

GARY S. SALEBA

President

Gary Saleba is a principal and president/CEO of EES Consulting, Inc. His areas of specialty include overall quality control for EES Consulting's projects as well as development of corporate management, financial and strategic planning models. Mr. Saleba has extensive experience in the areas of utility rates, financial planning, management audits, professional development educational seminars, marketing, consumer research, forecasting, integrated resource planning, cost-benefit analyses, overall strategic planning, and mergers and acquisitions.

Having worked as a utility employee, Mr. Saleba combines an extensive background as both a utility industry expert and a management consultant. He is able to draw upon this professional and educational experience to manage projects including comprehensive water, wastewater, gas and electric cost of service studies, strategic planning, and management critiques for clients throughout North America. His experience extends to alternative fuel cost comparisons, econometric forecasting models, resource planning and reliability studies. Mr. Saleba has participated in numerous generic utility proceedings, testified before over 200 regulatory bodies and courts of law and coordinated over 400 financial planning, resource acquisition, and strategic planning studies.

Mr. Saleba has also served on numerous energy and natural resource-related trade associations. He has served as Chairman of the American Water Works Association Financial Management Committee and Management Division. He has also served on the board of directors for the Northwest Public Power Association. He also served on the Board of Directors for ENERconnect, Inc., a bulk power aggregation and procurement entity serving the municipal utilities in Ontario.

Through EES Consulting and as a utility employee, Mr. Saleba has provided expert testimony in a number of subject areas including:

- Cost of service
- Wholesale and retail rate design
- Avoided cost of power
- General utility financing guidelines
- Load forecasting
- Retail wheeling
- Automatic adjustment clauses
- Wheeling rates
- Supply contracts/negotiations
- Interclass load characteristics
- Prudency issues
- Resource acquisitions
- Integrated resource planning
- Efficient utility operations
- Construction contract analysis
- Return on equity
- Mergers and acquisitions

EDUCATION

M.B.A., Finance, Butler University, Indianapolis, Indiana

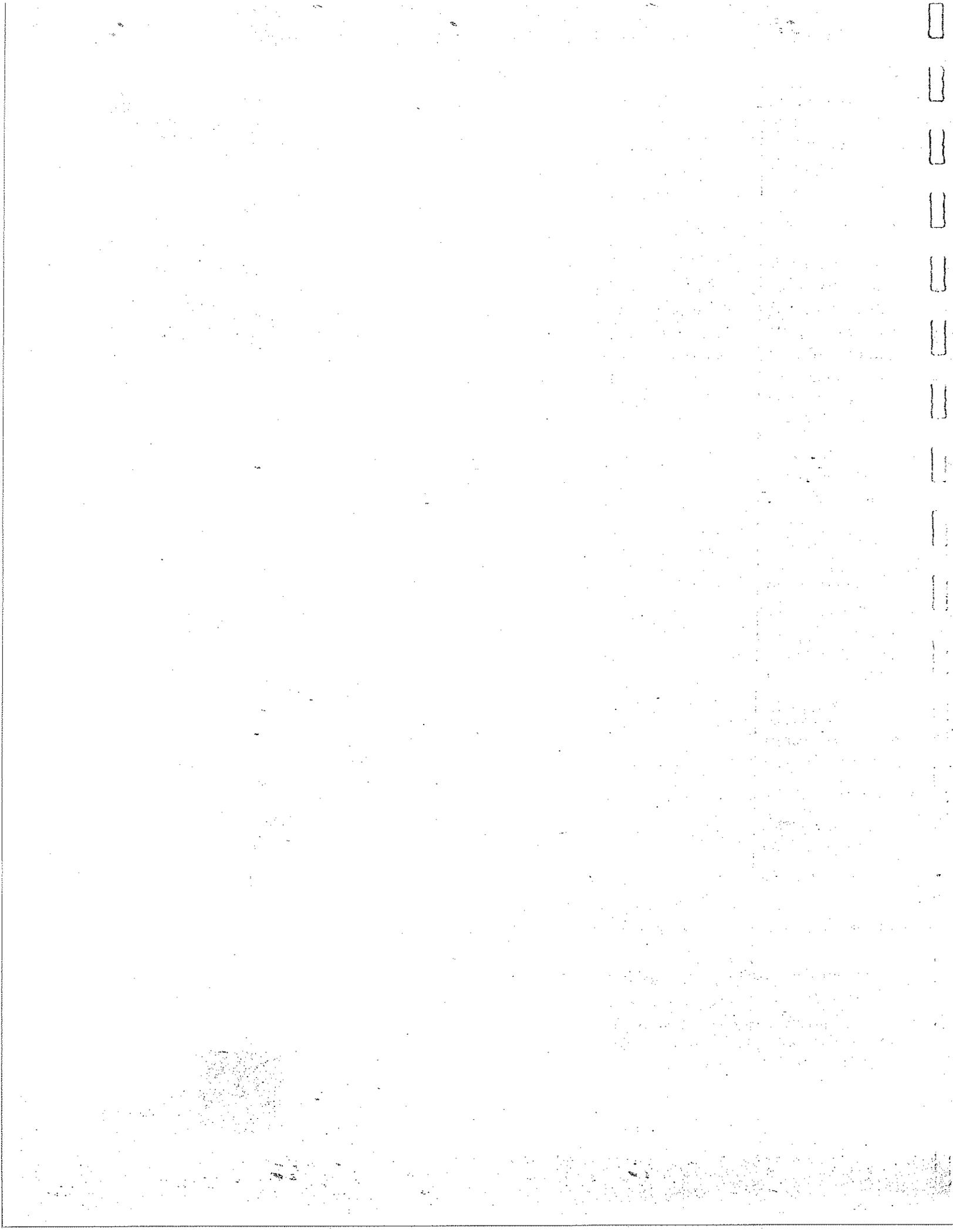
B.A., Economics and Mathematics, Franklin College, Franklin, Indiana

PROFESSIONAL ASSOCIATIONS

American Water Works Association
American Public Power Association
Northwest Public Power Association
Canadian Energy Association



EES Consulting



ANNE FALCON

Managing Director



Anne Falcon's primary responsibility with EES Consulting includes providing project management and technical support for all types of economic studies. Ms. Falcon has managed projects concerning cost of service and rate analyses, financial planning and regulatory proceedings for electric, natural gas, water and wastewater utilities. Her area of expertise includes restructuring, strategic planning, forecasting, unbundled cost-of-service studies, optimization research and specialized statistical studies.

Through her research and analysis of the current state of the industry, she has assisted many California and Northwest clients in preparing for the changes that are taking place. Ms. Falcon's work with California and Northwest electric utilities has included developing unbundled rates, average embedded and marginal cost-of-service studies, analysis of stranded costs, CTC calculation, development of direct access programs, research on ISOs and power markets, development of customer choice programs and conservation, market-based and green rate designs. For her water and wastewater clients, Ms Falcon has assisted them in developing sound financial long-term plans and determined rates sufficient to fund expenses and required capital programs.

On the regulatory front, Ms. Falcon has prepared evidence in several proceedings before public regulatory bodies in the U.S. and Canada. She has been a board expert to the Ontario Energy Board and Newfoundland and Labrador Utility Board in cost of service proceedings.

At EES Consulting, Inc. Ms. Falcon has been involved in all aspects of the integrated resource planning process, from the initial identification of demand and supply-side resources to the final ranking of resource portfolios. She has developed numerous decision models for U.S. and Canadian utilities and she has performed resource evaluations by applying social costing principles and risk analysis.

Ms. Falcon applies her extensive economic and technical knowledge in the development of resource-related computer models for use by electric, gas, water, wastewater, and solid waste utilities. With a master's degree in Operations Research, she has superior technical skills and is well suited to conduct mathematical and statistical studies. Ms. Falcon has also provided training in the areas of forecasting and operations research.

Her work at EES Consulting has also included the development of a multitude of econometric forecasts for electric, gas and water utilities. She has developed disaggregate energy and demand forecasts using a variety of forecasting and econometric tools.

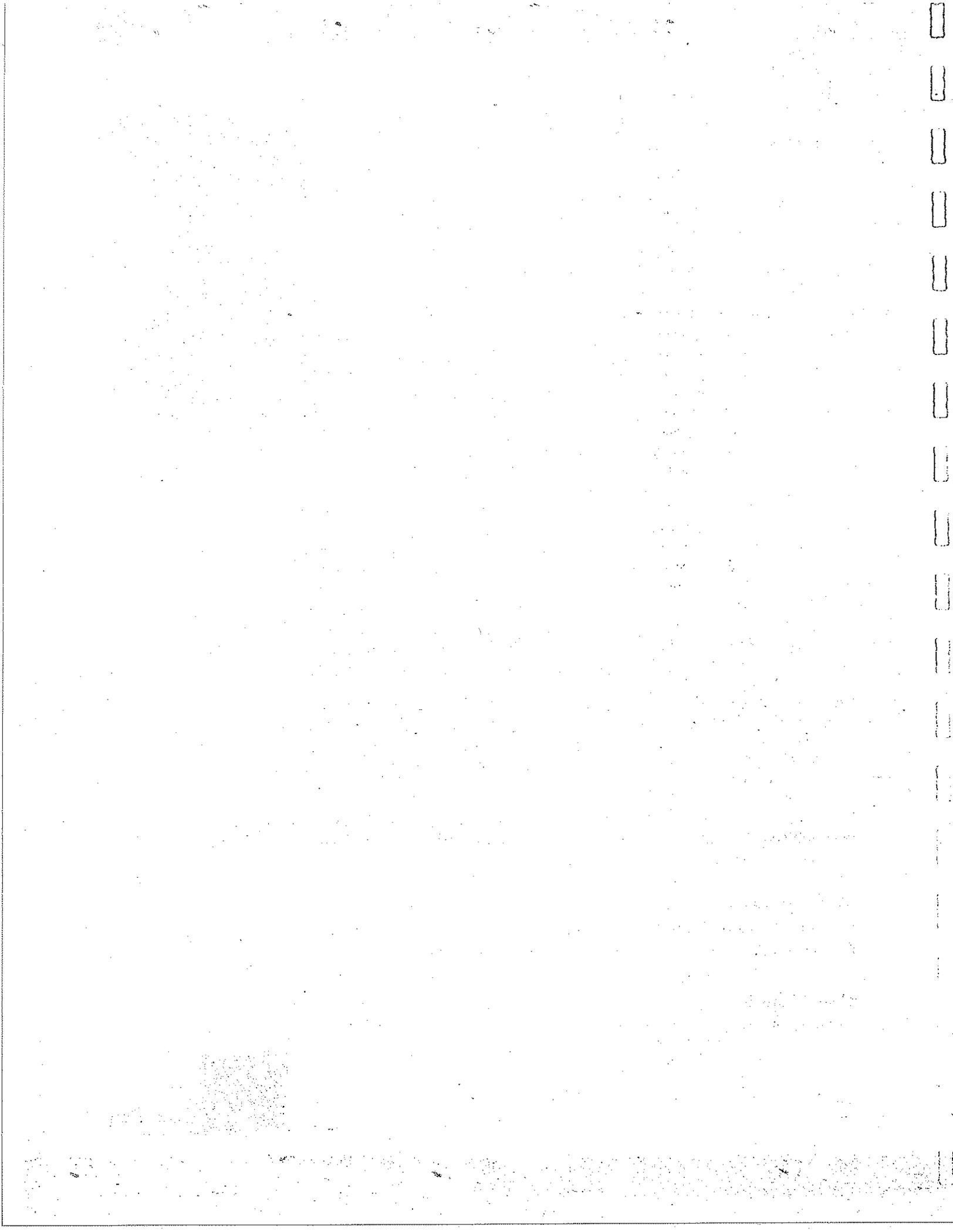
EDUCATION

M.S., Operations Research, Stanford University

B.A., Economics, University of San Francisco, Summa Cum Laude

ASSOCIATIONS

Operations Research Society of America



STEVEN J. ANDERSEN
Manager of Project Evaluations

Steve Andersen, whose broad knowledge of the engineering field enables him to handle most technical issues, provides economic and technical analyses for utility and industrial clients of EES Consulting, Inc.

Mr. Andersen is skilled in evaluating power supply proposals and has done so for many utilities in the region. He has calculated the potential savings in total power supply costs offered by competing suppliers. With his background in power engineering, he is able to assess the technical barriers to potential savings in today's changing electric industry.

Mr. Andersen has been responsible for managing the interplay of multiple power supply contracts for a major Northwest utility. He has monitored the hourly loads and power schedules of the utility and recommended changes to optimize economically the utility's various resources. He has also negotiated and implemented short and long-term power supply and transmission contracts on behalf of the utility.

Mr. Andersen has performed integrated resources plans for both large and small utilities. He has also performed resource feasibility studies for both utility and industrial clients.

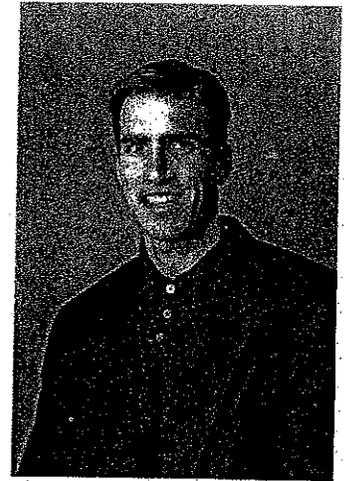
Mr. Andersen has performed cost of service analyses for many utilities. This analysis includes developing rates for residential, commercial and large industrial customer classes. He has also audited the power supply costs of large industrial corporations and suggested options for reducing their overall costs.

