measure Development







## Council Impact

- Continue to shift work to RTF Manager and Contract Analyst
  - Transitioned more management, accounting, and contracts development to RTF Manager
  - Increased reliance on Contract Analyst Team for analysis and implementation
  - In-kind Contribution around \$148,100 and 0.8 FTE
    - Previously around \$200,000 and 1.1 FTE
- Still rely on Council for:
  - Technical and management guidance (Charlie, Tina and Kevin)
  - IT assistance, database, website development & hosting
  - Administration of meeting space & setup
  - Legal (charter, by-laws, contract review)

## Summary of Staff Proposal

- **Recommend Council approve the RTF 2016 Budget and Work Plan and 2016 Business Plan and 2015-2019 Funding Period**

# RTF Funding by Sponsor