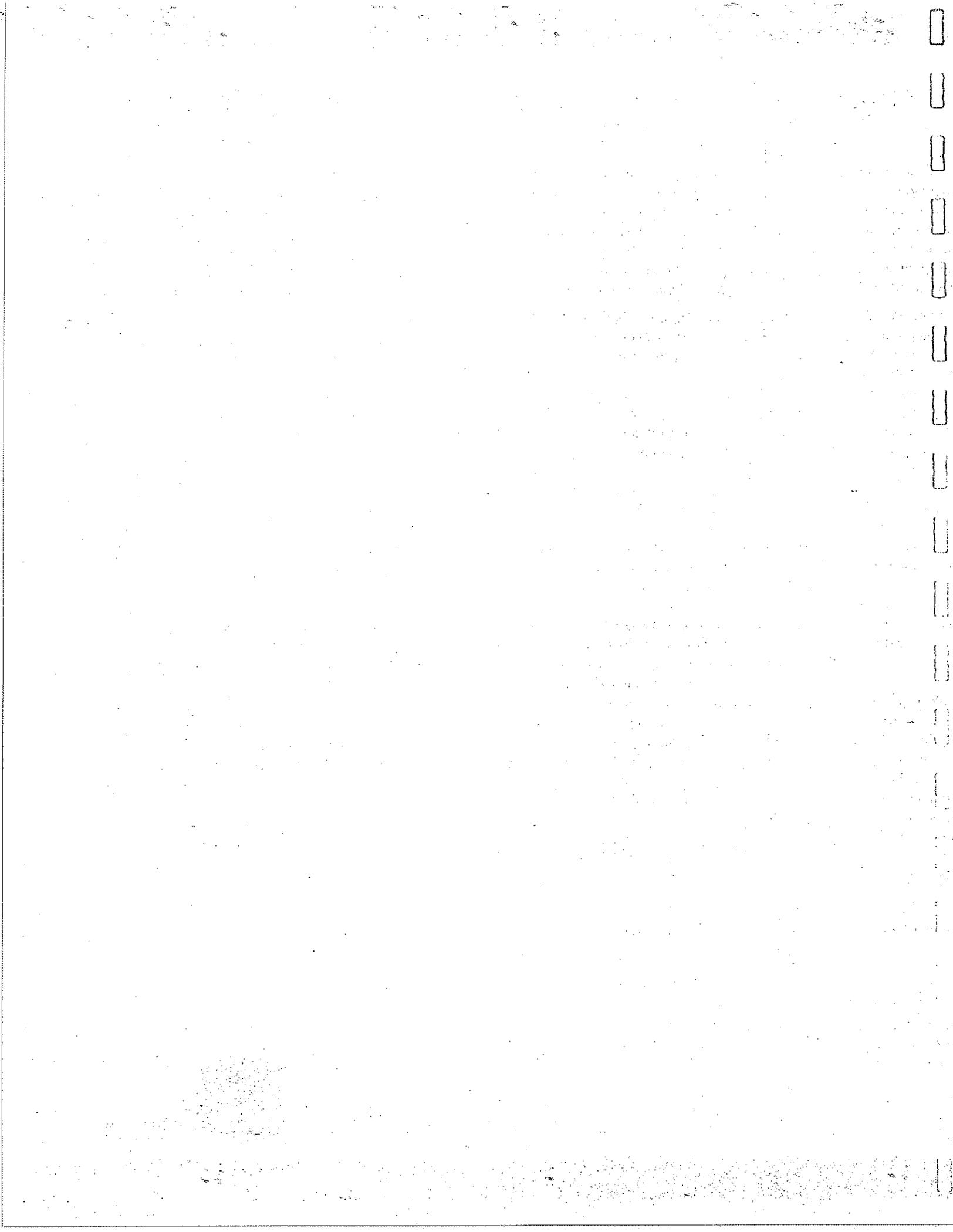
Mr. Andersen, has experience scheduling output from hydroelectric and thermal projects based on inflow information, flood control restrictions, maintenance outages, economic displacement and native load requirements. He has experience monitoring gas and electric markets and recommending purchases based on potential savings in total power supply costs. He is familiar with the functionality of hourly, daily, monthly and long-term energy markets.

Mr. Andersen has experience working with BPA power and transmission contracts and rates. This experience runs the gamut from participating in rate case activities to auditing power and transmission invoices.

EDUCATION

B.S., Electrical Engineering, University of Washington





KEVIN SMIT
Manager, Demand-Side Management

Kevin Smit is the Manager for Demand-Side Management with over 24 years of technical and management experience, primarily in the energy and utility industry. His current responsibilities include conservation/DSM potential assessments, utility conservation program evaluations, technical and regulatory analyses for electric utilities, and resource planning and acquisition.

Prior to joining EES Consulting, Mr. Smit was Product Manager at Public Utility District No. 1 of Snohomish County. In this position, he performed conservation/DSM potential assessments, conservation program evaluations, and new conservation program design.

Mr. Smit is a member of the Pacific Northwest Regional Technical Forum which provides the Northwest Power Planning Council and the Bonneville Power Administration with development and technical review of conservation measures for the region. Mr. Smit has experience with the Council's methodology and models for estimating cost-effective conservation resources.

Prior to Snohomish PUD, Mr. Smit was a Program Manager at Energy International, Inc., managing and conducting energy technology research projects for electric and gas utilities and government agencies both in the US and internationally. Selected technical research topics included:

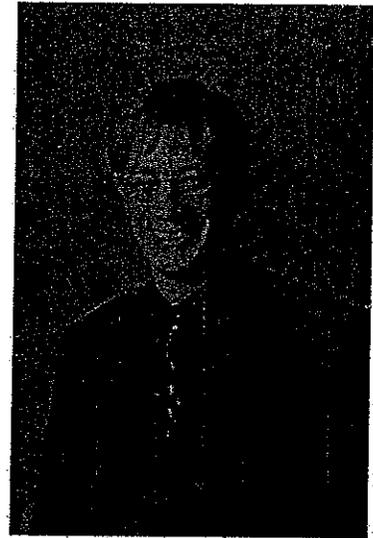
- Residential, commercial, and industrial sector energy efficiency
- Distributed power generation (including fuel cells, combustion turbines, renewables)
- Energy storage
- Hydrogen economy

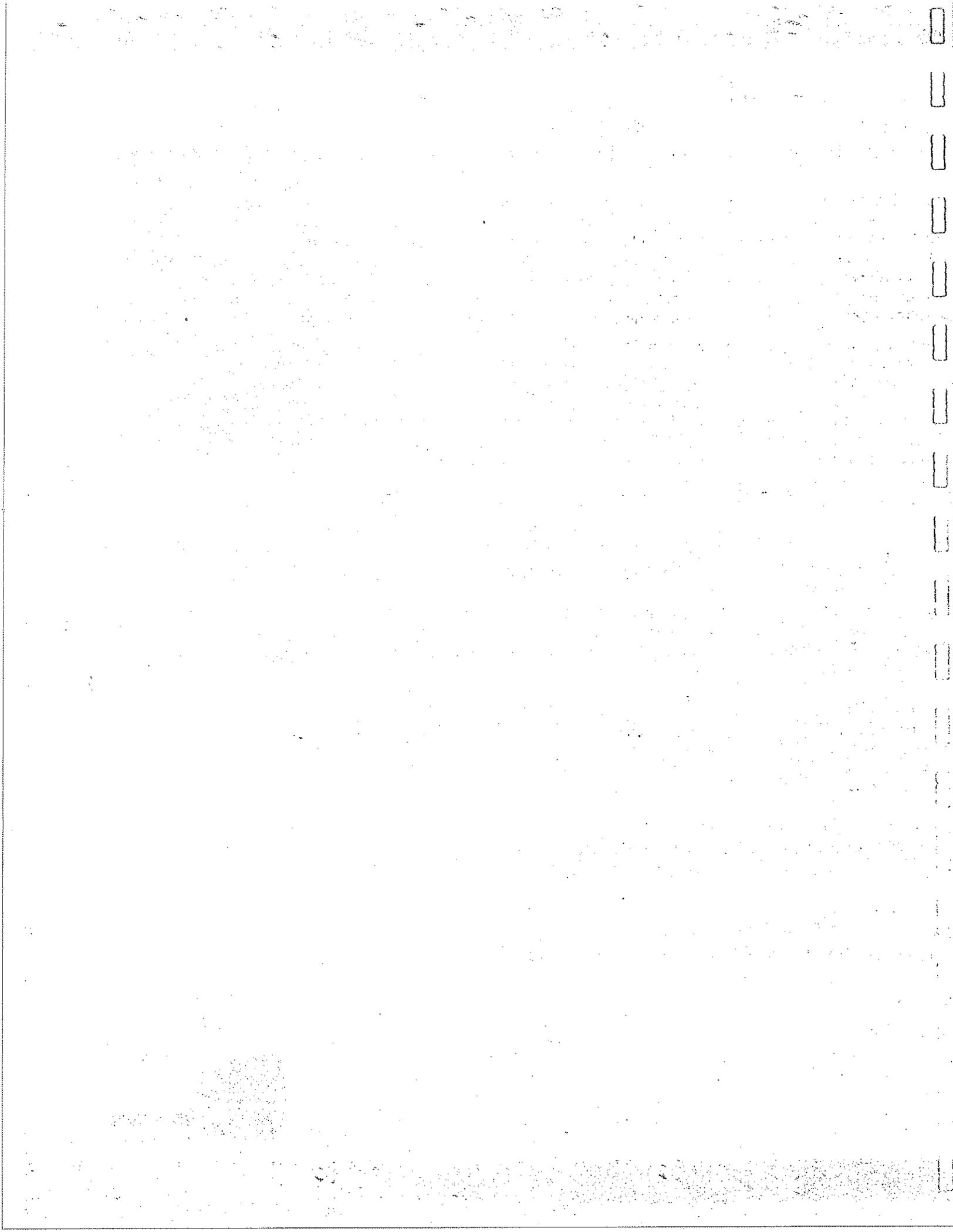
EDUCATION

M.S., Mechanical Engineering, University of Washington
B.S., Mechanical Engineering, Dordt College

ASSOCIATIONS

Association of Energy Service Professionals (AESP)





KELLY TARP
Senior Project Manager

Kelly Tarp is responsible for providing analytical and technical expertise for EES Consulting, Inc. in support of economic and financial studies. Ms. Tarp uses her background in the electric and gas industry to develop cost of service and cost allocation studies for water, wastewater, storm water, gas and electric utilities.

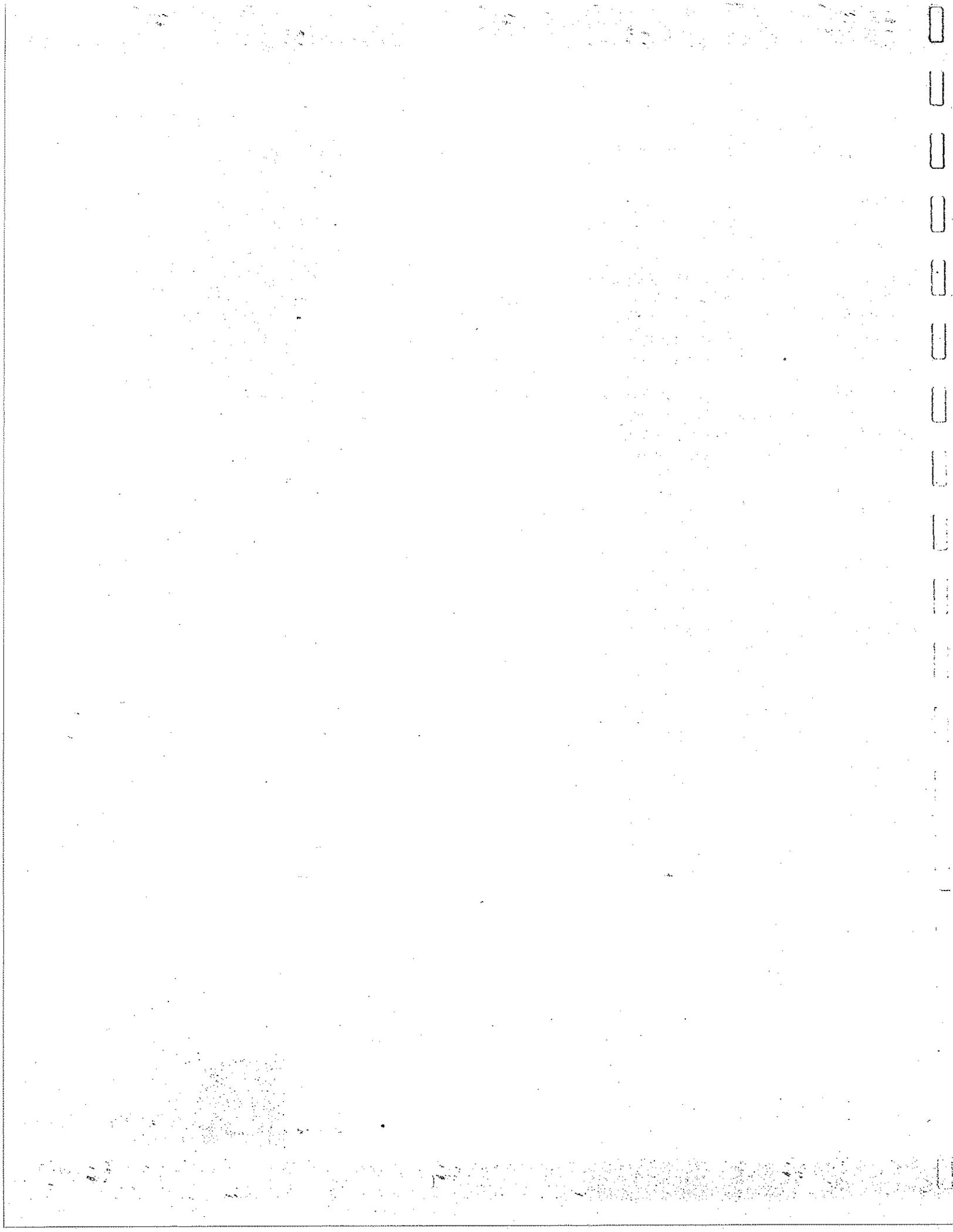
Ms. Tarp's background includes experience as a consultant to electric and gas utilities, government agencies, and supporting energy organizations. Her experience includes performing technical assessment studies (topics in the areas of emerging distributed generation technologies, combined heat and power systems, and HVAC systems) and creating web resources, such as online calculators and text-based information resources. Additional duties included project management for a variety of technical evaluation studies, leading efforts to coordinate web tool development, calculator development and web programming.

In addition to her consulting experience, Ms. Tarp is trained as a mechanical engineer, proficient using Microsoft products, and is comfortable creating and using complex computer applications and programs.

EDUCATION

B.S, Mechanical Engineering, Washington State University





AMBER NYQUIST

Project Manager

Amber Nyquist provides analytical expertise for EES in support of economic and financial studies. Ms. Nyquist offers experience and knowledge to a wide range of topics related to regulated utilities. Ms. Nyquist's background includes cost of service analysis, electric rate design, Bonneville Power Administration's tiered rate methodology and other power supply costs or related information. Ms. Nyquist assists in Integrated Resource Planning as well as independent resource evaluation. Specific resources include demand-side and conservation resources, geothermal, wind, renewable energy credits, gas-fired and other resources.



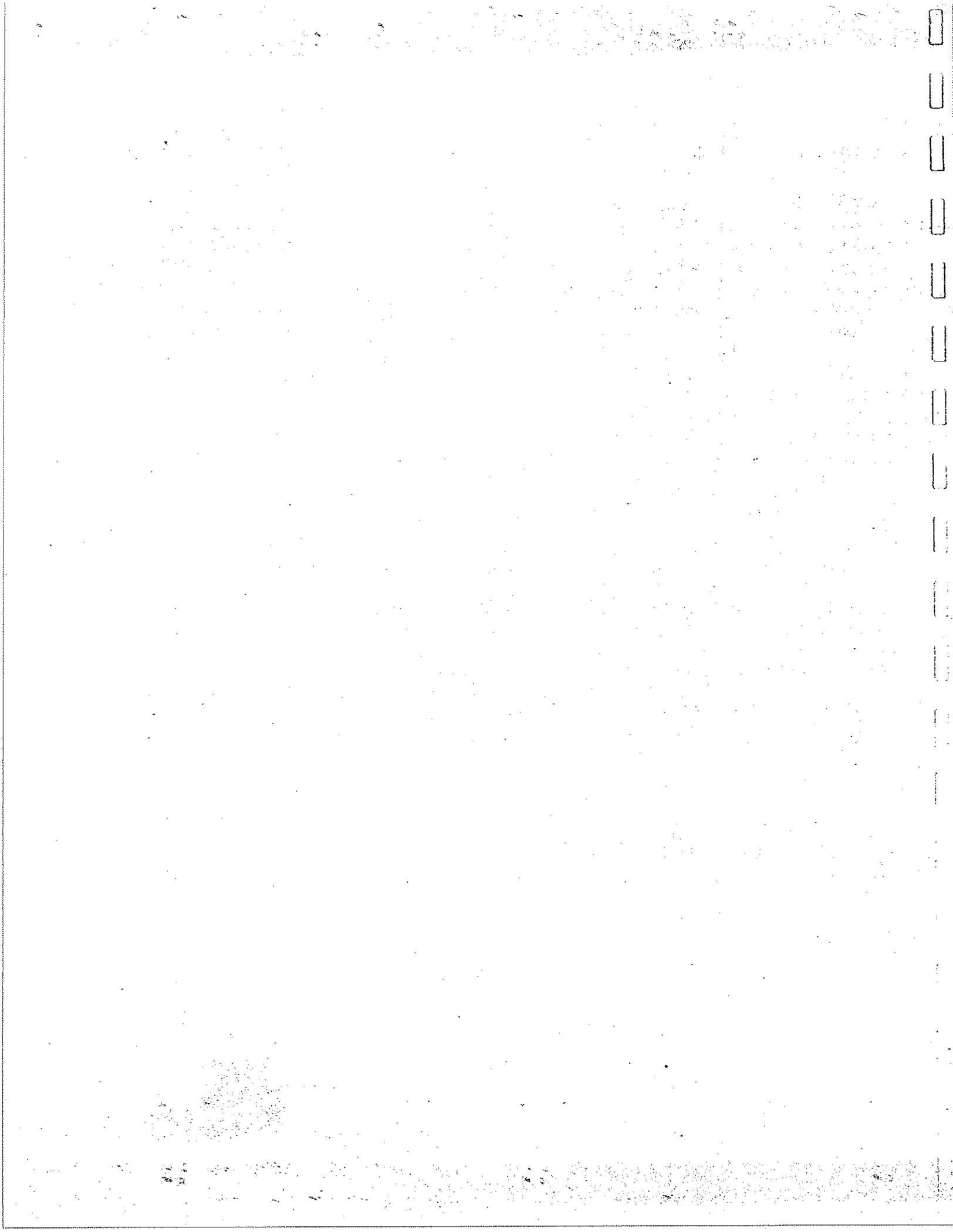
Besides resource planning, she uses her background in econometrics and data analysis to develop load forecasts, normalize electric loads according to weather, and to develop market price forecasts. Also using her statistics knowledge Ms. Nyquist conducts conservation program evaluations and provides utilities with statistically significant results. The results assist in utility program planning, data collection, and presentation.

Furthermore, Ms. Nyquist has specific experience with the federal standards for evaluating benefits and costs of water supply and related resources according to the *Economic and Environmental Principles and Guidelines for Water and Related Land Resources Implementation Studies* (March 10, 1983).

In addition to her background in economics, Ms. Nyquist is also trained in written communication skills. She has four years experience in teaching others to write as well as abundant experience in written and oral presentations.

EDUCATION

M.A., Economics, Simon Fraser University
B.A., Economics, Western Washington University



LANCE J. ROTTGER
Analyst

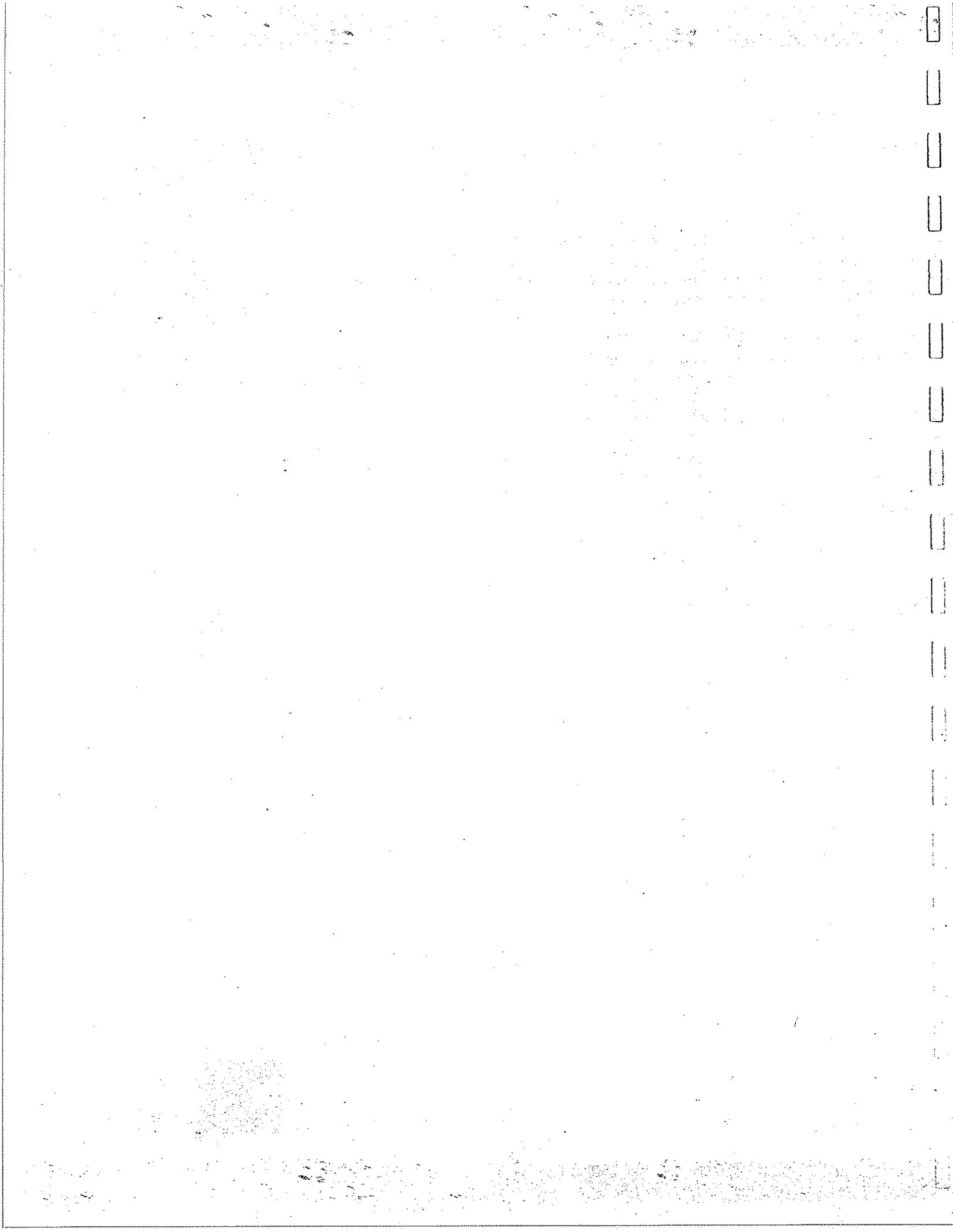
Lance Rottger's primary responsibilities at EES Consulting are conservation potential assessments, energy efficiency and demand side analysis and research. Mr. Rottger brings an interdisciplinary background in energy efficiency evaluation and economic analysis. His experience includes energy efficient building assessment and construction as well as energy and environmental economic research.

In addition to his experience in energy and economics, Mr. Rottger brings expertise in public policy having provided research and technical writing for environmental remediation projects to the City of Bellingham. Mr. Rottger received a BS in Economics and Political Science as well as certificates in Energy Accounting and Project Management.



EDUCATION

B.S., Economics & Political Science, Western Washington University
ATA Energy Management, Certificate Project Management



CHRISTOPHER C. HUTCHINSON
Analyst

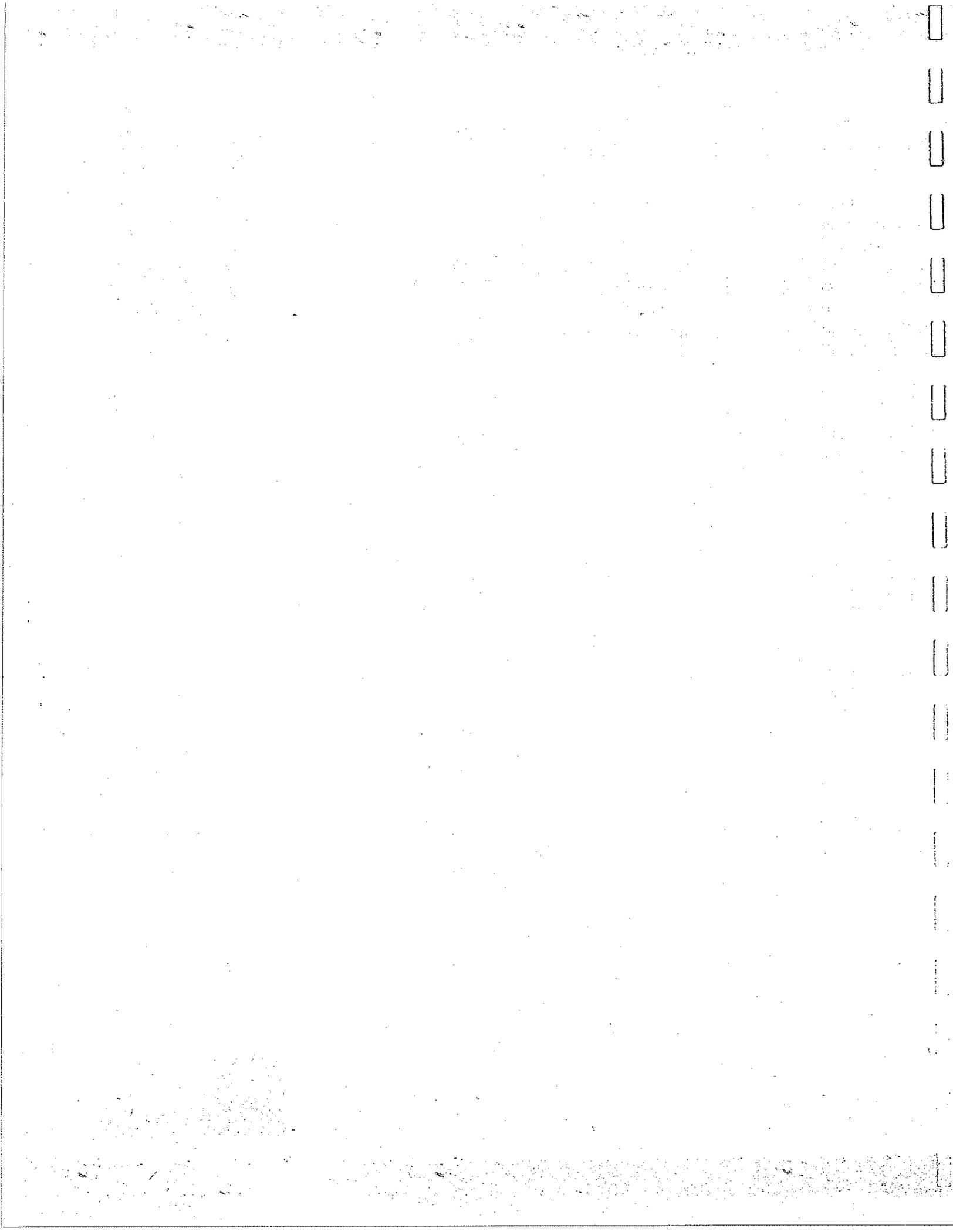
Chris Hutchinson's duties at EES include cost of service assessments, resource studies, financial planning, and economic analysis and research. Mr. Hutchinson's background includes environmental economic research and analysis of natural resource projects. He specializes in economic efficiency and conservation assessments of water use.

Mr. Hutchinson also brings analytical expertise in benefit cost and econometric evaluations.



EDUCATION

M.S., Applied Economics, University of Minnesota
B.S., Economics, University of Oregon



PARTIAL CLIENT LIST

Alaska Village Electric Cooperative, Alaska

- Due diligence and valuation of utility property acquisition
- Fuel transportation feasibility

University of Alberta, Canada

- Electricity and natural gas rates, supply options and procurement
- Expert testimony
- Cogeneration feasibility
- Water and wastewater rate analysis
- Asset sale/acquisition analysis

Association of Major Power Companies, Ontario

- Retail rate analysis
- Wheeling rate analysis
- Expert testimony

American Public Power Association (APPA)

- Instruct APPA cost of service, forecasting and financial management seminars
- Authored APPA technical manual on cost of service principles

American Water Works Association (AWWA)

- Instruct AWWA cost of service, rate design, forecasting and financial management seminars
- Develop AWWA technical manuals
- Leadership on Management Division, Total Water Management and Financial Management Committees

City of Anaheim, California

- Electric rate study assistance
- Advice on strategic partnering
- Stranded cost analysis
- Cogeneration analysis
- Property tax analysis

Municipality of Anchorage, Light & Power, Alaska

- Engineer of Record
- Unbundled cost of service
- Competitiveness analysis
- Strategic advice and assistance
- Deregulation consulting
- Regulatory/legal support/expert testimony

Municipality of Anchorage, Light & Power, Alaska (cont'd)

- Organizational advice
- Schedule/dispatch department audit
- Integrated resource plan
- Generation planning study
- Property acquisition assistance
- Joint generation feasibility study

Anyox Hydroelectric Corp, Canada

- Design of 4 new hydroelectric projects
- Canadian water licensing and permits
- Power sales contract assistance
- Financing support and modeling

Avista, Washington

- Water quality program support
- Spokane River FERC relicensing analyses and negotiations /litigation
- Strategic planning

Basin City Water/Sewer District, Washington

- Valuation study

Benton County Public Utility District, Washington

- Integrated resource plan
- Conservation potential assessment

Benton County REA, Washington

- Evaluation of alternative power supply options and contract negotiations
- Wheeling rate analysis
- Asset acquisition study
- Cost allocation and retail rate design
- Permitting/feasibility for gas generation

Big Bend Electric Cooperative, Washington

- Electric cost of service rate study

Big Flat Electric Cooperative, Montana

- Wheeling rate development

Central Electric Cooperative, Oregon

- Retail rate study

Central Lincoln PUD, Oregon

- Electric retail rate study
- Wheeling rate

City of Birmingham, Alabama

- Comprehensive water cost allocation and rate design study
- Litigation support/expert testimony

City of Burien, Washington

- Electric conversion financial analysis

British Columbia Utilities Commission, Canada

- Evaluation of natural gas rate application

Building Owners Management Association

- Expert testimony in Puget Sound Energy rate case on interclass cost allocations

California Municipal Utilities Association

- Evaluation of joining California ISO for California municipal electric utilities

City of Calgary, Alberta

- Water and sewer cost of service and rate analyses

CH2M Hill, Washington

- Fish passage facility design
- Mechanical engineering
- Electrical engineering
- Control system design

Chelan County Public Utility District, Washington

- Implementation of time differentiated, average embedded and marginal cost of service software programs
- Load research program assistance
- Econometric demand forecasting models
- New large load analysis
- Conservation and transformer load management analysis
- Water/sewer service regulation critique and rate studies
- Diesel generation feasibility study
- DSM potential study
- Juvenile fish bypass engineering
- Fiber system benefit/cost analysis

City of Cheney, Washington

- Electric cost of service/rate design study
- Strategic options study for electric utility

Clackamas River Water District, Oregon

- Utility coordination with Damascus, Mt. Scott and Oak Lodge water districts
- Strategic planning
- Merger study

Clallam County Public Utility District, Washington

- Retail cost of service and rate design studies
- Review and calculation of wheeling tariffs
- Resource evaluation
- Representation in regional power issues
- Integrated resource plan
- Evaluation of bulk power alternatives
- Conservation potential study

Clark Public Utilities, Washington

- Hydro feasibility study
- Electric integrated resource planning study
- Engineer's letters for bond financings
- Least cost planning
- DSM evaluation
- Owner's agent for construction of 248 MW gas turbine project
- Retail wheeling analysis
- Natural gas procurement
- Customer choice program
- Assistance in gas engine project
- Renewable resource evaluation

Clearwater Power Company, Idaho

- Line extension policy analysis
- Retail rate study

Coachella Valley Association of Governments, California

- Evaluation of electric utility options
- Property valuation for condemnation evaluation

Columbia River PUD, Oregon

- Retail rate study

Columbia REA, Washington

- Electric retail rate study

City of Corona, California

- Strategic advice
- Valuation assessments
- Condemnation evaluation

Consumers Power, Inc., Oregon

- Electric rate assistance

Costco Companies, Inc., Washington

- Power supply evaluation
- Electric deregulation strategy

Cowlitz County PUD, Washington

- Expert testimony on Wells #2 hydro fail
- Power supply evaluation

Denver Water Board, Colorado

- Water rate study assistance
- Strategic planning
- Litigation support
- Expert testimony

District of Lake Country, B.C., Canada

- Turbine and generator procurement for hydroelectric project

Douglas County PUD, Washington

- Wells Dam FERC relicensing support and negotiations
- Tribal negotiation
- Negotiation of 10(e) payments
- Water quality/temperature modeling/dissolved gas investigations

Douglas Electric Cooperative, Oregon

- Electric retail rate study

Energy Facility Site Evaluation Council (EFSEC)

- Assess financial capabilities to purchase combustion turbine project

Electricity Distributors Association, Ontario

- Retail cost of service and rate design studies
- Evaluation of load management options
- Evaluation of provincial resource acquisition study
- Expert testimony
- DSM evaluation

Electricity Distributors Association, (cont'd)

- Power pooling acquisition study and business plan
- Integrated resource planning study assistance
- Strategic planning
- Customer choice analysis
- Evaluation of ISO for Ontario
- Educational services
- Energy trading operations
- Unbundled cost of service model

City of Ellensburg, Washington

- Rate studies, financial analysis, management review, load management
- Integrated resource plan
- Gas utility acquisition analysis
- Evaluation of bulk power alternatives
- Power contract negotiations
- Litigation support/expert testimony
- Resource evaluation

El Dorado Irrigation District, California

- Water and wastewater financial planning and rate studies
- Customer service manual
- Contract negotiations

Emerald Public Utility District, Oregon

- Expert testimony for condemnation proceedings
- Resource evaluations
- Cost of service and rate design studies
- Contract negotiations
- Asset acquisition analysis
- Conservation program review

ENERconnect, Inc., Ontario

- Established wholesale power trading protocol for Ontario
- Consulted on various technical and financial requirements
- Elected to Board of Directors from 1999 - 2001

Energy Northwest, Washington

- Packwood hydro relicensing support
- Fisheries and water quality studies
- Instream flow determination
- Habitat enhancement and restoration
- Threatened and endangered species
- Fisheries investigations, including netting, hydroacoustics, population assessments, and entrainment and impingement
- REC analysis/forecast

Enmax, Canada

- Wheeling rate regulatory support

Fall River Rural Electric Cooperative, Idaho

- Merger analysis, and operations and management review
- Asset acquisition evaluation
- Retail rate study
- Resource evaluation model

City of Fargo, North Dakota

- Wastewater cost of service study
- Water cost of service study
- Long-term financial plan

Ferry County Public Utility District, Washington

- Contract negotiations
- Electric rate study

Flathead Electric Cooperative, Montana

- Merger and acquisition evaluation
- Regulatory compliance
- Unbundled cost of service
- Strategic advice
- Lead consultant for 40,000 electric meter acquisition
- Due diligence on coal plant

FortisBC, Canada

- Power contract negotiations
- Regulatory expert testimony
- Electric industry restructuring analysis
- Electric cost of service and rate design study
- Line extension policy
- Resource acquisition study
- Wholesale power sales contract negotiation
- Least cost planning study
- Integrated resource planning
- Dispatch optimization study

FortisBC, Canada (cont'd)

- Competitiveness study
- Retail wheeling application
- Strategic advice
- Owner's agent for construction of major 230 kV transmission line
- Conservation potential analysis

Garrison Diversion Conservancy District, North Dakota

- Analyze the financial/rate impacts of the proposed Red River Valley water supply/200 mile-8' water supply project
- Critique of project benefit/cost calculations

Glacier Electric Cooperative, Montana

- Standby rate analysis
- Power supply acquisition study
- Cost of service study

Grant County Industrial Customers, Washington

- Retail rate review
- Power contract negotiations

Grays Harbor County Public Utility District, Washington

- Retail rate study
- Bulk power forecast and contract negotiations
- Integrated resource plan
- Regional power issues
- Resource evaluation
- Cogeneration feasibility
- Transmission analysis

Green Island Energy, Ltd.

- Biomass power project development assistance

Hampton Affiliates, Washington

- Provided assistance in energy related matters
- Assistance in construction of wood-fired boiler and back pressure turbine projects
- Negotiation of power purchase agreement

HDR Engineering, Washington

- Hydro feasibility and power marketing services
- Transmission line feasibility

City of Heyburn, Idaho

- Expert testimony and litigation support
- Utility asset sale evaluation

Hidroelectrica Secacao, Guatemala

- Hydropower turbines and generators
- Dam design
- Construction management
- Plant automation and controls

Industrial Customers of Idaho Power, Idaho

- Expert testimony and analysis of Idaho Power rate increase applications
- Customer choice negotiations

Inland Power & Light Company, Washington

- Cost of service and rate design
- EPCAct 2005 time of use
- Integrated resource plan
- Wheeling rate analysis

International Forest Products, Washington

- Wood-fired power plant feasibility studies
- Steam cycle heat balances

Iron Mountain Quarry, Washington

- Advice on new electric generation project

Kentucky-American Water Company, Kentucky

- Conservation evaluation and program development
- Water demand forecast
- Integrated resource planning study
- Strategic planning
- Expert testimony/regulatory assistance
- Meter cost analysis

Klamath Water Users Association, Oregon

- Retail rate analysis
- Strategic electric options

Klickitat County Public Utility District, Washington

- Rate study
- Financial planning
- Integrated resource planning study
- Water system technical assistance/review
- Condemnation evaluation of hydro project
- IPP wheeling rate negotiations
- Pump storage project evaluation

Kootenai Electric Cooperative, Idaho

- Electric rate study
- Business acquisition analysis
- Asset acquisition support
- Merger/acquisition assistance
- Cogeneration feasibility study
- Integrated resource plan

Lakeview Light and Power, Washington

- Cost of service and rate design
- Pole attachment rates and contracts
- Windmill power evaluation
- Engineer's letter for bond financing

Lassen Municipal Utility District, California

- Electric cost of service and rate design

Lewis County Public Utility District, Washington

- Cost of service and rate design
- Fixed asset ledger procedures
- Resource acquisition analysis
- Integrated resource plan
- Major hydro generation evaluation and assessment
- Regional power issues and contract negotiations
- Asset acquisition analysis
- Conservation potential study

City of Lethbridge, Alberta

- Wholesale power negotiations/expert testimony
- Analysis of electric industry restructuring
- Cost of service/rate design studies
- Strategic advice on deregulation and existing retail business
- Strategic partnership advice
- Engineering/contracting assistance

Lincoln Electric Cooperative, Montana

- Cost of service and rate design study

Los Angeles County, California

- Strategic advice on power supply and wheeling options
- Rate analysis and negotiations
- Litigation support
- Franchise agreement assistance
- Cogeneration feasibility study

Los Angeles Department of Water and Power, California

- Analysis of wheeling options
- ISO negotiations
- Transmission access evaluations
- Expert testimony at FERC on ISO transmission issues

Lower Valley Power and Light, Wyoming

- Evaluation of merger potential
- Natural gas pipeline and gas turbine generation financial and technical feasibility
- Integrated resource plan
- Contract negotiation
- Evaluation of LNG distribution systems
- DSM program development
- Expert testimony and regulatory support

Mason County Public Utility District No. 1, Washington

- Electric rate study
- Resource evaluation
- Contract negotiations
- Hydro feasibility studies

Mason County Public Utility District No. 3, Washington

- Design and implementation of continuing property records fixed asset accounting system
- Cost of service and other miscellaneous financial related analyses
- Electric demand forecast
- Resource acquisition study
- Hydro evaluation
- Bond financing
- Least cost planning study
- Contract negotiations
- DSM program development
- Cogeneration review

Mason County Public Utility District No. 3, Washington (cont'd)

- Fiber optics business plan
- Engineering/contracting assistance and oversight for reciprocating engine construction

McMinnville Water & Light, Oregon

- Integrated resource plan
- Cost of service/rate study
- Conservation potential assessment

Medicine Hat, City of, Canada

- Strategic planning
- Energy consulting
- Resource evaluation/AGC study
- Electric power project assistance
- Utility revenue requirement policies and cost of service

Midstate Electric Cooperative, Oregon

- Electric rate study

Ministry of Fisheries and Oceans, Canada

- Expert testimony

Mission Valley Power, Montana

- Electric rate study

Missoula Electric Cooperative, Montana

- Electric rate study

**Montana Associated Cooperatives, Montana—
(20 cooperatives within the state)**

- Lead consultant in evaluation of acquiring major IOU service territory
- Strategic advice

M-S-R Public Power Agency, California

- BPA White Book analysis
- Litigation support

City of Needles, California

- Wastewater cost of service study
- Water and electric cost of service studies
- Financial planning

EES Consulting

Nor-Cal Electric Authority, California

- Assisted in reviewing bid for purchase of PacifiCorp's California distribution facilities
- Negotiated MOU and final Purchase and Sales Agreement between Nor-Cal and PacifiCorp
- Performed engineering, environmental and financial due diligence for asset sale
- Assisted in preparation of regulatory approval materials
- Develop operating plan

Northern Lights, Inc., Idaho

- Electric rate study
- Pole attachment rate study

Northern Wasco Public Utility District, Oregon

- Strategic planning
- Resource evaluation
- Rate study
- Conservation potential study

Northwest Public Power Association (NWPPA), Washington

- Instruct technical seminars on integrated resource planning, rates, cost allocation, and financial management
- Member of Board of Directors

Northwest Territories Power Corporation, Canada

- Regulatory filing, expert testimony
- Integrated resource planning study
- Strategic planning
- Resource evaluation
- Rate study/load forecast

Northwestern Energy, Montana

- Prepared and evaluated RFP for default supply for retail load
- Expert testimony/regulatory assistance

Okanogan County Public Utility District, Washington

- Integrated resource planning study

Okanogan REA, Washington

- Strategic planning

Ontario Energy Board, Canada

- Regulatory cost allocation
- Distributed generation and standby rate study

Ontario Hydro, Canada

- Retail and wholesale rate evaluation
- Strategic planning
- Conservation evaluation
- Rate design mediation
- Least cost planning assistance
- Competitiveness study

Oregon Restaurant Association, Oregon

- Strategic advice
- Load aggregation

Pacific County Public Utility District, Washington

- Integrated resource study
- Rate studies
- Resource evaluation
- Fiber optics business plan
- Pole attachment litigation support

City of Palo Alto, California

- Power supply study
- Joint action review
- Gas, electric, water and sewer cost of service studies
- Demand forecast/resource evaluation
- Least cost planning assistance
- Customer choice program

Parkland Power & Light, Washington

- Rate study
- Strategic and least cost planning
- Resource evaluation

City of Pasadena, California

- Water and electric cost of service and rate design studies
- DSM program evaluation

**Pend Oreille County Public Utility District,
Washington**

- Hydro plant feasibilities
- Integrated resource plan
- Bond issue for new transmission line
- Expert testimony/litigation support
- FERC relicensing
- FERC Part 12 inspections
- Penstock repair
- Dam design
- Fishery behavior studies
- Total dissolved gas reduction project
- Turbine upgrade
- Renewable energy credit analysis

Peninsula Light Company, Washington

- Electric rate study
- Asset evaluation study
- Resource acquisition study
- Line extension analysis
- Conservation evaluation
- Integrated resource planning study
- Resource acquisition assistance
- Water quality advice
- Financial planning analysis
- Renewable resource evaluation
- Conservation potential analysis

**Pierce County Cooperative Association*,
Washington***

- Negotiation of power contracts, resource evaluation and integrated resource plans
- Transmission system analysis
- Resource acquisition
- Rate study
- Strategic planning advice

*(*Alder Mutual Light Company, Town of Eatonville, Elmhurst Mutual Power and Light Company, City of Fircrest, Lakeview Light and Power Company, City of Milton, Ohop Mutual Light Company, Parkland Light and Water Company, Town of Steilacoom)*

PNGC Power, Oregon

- Conservation potential study
- Contract evaluation risk study

Polk-Burnett Cooperative, Wisconsin

- Rate study
- DSM study
- Strategic planning

City of Portland Water Bureau, Oregon

- Internal audit and valuation study
- Wholesale contract review

Portland General Electric, Oregon

- Hydro relicensing support

City of Port Angeles, Washington

- Resource acquisition studies
- Strategic planning
- Merger study
- Conservation potential study
- Demand response strategic assistance

**Potomac Electric Power Company, Washington,
D.C.**

- Assistance in preparation of energy plan

PPL Montana, Montana

- Power supply evaluation and acquisition RFP
- Litigation support/expert testimony for hydro land lease dispute

Princeton Power and Light, B.C.

- Rate study
- Regulatory filings
- Expert testimony

Raft River Rural Electric Coop, Idaho

- Asset acquisition analysis

City of Red Deer, Canada

- Wholesale power rate negotiations
- Cost of service and rate design studies
- Expert testimony
- Strategic advice on deregulation and existing retail business

City of Redding, California

- Organization audit/strategic planning
- Competitiveness study/stranded cost review
- Citizens' Committee support

City of Reno, Nevada

- Auditing and renegotiating electric and gas franchise agreements
- Owner's agent for service territory acquisition of 75,000 customers for \$450 million

City of Richland, Washington

- Valuation study
- Strategic planning services and consulting
- Analyzed storm drainage rates
- Evaluation of BPA slice product
- Management and operations review
- Integrated resource plan
- Conservation potential assessment
- Conservation plan
- Electric rate study

Sacramento Municipal Utility District, California

- Load research and cost of service software
- Sample selection assistance
- Rate study
- Litigation support and expert testimony
- FERC licensing compliance audit

City of St. Paul, Alaska

- System valuation

Salem Electric, Oregon

- Retail rate study

Salmon River Electric Coop, Idaho

- Industrial rate development

City of San Bernardino, California

- Design of 1.5 MW cogeneration project
- Air quality permitting support

City of San Marcos, California

- Evaluation and due diligence for new generation project
- Electric utility acquisition options study

Seattle Times, Washington

- Evaluation of electric power supply options
- Contract negotiations for retail electric service

Seattle Water Department, Washington

- Rate, financial management and forecasting studies
- Conservation evaluation
- Strategic planning studies
- Contract negotiations
- Least cost planning

SEH America, Washington

- Strategic consulting
- Electric supply support
- Natural gas supply and transportation support

Shady Cove, Oregon

- Financing plan and prospectus development

City of Shoreline, Washington

- Strategic planning seminar
- Energy aggregation analysis
- Water service analysis
- Evaluation of strategic utility options
- Assumption negotiations of wastewater system
- Franchise fee negotiations
- Due diligence & valuation of utility system

Simpson Timber Company, California

- Engineering/financial consulting for a new woodwaste boiler/condensing turbine project

Skamania County PUD, Washington

- Electric retail rate study
- Pole attachment study

Snohomish County Public Utility District, Washington

- Average and marginal cost of service models
- Load research program
- Elasticity study
- Resource acquisition evaluation
- Cost of service model
- Landfill gas generation study
- DSM study

**Snohomish County Public Utility District,
Washington (cont'd)**

- Conservation potential assessment
- Energy efficiency behavior program evaluation
- Energy efficiency department support
- Regional office evaluation
- Hydro plant design
- Engineering audit for FERC relicensing support

Southeast Idaho Cooperatives

- Asset acquisition analysis

Springfield Utility Board, Oregon

- Cost of service programs and comprehensive rate study
- Contract negotiations
- Resource evaluation and acquisition assistance
- Cogeneration feasibility study

City of Tacoma, Washington

- Comprehensive electric and water cost of service and rate design analyses
- Review of line extension policy
- Elasticity and load forecasting models
- Review of internal departmental staffing requirements
- Conservation effectiveness evaluation
- Policy seminars
- Least cost planning study
- Contract negotiations
- FERC hydro relicensing assistance
- Major water use contract negotiation

Terasen Gas, Canada

- Integrated resource planning study
- Optimal dispatch model
- Retail cost of service/rate design filing
- Expert testimony

Texas Municipal Power Agency, Texas

- Expert testimony
- FERC wheeling rate application
- State wheeling rate application
- Antitrust litigation support

City of Toppenish, Washington

- Strategic advice
- Electric utility options study
- Valuation assessments

Truckee-Meadows Water Authority, Nevada

- Lead strategic and financial consultant in acquisition of 70,000 meter water system previously owned by Sierra Pacific in the Sparks/Reno area valued at \$400 million
- 108" pipeline replacement project
- Generator repair and rewind project
- Flume repair and upgrade design

Turlock Irrigation District, California

- Cost of service review
- Seminars
- Load growth study
- Time of use rates
- Marginal cost study for electric system
- Litigation support for contract disputes
- Customer service support
- Relicensing compliance audit

US Ecology, Inc., Washington

- Expert testimony on cost of service and rate design issues
- Regulatory filing for Richland nuclear waste disposal site

Vigilante Electric Cooperative, Montana

- Wheeling rate analysis
- Merger/acquisition study

Wasco Electric Cooperative, Inc. Oregon

- Electric rate study

Washington PUD Association, Washington

- Feasibility analysis
- Sourcebook publication

City of West Linn, Oregon

- Water and wastewater rate studies
- Strategic planning
- Cogeneration feasibility study

Western Montana G&T, Montana

- Integrated resource planning study
- Power contract negotiations

Western Public Agencies Group, Washington and Oregon*

- Representation and expert testimony in 1982, 1983, 1985, 1987, 1991, 1993, 1995 and 1999, 2001, 2003, 2007 and 2009 BPA wholesale power and transmission rate cases
- Renegotiation of ASC methodology
- Ongoing BPA-related activities
- Least cost planning and strategic resource acquisition study
- Bulk power evaluation
- Power pooling study

(*Alder Mutual Light, Clallam County PUD, Clark Public Utilities, City of Ellensburg, Elmhurst Mutual Power & Light, Grays Harbor County PUD, Lakeview Light and Power Company, Lewis County PUD, Mason County PUD #1, Mason County PUD #3, Okop Mutual Light Company, Pacific County PUD, Parkland Light & Water Company, Peninsula Light Company)

Weyerhaeuser, Inc., Washington

- Energy pricing and sourcing advice

Whatcom County PUD, Washington

- Strategic electric advice and options study

Village of Winnetka, Illinois

- Resource evaluation
- Cost of service/rate design study

City of Yakima, Washington

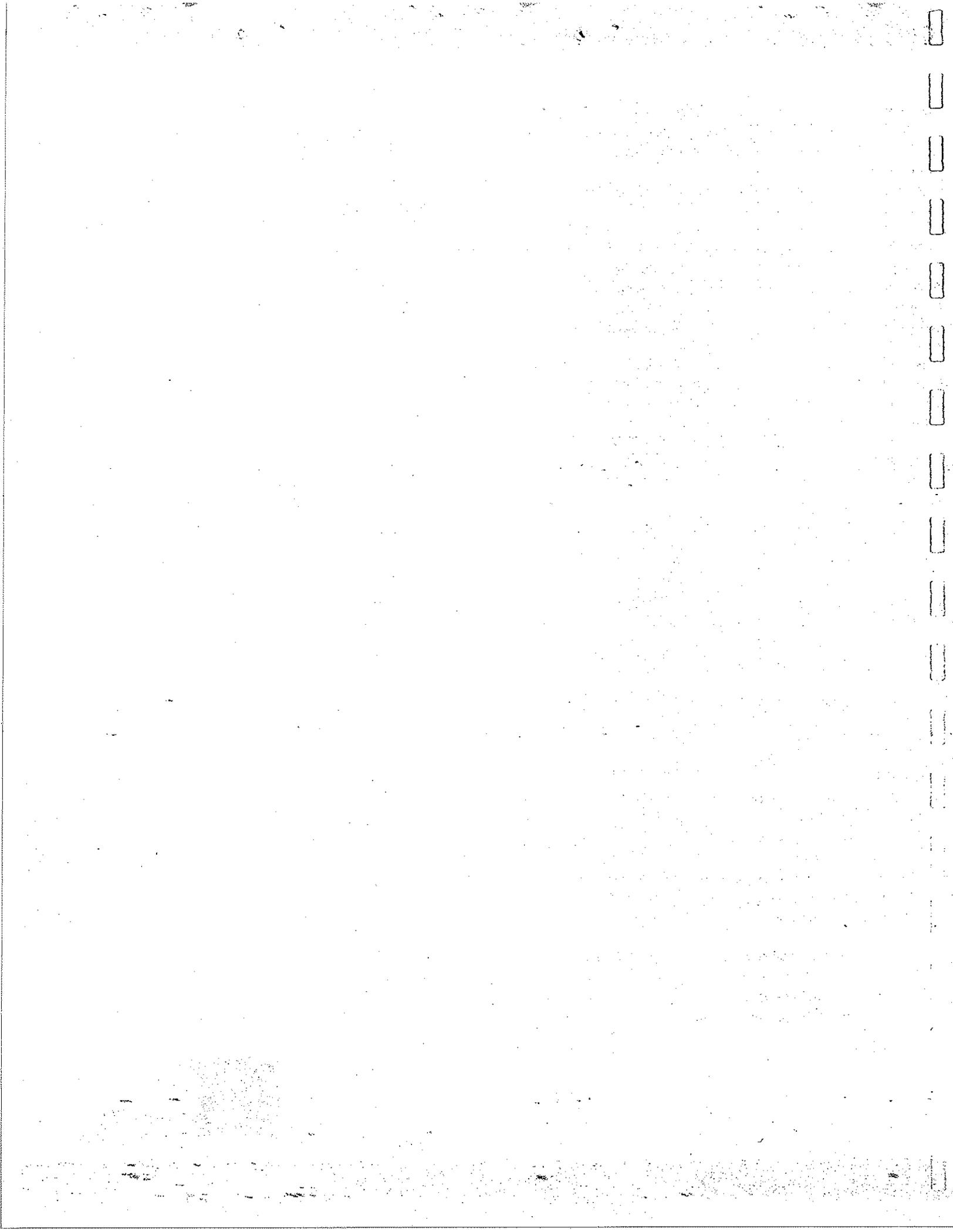
- Wastewater connection charge review
- Litigation support
- Expert testimony

Yellowstone Valley Electric Cooperative, Montana

- Electric cost of service and rate design study
- Wheeling rate
- Coal and gas plant acquisition due diligence

Yucaipa Valley Water District, California

- Water and wastewater financial planning and rate studies
- Hydro plant evaluation



CITY OF CASCADE LOCKS

Proposal for Cost of Service & Rate Review Study



Cascade Locks, Oregon

MARCH 2012

Project #CL12-002 • Revision 0



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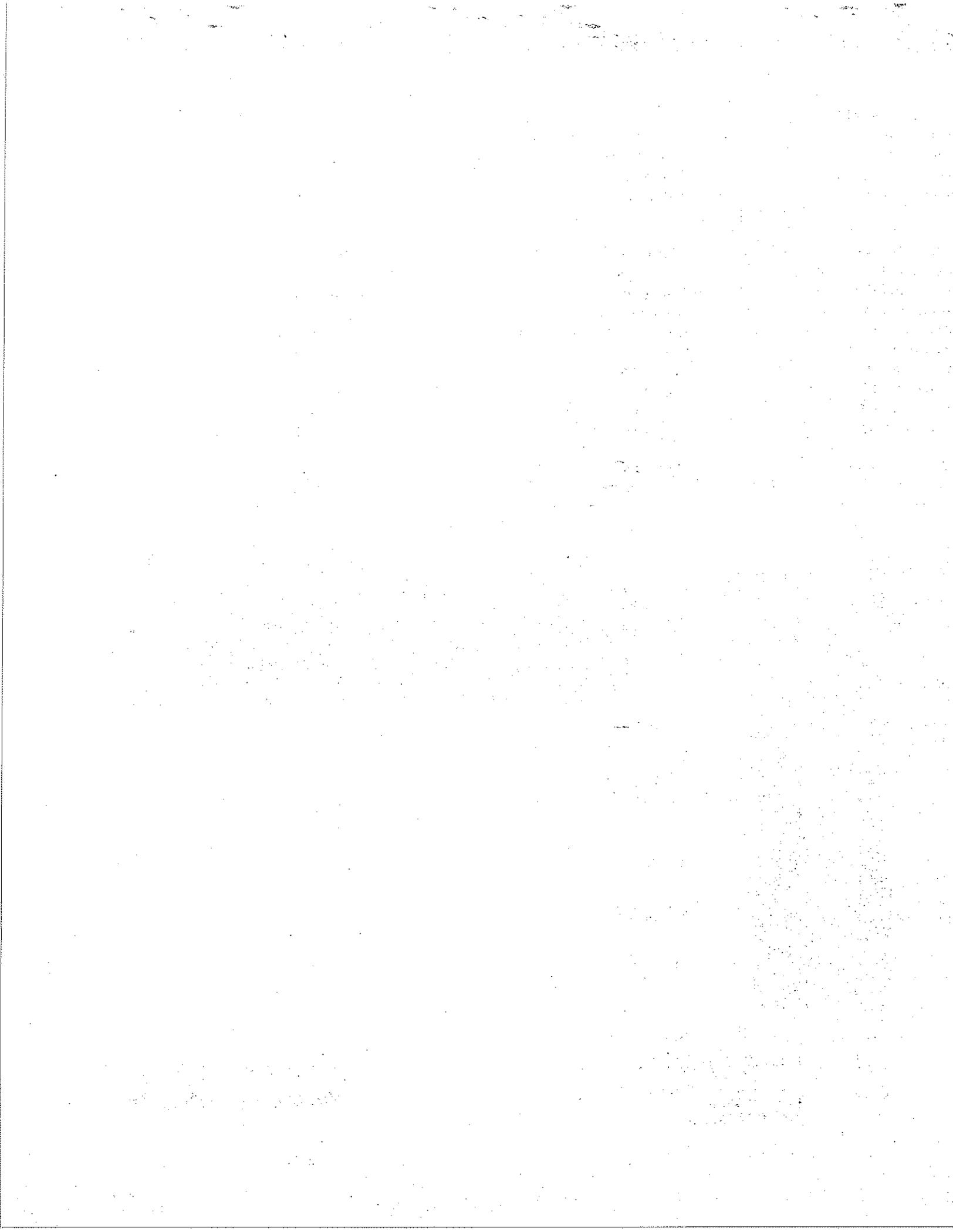


TABLE OF CONTENTS

Table of Contents	iii
List of Appendices	v
1.0 Introduction	1
2.0 Scope of Services	3
2.1 Cost Of Service Analysis	3
2.2 Rate Design	4
3.0 Information Needed From The Utility	7
3.1 Financial Data And Operating Statistics	7
3.2 Existing Utility Philosophy And Preferences Toward Rate Design	7
4.0 Time Schedule & Fees	9
4.1 Time Schedule	9
4.2 Fee	9
Appendices	11

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LIST OF APPENDICES

APPENDIX A - COST OF SERVICE, RATE DESIGN,

FORECASTING AND OTHER CONSULTING SERVICES

APPENDIX B - PROJECT EXPERIENCE

APPENDIX C - PROJECT TEAM MEMBERS

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1.0 INTRODUCTION

Brown & Kysar, Inc. is pleased to provide a proposal to the City of Cascade Locks (Utility) for a cost of service and retail rate study. We understand that the City of Cascade Locks will be in a partnership with the Port of Cascade Locks in this endeavor.

Brown & Kysar, Inc. (BKI) specializes in providing consulting services to small and mid-sized utilities in the Pacific Northwest like Cascade Locks. Utilities need to deal with a wide variety of issues such as regulations, cost of energy, and a myriad of other factors that are constantly changing. These issues may be related to financial matters, operational policies and procedures, forecasting and long-range planning, or engineering of system expansion or modernization.

BKI has talented, multi-disciplinary staff with a broad background and variety of experience. BKI has been providing consulting services to electric utilities since 1990. Some BKI team members have been utility managers, utility board members, and system engineers before joining BKI. These careers span more than three decades in the electric utility industry.

Brown and Kysar's mission is to be the trusted advisor for your utility. We are happy when your needs are completely met, and only satisfied when we exceed your expectations.

We know that utilities with a strategic plan that forecasts the future utility needs will enable management to make informed, prudent decisions that will result in a cost effective utility operation that meets your customer needs and expectations. We welcome the opportunity to propose innovative solutions for the City to implement rate design changes that encourages economic development in your community.

We look forward to working in partnership with you and your staff on this project and other utility needs for many years to come!

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2.0 SCOPE OF SERVICES

The proposed services are separated in two groups, cost of service analysis and retail rate design. The cost of service analysis and rate design process is based on the methodology endorsed by Northwest Public Power Association. This methodology is used by rate analysts in the northwest and across the nation.

2.1 COST OF SERVICE ANALYSIS

Prior to implementing changes to the rate schedules, the forecasted revenue requirements and expenses must be determined. The cost of service study allocates the revenues and expenses to the rate classifications based on the financial and operating records of the utility.

The following describes the approach that Brown and Kysar proposes for the cost of service analysis.

2.1.1 KICK-OFF MEETING

- Review the overall scope of work and gather initial data.
- Discuss historical financial and operating trends and known changes in these trends in the future.
- Develop a philosophy to be used for projections of future revenues and expenses.
- Discuss possible impacts on the rate allocation method on revenue requirements using "cash basis" versus "utility basis" allocations.
- Discuss utility philosophy toward rate classifications.

2.1.2 HISTORICAL TRENDS AND DATA ANALYSIS

- Develop summary tables of past income from rates, contributions-in-aid of construction, and other sources. Summarize past operating expenses, operating margins, and capital expenditures.
- Provide summary tables with allocations for each rate classification of income and expenses.
- Prepare a cost of service report that includes the following:
 - Summary of the philosophy used to develop the Cost of Service Analysis.
 - Details on the allocation method used for each rate class.
 - Spreadsheets and/or graphs showing historical overall cost of service and revenue trends.
 - Spreadsheets and/or graphs showing historical allocation of cost of service and revenue by rate classifications.

- Propose philosophies that can be used if inequities are observed in rate classes during the analysis.

2.1.3 COST OF SERVICE REPORT

- The analysis, conclusions and recommendations will be assembled in a working document. The document will include tables, graphs and charts of the historical data, forecasted revenue, costs, and margins.
- An electronic copy will be submitted to the City Manager. A conference call will be conducted to discuss the results of the cost of service study.
- Based on the discussion with the City Manager, an outline of proposed rate changes and other options, if appropriate, will be prepared for consideration by the City council. Alternative rate designs that may be included are unbundled rates, inclining rate blocks, time of use, or other applicable methods that might be considered. Rate design strategies will be proposed to the city council to achieve the economic development objectives of the community.
- Incorporate discussion items into the Cost of Service Report and submit an electronic document to the City for printing and distribution.
- Attend a meeting with the City Council to present the Cost of Service Study for discussion and confirm the proposed rational to be used in the rate design analysis.

2.2 RATE DESIGN

The following describes the approach that BKI proposes for the retail rate analysis and design. The actual approach used will depend on the results of the cost of service analysis and rational to be used. Rates will be developed achieve the operating margins and equity level preferences of the utility policymakers.

2.2.1 RATE ANALYSIS & DESIGN

- Make adjustment to the existing rate structure to allocate forecasted revenues and expenses based on the rational developed from the cost of service study.
- Identify noticeable inequities in the revised rate structure and propose alternatives rate designs to management for concurrence.
- Advise management of typical customer reactions to rate changes and possible strategies to use to maintain goodwill with the Utility customers.
- Finalize the rate changes and allocate the revenues to each rate class in a three (3) year forecast. Summarize overall utility revenues, expenses, and margins in a three (3) year forecast.
- An electronic copy of the Rate Design Study will be submitted to the City Manager. A conference call will be conducted to discuss the results of the rate design study.

2.2.2 RATE STUDY REPORT

- Based on the discussion with the City Manager, prepare a final report for consideration by the City Council.
- The rate study report will include:
 - A summary of the rational and allocation methods used for each rate class.
 - Spreadsheets and/or graphs showing historical and forecasted trends in operating revenues, costs and margins.
 - A sensitivity analysis will be included to show the impact of system growth, changes on purchased power costs due to changes in the mix of BPA power (using Tier 1 and Tier 2 rates) costs, transmission and related costs.
 - Bill comparisons for average customers in each rate class using existing rates and proposed rates.
- Submit an electronic report document to the City for printing and distribution.
- Attend a meeting with the City Council to present the rate study for discussion.
- Make final edits and issue a final electronic copy of the report to the City.

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3.0 INFORMATION NEEDED FROM THE UTILITY

3.1 FINANCIAL DATA AND OPERATING STATISTICS

The following is a list of information needed from city files:

- Operating statements and balance sheets for the last five fiscal years ending in 2011.
- Accounting records with original cost, annual depreciation or amortization expense, and accumulated depreciation or amortization for each plant account (i.e. poles, transformers, substation, etc.).
- Monthly purchased power statistics for the previous five fiscal years.
- Existing rate schedules.
- Contribution-in-aid of construction policy.
- Idle service policy.
- Energy consumption for each customer rate class.
- Overall demand per rate class for applicable rate classes.
- Current operating budget and capital expenditures budget.
- Preferred debt to equity ratio.
- Debt service payment schedule. Debt service coverage ratios or other covenants included in Utility borrowing.
- Substation load records (i.e. min/max kW demand, min/max Amps, etc.) by feeder if available for at least the twelve months of the fiscal year ending in 2011.
- Existing distribution system maps (Autocad files preferred)
- Customer load profile data from electronic meters, if available.
- Known interdepartmental transfers (i.e. public street lighting, etc.) that may not be metered and therefore are included in system losses.
- Last Cost of Service and Retail Rate Study (if available).

3.2 EXISTING UTILITY PHILOSOPHY AND PREFERENCES TOWARD RATE DESIGN

- Are there known biases of allocating revenue requirements for particular rate classes?
- A traditional cost of service study will allocate costs and revenues to rate classes entirely based on rate base or net asset value associated with that rate class. Should the ultimate goal be that each class of rate payer pays for the expenses incurred for its own class? A Utility may favor certain rate

classes, either inadvertently or due to a conscious decision to promote growth in certain areas.

- Is the Utility receptive to rate structure changes?
- Is there a preference which of the following items should be weighted to meet revenue requirements: Contribution-in-aid of construction, energy kWh, demand kW, power factor PF, base meter charges, delinquent fees, etc? If some or all of these factors are utilized, what is the order of priority?
- Preference toward capital expenditures. Does the Utility use revenues from rates for capital improvements, finance capital projects from debt, or a mixture of both?
- Any other goals, philosophies, or preferences?

4.0 TIME SCHEDULE & FEES

4.1 TIME SCHEDULE

Electric Cost of Service and Rate Design Study																				
Milestone	Week from Contract																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Contract																				
Information Request																				
Receipt of information																				
Kick-off meeting																				
Develop revenue requirements																				
Cost of Service allocation																				
BKI/Utility review meeting - cost of service report																				
Rate Design																				
BKI/Utility review meeting - rate design report																				
Final report																				

4.2 FEE

In response to your RFQ, we are proposing a fee for two tasks. Task #2 is optional.

Task #1 - Cost of Service and Rate Design Study: Our fixed fee for the consulting services related to the cost of service and rate design study described in this proposal is \$27,500.

Task #2 - Utility Operation 101 seminar: A one day seminar at City Hall to explain the basic operation of an electric utility from a "policy perspective".

The following is the proposed agenda:

- operating/income statement and balance sheet information
- capital expenditures versus maintenance expenses
 - source for capital investments (rates, debt or combination)
- plant accounts and definition of rate base

- overview of rate setting process
 - revenue requirements (what are they?)
 - developing the cost of service
- allocation of costs and revenues by function and rate classes
 - demand, energy, customer, and other factors
- load profiles and impact on rates
 - Time of use rates, unbundled rates, interruptible rates
- special rates or policies
 - alternative economic development strategies
 - strategies to encourage energy conservation
 - net metering (distributed renewable energy resources)

An electronic copy of the handouts for the presentation will be submitted to the City for printing.

This seminar is optional but would be very beneficial for new council members and will probably be helpful for incumbent members to learn about the latest rate strategies and policies being used by some other utilities. It would be preferable to hold this seminar before the presentation of the cost of service study to the city council.

Our fixed fee, including time to prepare a presentation, and a one day, on site, seminar is \$6,000.

Additional work: We are eager to partner with the City of Cascade Locks for this project and continue to be your trusted advisor for financial matters and for technical issues facing the Utility.

BKI has already established a long term relationship with the Utility for over a decade. If additional tasks or activities are required, such as, presentation of the results of the rate study in public meetings, rate schedules for additional customer classifications, etc, BKI will estimate a fee and present it to the City for approval and authorization to proceed.

Consulting services will be invoiced monthly at the discounted "loyal client" rates contained in the 2012 Master Agreement between Cascade Locks and BKI. Other terms and conditions regarding consultant's responsibilities for payroll taxes, insurance and other employee benefits are also stated in the 2012 Master Agreement.

APPENDICES

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**APPENDIX A -
COST OF SERVICE, RATE DESIGN,
FORECASTING AND OTHER CONSULTING SERVICES**

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FINANCIAL PLANNING FOR DAY TO DAY OPERATIONS OR STRATEGIC LONG RANGE PLANS

Like any business, annual budgets are an extremely important tool for managing an electric utility. Most budgets include estimates for major income and expense items in the operating statement. The annual budget usually compares the current budget to the previous budget and projected yearend amounts for income and expenses. Often capital expenditures for system expansion, modernization or other improvements are also included in the annual budget.

When unusual expenditures for operation or system improvements are anticipated in the next three to five years, it is also beneficial to project the financial revenues and expenditures for those future three to five years in order to avoid surprises, provide stable rates, and result in a strong financial position for accommodation of those changes. The electric customers will be better served if management acts proactively to unusual expenditures rather than reacting, after the fact, in a catch up mode to those changes. Examples of changes happening today are the health care industry and the resulting cost of health insurance, also wholesale power cost are transitioning from legacy rates to market based rates.

REVENUE REQUIREMENT STUDY

The most basic objective of any business is to generate adequate revenues to pay expenses with an adequate return (a.k.a. margin or reserves). The margin is used to retire debt, pay for emergency measures (i.e. storm damage) or build equity reserves to replace worn out or obsolete plant or equipment. The replacement cost is usually much higher than the original cost. In the utility industry, the combination of expenses and return is collectively referred to as "revenue requirements." Brown and Kysar, Inc (BKI) can assist you with determination of the revenue requirement projections. BKI can include a sensitivity analysis of future revenue requirements to demonstrate the impact of rapidly escalating operating costs or abnormal expenditures for major system improvement projects.

BKI uses statistical tools to predict revenues from sales in each rate class using existing rates and projected growth in energy consumption and other revenue sources. BKI has the expertise to predict operating expenses that incorporate system growth, inflation and other factors. BKI will analyze the projections of revenue requirements and projected expenses to determine whether revenues are adequate, marginal or inadequate to pay expenses.

A cost of service study is another financial planning tool that BKI uses to allocate the revenue from sales and operating expenses by rate class. BKI uses the results of the Revenue Requirements study and Cost of Service Study to identify changes in rate structure that are needed to meet your financial obligations and provide reliable and affordable energy to your consumers at competitive rates. This is a systematic approach to allocation of revenue requirements and cost of service to each rate class in a fair and reasonable manner. Often local preferences of utility management will tailor the final rate structure in some classes to accommodate those preferences.

BKI will advise management of alternative rate structure approaches that are relevant for the utility to consider. BKI will work with you to determine the approach that best balances your financial objectives and rate structure policies and preferences. The result is a well thought out recommendation on what rate changes are warranted.

COST OF SERVICE STUDY

A cost of service study is the traditional tool used in the development of a rate structure. The primary objective of a cost of service analysis is to allocate the cost of providing service to each rate class as a function of load and service characteristics. A cost of service study analysis provides a useful guideline for assigning cost responsibility to each customer classification in a fair and reasonable way that avoids unjustifiable price discrimination. A cost of service analysis also provides information useful for designing individual rate schedules and provides support for justifying rate differentials to retail customers.

Rate designs can be a combination of traditional "bundled" rates based on embedded plant costs, or "unbundled" rates with special factors or incentive pricing for some customer classes.

Large load or key account rates can be designed for wheeling power from Independent Power Producers or special load profiles.

RATE DESIGN AND POLICY REVIEW

Changes in the electrical energy industry and evolving customer expectations are increasing the importance of developing creative ways to price electrical energy service. BKI assesses the specific needs and policies of a utility to develop innovative rate structures and strategies that meet the competitive pressures of the real world.

Examples of special rates or policies are net metering, renewable energy distributed generation sources, power cost adjustments clauses, time-of-day, seasonal, interruptible, critical peak pricing, and load management.

ACQUISITIONS, MERGERS, AND TRANSFER OF OWNERSHIP VALUATIONS

Mergers and acquisitions occur throughout the utility industry for various reasons. BKI has been involved in negotiating the acquisition of electric facilities.

BKI has also performed facility valuations for use in risk management analysis and determination of appropriate insurance coverage.

BKI has experienced professionals for providing engineering, management, and financial analysis to protect your best interests whether you are an operating utility that is merging or acquiring additional assets or for utility startups.

KEY ACCOUNT CUSTOMER AND NEW LARGE LOAD CUSTOMERS

Commercial and industrial customers are faced with increasing competitive pressure. These customers scrutinize the cost of electrical energy since that is usually the second largest component of the operating costs. Utilities may need to determine how their rates and services compare to the competition to be successful in attracting new commercial and industrial customers.

BKI can assist with the evaluation of the electric service requirements for these customers and determine competitive rates and possibly long-term contracts.

STRATEGIC AND FINANCIAL PLANNING

It is difficult to hit your target if you do not aim first. Utilities that take time to plan today will be more successful in the future. BKI can help you make that road map to avoid dead ends, and detours by sorting through the maze of changes (i.e. regulatory, environmental, energy costs, etc.) that are anticipated to focus on the results you plan to achieve.

A strategic financial forecast can setup guidelines for:

- Operating or margin objectives.
- Timing of rate increases or rate structure changes (i.e. unbundled offerings, time of use rates).

- Diversification and/or mergers.
- Wholesale and retail rate changes.
- Annexations and asset transfers.
- Expiration of purchased power and/or large customer contracts.

APPENDIX B -

PROJECT EXPERIENCE

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BKI has provided multiple rate reviews for the City of Cascade Locks since 2001. The results of these reviews were proposed alternatives for rate changes to offset increases in BPA purchased power, and transmission service rates. BKI also compiled a benchmark comparison of Cascade Locks rates with rates of similar utilities. BKI has processed the annual low density discount applications to BPA for loads served in the Scenic Gorge area.

BKI is providing consulting services electric utilities in Oregon that serve rural areas and small rural communities such as:

- City of Bandon, Oregon and environs
- Columbia Power Cooperative Association, Monument, Oregon
- Columbia River PUD, St. Helens, Oregon
- Harney Electric cooperative, Hines, Oregon
- Monmouth Power & Light, Oregon and environs
- WASCO Electric Cooperative, The Dalles, Oregon

BKI has a similar list of clients in the state of Washington that provide electrical service to small communities in a rural environment. Although many of today's challenges facing utilities are similar, BKI is dedicated to providing consulting services to small and mid-sized utilities and has the experience and sensitivity to provide unique solutions for small rural communities,

The following is a list of other clients that BKI or Staff* have provided consulting services for financial assessments:

Bandon Electric Department, Bandon, OR Contact: Bob Shaffar – 541-347-2437

- A Cost of Service Study Revenue determined requirements and Retail Rate Adjustments were recommended.
- Reviewed purchased power costs and revenues a prepared a financial forecast and long range plan.

Centralia City Light (Yelm Hydro Plant), Centralia, WA Contact: Ed Williams – 360-330-7512

- An assessment of the replacement value of the Yelm Hydro Plant and related facilities was conducted for Centralia City Light. The assessment was used to determine the risk of loss of these system elements and determine appropriate insurance coverage for the assets. Replacement value of the assets was over \$50-million.

***Hartford Utilities, Hartford, WI Contact: Brian Rhodes 262-670-3701**

- A net present value analysis compared the total owning cost of a new 138 kV substation with a purchased power discount of 6% at 138 kV compared to upgrading the capacity of the existing 24.9 kV service. The analysis resulted

in a recommendation that the Utility construct a new substation with two 50 MVA transformers. The Utility realized over a \$250,000 per year savings by owning the 138 kV substations.

Jefferson PUD, Jefferson Co., Washington Contact: Jim Parker – 360-385-5800

- Assisted Jefferson PUD with the negotiation for purchase of electrical facilities valued at over \$100-million from PSE. The replacement cost was determined and remaining useful life was determined to determine the depreciated value of the electrical facilities.
- The results of the asset valuation will be used to determine revenue requirement forecasts for financing the purchase.
- The results of the asset valuation will also be used for a cost of service study and development of the rate structure before the PUD commences operation.

***Mazomanie Electric Utility, Mazomanie, WI Contact: Ralph Vernig 608-795-2100**

- Revenue requirements were forecasted for a new printing plant that required a new transmission tap and substation be constructed. Cost of service for this printing plant was an extraordinary expense for the utility because the industrial load doubled the peak load on the Mazomanie system.
- The printing plant was a key account and a special "Large Industrial" rate was implemented. A "Substation Guarantee" agreement with a 10-year term was developed to require additional payments if revenues from power usage were below the debt service payments for the new substation.
- A glass plant for producing solar panels also built a plant in Mazomanie. The load at this plant was larger than the printing plant load. The glass plant was also required to sign a special contract due to the extraordinary cost of service and the Large Industrial rate was modified to accommodate the Key Account.

Monmouth Power & Light, Monmouth, OR Contact: Chuck Thurman 360-636-2544

- A Cost of Service Study Revenue determined requirements and Retail Rate Adjustments were recommended.

***Oconomowoc Utilities, Oconomowoc, WI Contact: Dan Jarocki – 262-569-2196**

- Negotiated purchase of a bulk (84 MVA) supply substation from an investor owned utility. A net present value analysis compared the total owning cost of the substation with a purchased power discount of 6% at 138 kV compared to the existing 24.9 kV service.

WASCO Electric Cooperative, The Dalles, OR Contact: Jeff Davis - 541-296-2740

- A Cost of Service Study Revenue determined requirements and Retail Rate Adjustments were recommended.

* Indicates consulting services that were not performed by Brown and Kysar, but by Brown and Kysar staff.

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APPENDIX C -

PROJECT TEAM MEMBERS

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Brown and Kysar, Inc. is proposing the following team to meet the objectives detailed in this proposal.

Our Project Team is developed to best serve your needs and we have matched the capabilities of our personnel with your requirements.

Merritt 'Buz' Ketcham, Principal In Charge, joined Brown and Kysar in 2011. He has extensive experience in setting policy, budgets and rates for mid-sized utilities. He has attended the Northwest Public Power Association Cost of Service and Retail Rate Design seminar that featured the latest strategies for rate design to address seasonal and time of day rates, unbundled rate design, and other techniques to send price signals to customers to accomplish goals such as energy conservation measures, or interruptible loads. Buz will be responsible for resourcing additional team members, if needed to meet project milestones and other goals.

Larry Stuckman, Project Manager, joined Brown & Kysar in 2009. He specializes in financial and technical matters related to system planning and rates, project design, and project management. He has experience in electric utility operations, valuations, power supply, generation, and rate making. He has attended a Rural Electric Administration seminar that featured cost of service analysis techniques and strategies for rate design. He has developed rate design strategies for time of use rates for a variety of rate classifications, rates designed to promote industrial growth and special key account agreements. He has employed innovative rate strategies to send price signals to customers to promote energy conservation, or interruptible rates to shed loads for peak demand reduction. He has been a part of the teams that were responsible for establishing Tax Incremental Financing (TIF) districts in Wisconsin to encourage industrial development.



Brown & Kysar, Inc.

Engineering & Consulting

Degrees/Certificates

BSEE, 1974

Professional Engineers License, 1980; Licensed in the following states:

Washington

Professional Experience

2011—Present, *Brown & Kysar, Inc.*

Principal Engineer— Management of an engineering team providing services to public utilities in Washington and Oregon

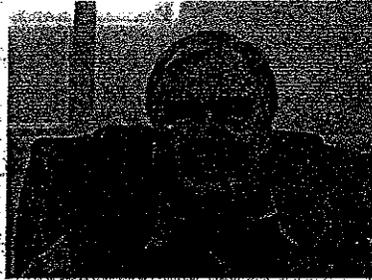
2003 - Present, *Cowlitz County Public Utility District, Commissioner—* Set policy, budget and rates for the PUD.

1974 - 2005, *Longview Fibre Company, Engineering Department Manager—* Managed a team of engineers in various disciplines, research, mentoring, and quality assurance.

Education

Washington State University, Pullman, WA, Bachelor of Science in Electrical Engineering with Minor in Nuclear Engineering

Portland State University, Portland, OR, Graduate Studies in Business Administration



Merritt 'Buz' Ketcham,
P.E.

Principal Engineer

360-687-3966

buzk@bki.cc

Buz Ketcham's management and engineering career spans almost four decades. His elected positions have provided detailed insight and a deep understanding of public community needs. In addition, his management experience overseeing a diverse engineering workforce allows him to tackle the multitude of challenges facing public utilities today.

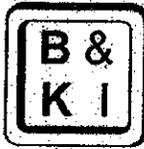
His related work experience includes:

As elected PUD commissioner, Buz has the responsibility of setting policy, budget, and rates for the PUD. This has included a long and diverse list of accomplishments including: change old policies to create an economic development engine using commercial and industrial energy rates to recruit new and thriving business; require departmental operating budgets, annual financial statements, and a revamp of personnel policies to retain top performing managers; promote a plan to replace aging and environmentally suspect equipment; development of renewable energy resources; and representing the PUD on the Energy Northwest board.

Mr. Ketcham's diverse background at Longview Fibre working with emerging technology in the fields of electrical, mechanical, metallurgical, and civil engineering is beneficial to all public utilities, allowing Buz the capability to develop solutions "outside the box." He has also received international awards for technical leadership, technical writing, and presentation.

He has extensive experience identifying a vision, determining specific projects, developing capital budgets, and obtaining board of director approvals. His leadership experience includes staff hiring, professional development, and goal setting, complementing the Brown & Kysar Inc. team with professional leadership and management skills.

Buz has a full understanding of the management and policy aspects of public utilities, easily interfacing with diverse people from various backgrounds and with varying goals, pulling everyone together to work toward a common goal.



Brown & Kysar, Inc.

Engineering & Consulting

Degrees/Certificates

MBA, 1974; BSEE, 1971

Professional Engineers License, 1975; Licensed in the following states: Washington, Oregon, Wisconsin

Professional Experience

2009—Present *Brown & Kysar, Inc.*, Senior Engineer—Provides consulting services to public utilities in Washington and Oregon

2006 - 2009 *Self-employed Consultant*, Provided engineering services to municipal utilities in Illinois and Wisconsin.

1998 - 2006 *Arnold and O'Sheridan*, Directed the High-Voltage Power engineering team.

1992 - 1998 *LNS Engineering, Inc.*, Founder and Principal - Provided engineering/project management services for various project types and clientele.

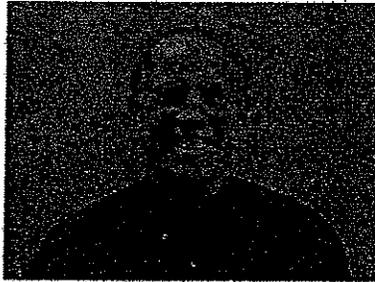
1985 - 1992 *Capitol Engineering, Inc.*, Co-founder and President - Engineering/project management services to utilities, industry and other firms.

1974 - 1985 *Waters & Associates, Inc.*, Project Engineer and Vice-President - Engineering/project management.

Education

University of Wisconsin, Madison, WI, Masters of Business Administration (Finance emphasis), 1974

University of Wisconsin, Madison, WI, Bachelor of Science in Electrical Engineering (Power Systems emphasis), 1971



Larry N. Stuckman P.E.

Senior Engineer

360-687-3966

larrys@bki.cc

Larry Stuckman's engineering and management career spans four decades. He has dealt with all aspects of small utilities, including system evaluation, load forecasting, system studies and long range plans, retail rates, permitting, contracts, rights-of-way, easement procurement, construction administration, and design.

His work experience in utility consulting includes:

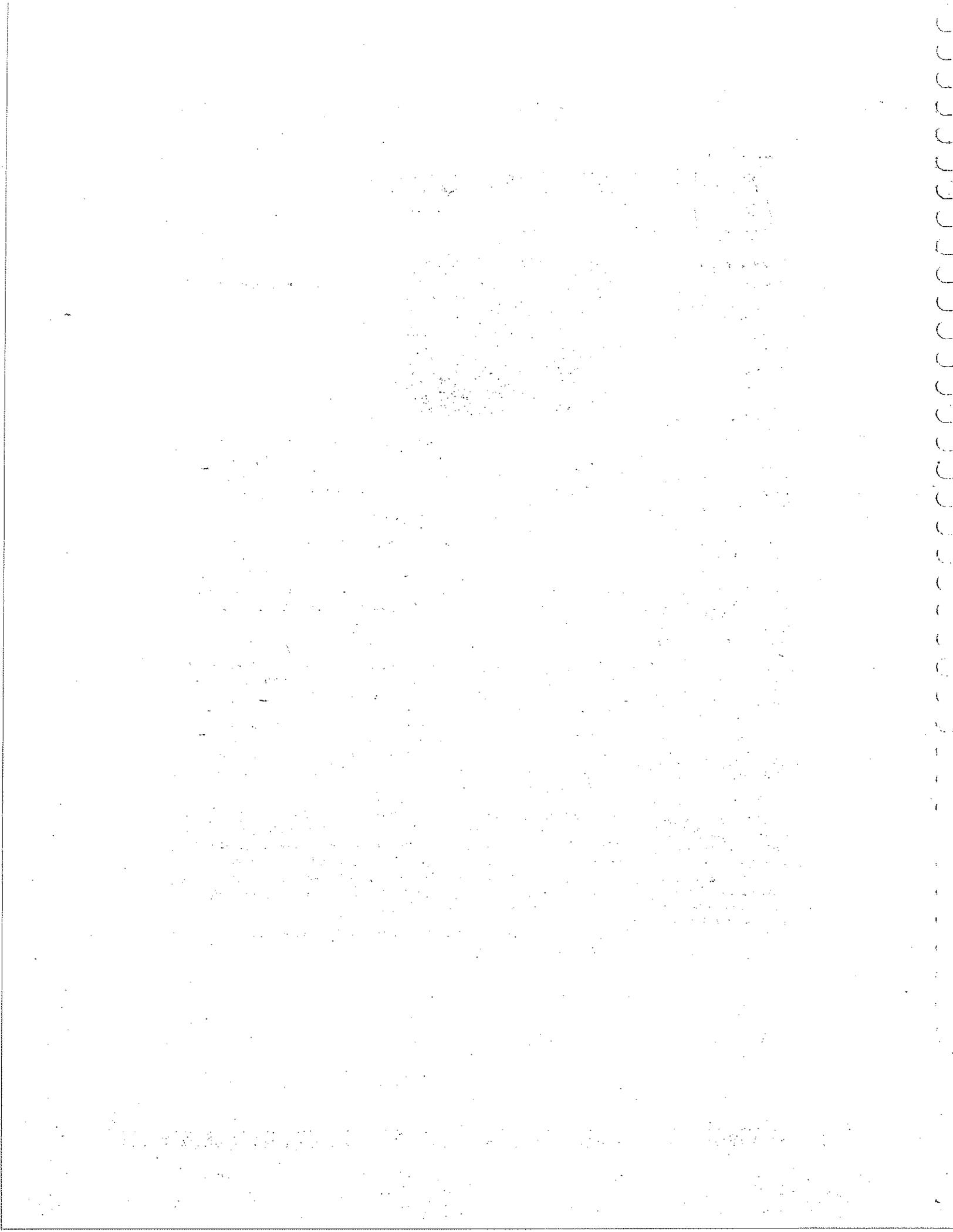
Larry was instrumental in the successful negotiations for the purchase of a bulk supply substation by a municipal utility from an investor owned utility. Larry prepared pro forma income statements and balance sheets to analyze the impact on ratepayers of continued 24.9 KV service compared to 138 KV service, either from a new substation or by purchasing an existing substation. The purchase of the substation saved the municipal utility and its customers over \$1,000,000 per year.

Mr. Stuckman has completed numerous cost-of-service and retail rate studies, assuring adequate funding for utility operations and an equitable rate structure for all rate payers. He has also developed joint use contracts including contact costs to equitably recoup installation and maintain expenses from other attaching agencies, such as communications companies.

Larry has worked with numerous small generation facilities spanning diesel, hydro-power, and steam, designing the controls and power systems. The designs have included both digital and electro-mechanical excitation systems, governors, protective relaying, control wiring, and plant wiring.

He has evaluated the rate impact of investments in new substations and distribution system improvements. One utility had a new industrial customer that required a new substation. While preparing pro forma income statements for the bond issue, Larry recognized the large industrial rate did not generate net revenue if the industrial customer operated on a limited 5-days a week one 8-hour shift per day schedule. Larry developed an alternate rate that would generate a reasonable net revenue if the customer operated 1, 2 or 3 shifts per day.

Larry integrates his deep technical knowledge and financial background to provide detailed solutions to complex utility concerns.



STAFF REPORT

Date Prepared: 4/17/12

For City Council Meeting on: 4/23/12

TO: Honorable Mayor and City Council

PREPARED BY: Kathy Woosley, City Recorder

APPROVED BY: ICA Koch

SUBJECT: Authorization to Fill Deputy Recorder/Administrative Assistant Position

SYNOPSIS: The Deputy Recorder/Administrative Assistant Position has been vacant since July 2011. Since there haven't been a lot of planning or land use issues the work load has been tolerable but there are things that aren't getting done. We have since created committees, which has created additional work load, and the work in archives has practically been non-existent. The approved 2011/2012 budget contains \$29,140 in wages for this position.

This issue comes to City Council for discussion and direction at this time. Staff is seeking direction and not a decision.

CITY COUNCIL OPTIONS:

1. Do nothing.
2. Hire a Deputy Recorder/Administrative Assistant for a full time position.
3. Hire a Deputy Recorder/Administrative Assistant for a part time position.
4. Other option as desired by City Council.

RECOMMENDATION: Authorize staff to move forward with efforts to hire a Deputy Recorder/Administrative Aide as directed by City Council.

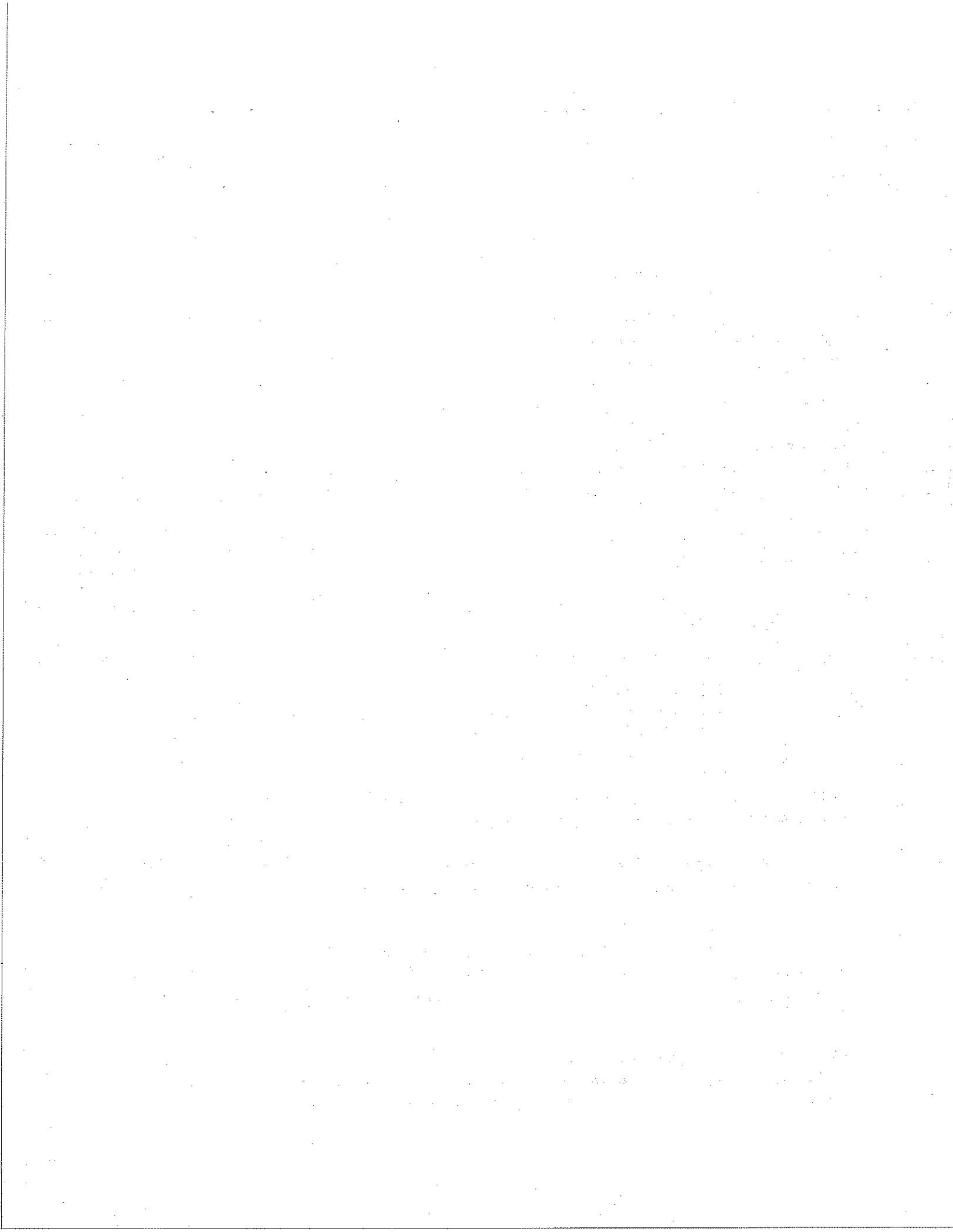
Sample working of motion: [I move, we by consensus, authorize staff to proceed with the hiring of a Deputy Recorder/Administrative Aide for 19.5 hours per week.]

Legal Review and Opinion: N/A

Financial review and status: There is adequate funding for this position as it was funded at full time in the 2011/2012 budget. The 2012/2013 budget will be funded to cover the position as part time/no benefits but possible PERS. The amount proposed for 2012/2013 is \$18,086.

BACKGROUND INFORMATION:

1. The Deputy Recorder position was changed to Deputy Recorder/Administrative Assistant in 2007. This position also covers the City Recorder duties when that person is out of the office.



JOB DESCRIPTION OF DEPUTY RECORDER/ADMINISTRATIVE AIDE

GENERAL STATEMENT OF DUTIES:

Under general direction of the City Recorder, splits time 50% as Deputy Recorder and 50% as Administrative Aide; in these roles, acts as Planning Commission Secretary and provides land use planning customer service and; acts as clerical lead in providing support to other departments and delegating clerical projects; orders and maintains office supply inventory; assists City Administrator in purchasing and bid documents; serve as project coordinator for various City projects; grant research and application drafting; handle sensitive and/or confidential matters; researching information and developing solutions; provides back up to City Recorder functions.

SUPERVISION RECEIVED:

Work is performed under the general supervision of the City Recorder.

SUPERVISION EXERCISED:

None.

PRINCIPAL DUTIES AND RESPONSIBILITIES:

Support of functions of the Recorder's office as delegated by the City Recorder, including Council support, Planning Commission Support, recordkeeping and archives maintenance, etc.

Responsible for disseminating information to the public; and other functions delegated by the City Recorder.

Frequently confers with the City Administrator to discuss issues, problems, projects, and the daily operation of City government.

Assists in the preparation of City Council communications which include a variety of agendas and reports to further the Council Members knowledge and understanding of issues relating to the Council.

Creates a variety of documents for the City Administrator and City Council, such as proclamations, resolutions, etc.

Assists the City Administrator with the purchasing and bid process, developing and distributing "notice to bid," maintaining related files, assisting vendors with questions, and receiving and documenting bids submitted.

Writes and coordinates grant applications for various state and federal funding opportunities.

Collects pertinent information on City issues, researching subject matter and conferring with individuals and City representatives involved to develop solutions.

Performs a variety of public relations activities assisting and/or coordinating various special events for the City and community.

NECESSARY KNOWLEDGE, SKILL, AND ABILITY:

Knowledge:

Extensive knowledge of office practices, procedures and methods; business English, spelling, and punctuation.

Abilities:

Have the ability to develop and prepare effective and complete minutes, correspondence, and administrative reports.

Have considerable ability and skill in establishing and maintaining cooperative and harmonious working relationships with the City, legislative/administrative officials and employees, representatives of business and governmental organizations, and the general public.

Skills:

Operation of PC computer, outlook/job management software, email correspondence, web maintenance, word processing, spreadsheets, databases, etc.

Operation of general office equipment, including phone systems, typewriter, calculator, copier, etc.

Thorough knowledge of theory, principles, practices and techniques of organization design and development, public administration, public financing and budgeting, organization and functions of an elected City Council; principles and practices of effective leadership and management; techniques to effective public relations.

Ability to perform complex analyses and research, evaluate alternatives and develop sound conclusions and recommendations.

Ability to present proposals and recommendations clearly and logically in public and private meetings.

Ability to prepare clear, concise and comprehensive correspondence, reports and other written materials.

Ability to establish and maintain effective working relationship with City Council, all levels of City Management, other governmental officials, community and civic organizations, employee organizations, employees, the media and the public.

Ability to exercise tact and diplomacy in dealing with highly sensitive political, public policy and community issues and situations.

Skills and abilities in written and oral communication sufficient to handle sensitive projects and problems, develop strong working relationships with divergent groups and communicate technical and philosophical concepts to lay persons.

Type 50 WPM.

MINIMUM QUALIFICATIONS:

Must have a high clerical aptitude, and knowledge of office procedures and record keeping. Skilled in taking minutes of meetings, word processing, filing, recordkeeping, letter and report writing. Ability to plan, assign, supervise and evaluate work of clerical employees. Must be able to understand and follow oral and written instructions and adhere to prescribed departmental routines; establish and maintain harmonious working relationships with other employees and the public.

POSITION FUNCTIONAL REQUIREMENTS

Division/Dept: Recorder's Office

Job Title: Deputy Recorder

Reports To: City Recorder

The functions and abilities for successful performance in this position include, but may not be limited to: Physical Job Functions

Note: Percentages of time usually exceed 100% because many functions actually occur simultaneously.

<u>Designated Function (Inches)</u>	<u>Reach (Inches)</u>	<u>Distance (Feet)</u>	<u>Weight (Pounds)</u>	<u>Time (%)</u>
COLLATING		3		40
DIALING	18			30
FILING	18			50
KNEELING				5
LIFTING		3	40	5
REACHING		3		40
SITTING				80
SORTING	18			60
STOOPING				30
STANDING				30
KEYBOARDING	18			75
WALKING				20
WORD PROCESSING	18			40

LIST ANY SPECIAL WORKSITE CONDITIONS:

Standard office atmosphere; occasional exposure to verbal abuse from the public.

LIST ANY OTHER FUNCTIONAL REQUIREMENTS:

Forty hour work week; may be required to work overtime, depending on work load. Pulling, pushing, carrying, bending.

Mental Aptitudes Table

<u>Designated Function</u>	<u>% Time</u>	<u>Aptitude Level</u>
WRITING	60	1
READING	60	1
REASONING	90	1
MATHEMATICS	50	1
VERBAL	70	1

Basic Acuities

<u>Designated Function</u>	<u>Acuity Level</u>
VISION	1
HEARING	1
TOUCH	1
TASTE	3
SMELL	3

Note: Acuities levels are:
High equals 1
Medium equals 2
Low equals 3

EXPERIENCE DESIRED:

Minimum two years experience in responsible clerical work/administrative position, with a high degree of public contact position.

EDUCATION:

Special or technical training equivalent to several years of college, technical, or trade school with course work in public administration, business management, computer/software operations, etc.

PRE-EMPLOYMENT REQUIREMENTS:

Pre-employment drug screen; educational and experience verification. Demonstrated skills and ability to perform essential functions.

COMPENSATION TYPE: Salary

EXEMPTION STATUS: Exempt

SALARY RANGE: 14

"The above statements are intended to describe the general nature and level of work being performed by people assigned this classification. They are not to be construed as an exhaustive list of all job duties performed by personnel so classified."

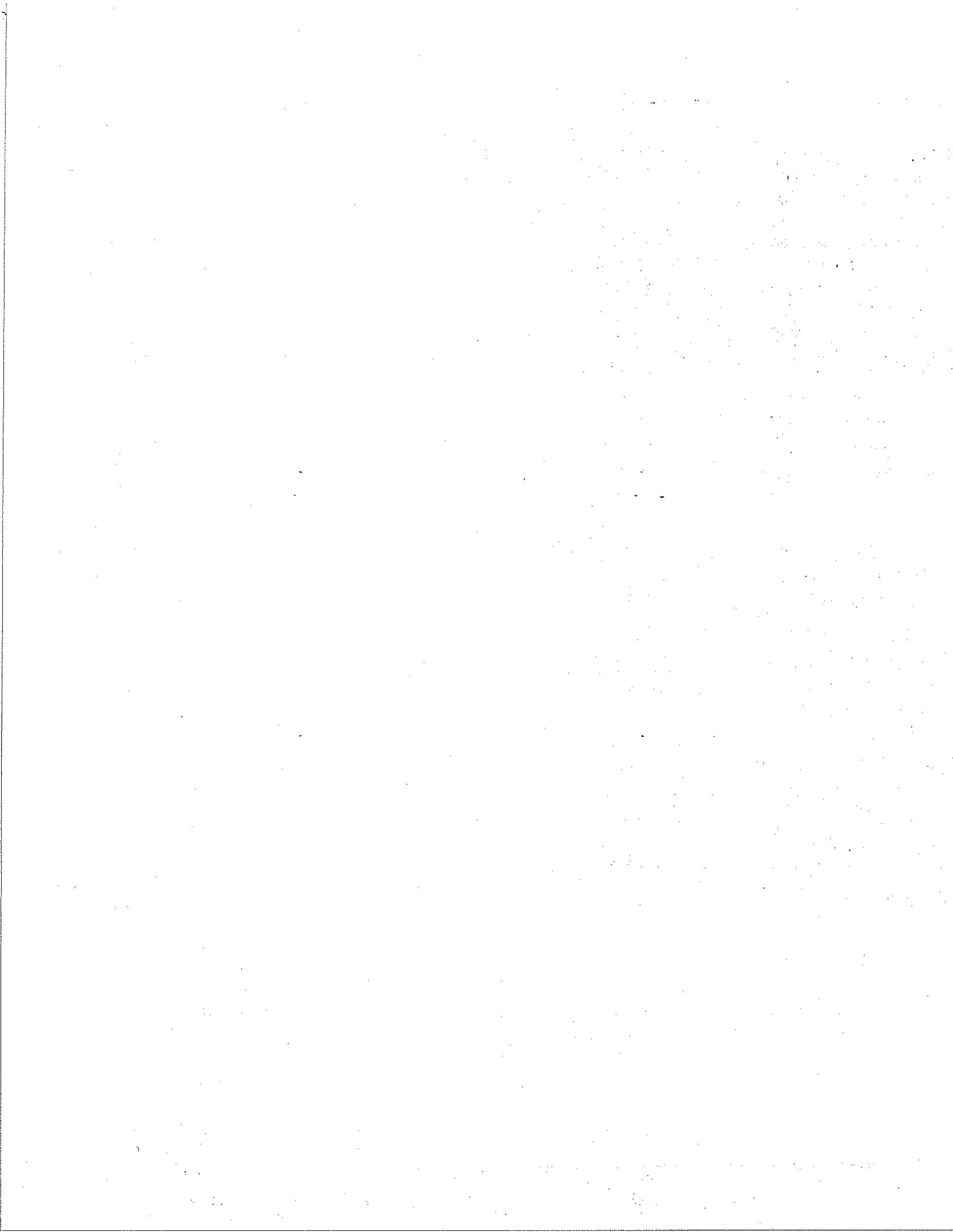
"The qualifications listed above are guidelines. Other combinations of education and experience which could provide the necessary knowledge, skills and abilities to perform the job should be considered."

"For purposes of Employment Standards, this classification is "Non-Exempt" from the overtime provisions of the Fair Labor Standards Act"

ESSENTIAL SKILLS:

Extensive knowledge of office practices, procedures and methods; business English, spelling, and punctuation. Have the ability to understand and follow complex oral and written instructions. Have the ability to develop and prepare effective and complete correspondence and administrative reports. Have considerable ability and skill in establishing and maintaining cooperative and harmonious working relationships with the City, legislative/administrative officials and employees, representatives of business and governmental organizations, and the general public. Operation of PC computer, word processing software and other specialized software. Operation of general office equipment, including phone systems, typewriter, calculator, copier, etc. Type 50 WPM.

While performing the duties of this position, employees are regularly required to use written and oral communication skills; read and interpret data, information and documents; analyze and solve problems; use math and mathematical reasoning; observe and interpret situations; learn and apply new information or new skills; work under deadlines with constant interruptions; and interact with city staff, other organizations and the public. Employee required to deal with dissatisfied or quarrelsome individuals.



Deputy Recorder/Administrative Aide Work Plan

Recurring Requirements	Frequency
Assist the Recorder in the conduct of record searches for City Staff and Public.	Daily/as required
Responsible for planning and land use research and customer response questions	Daily/as required
Assist the Recorder with creating, cataloging, and maintaining all Public Records for the City.	Daily/as required
Provide the Planner a task and information update.	Weekly
Assist Recorder with City Council meeting packet preparation	Bi-weekly/as required
Attend All Hands meetings	Monthly
Conduct an archive walk through, survey, and update/put things away.	Monthly
Set up, attend, and record minutes for all Planning Commission Meetings	Monthly/as required
Responsible for transcription of minutes from Planning Commission meetings	Monthly/as required
Conduct Planning Commission meeting packet preparation.	Monthly/as required
In absence of Recorder, provide support for Council meetings including minutes, attending Dept. Head and producing To-Do lists for D.H.'s	As required
Compile and produce the Locks Tender.	Quarterly
Plan and coordinate land use planning training for planning commissioners.	Annually/as required
Assist Recorder with preparation of a budget for the Recorder's office that supports Council Goals and established service requirements.	Annually/NLT 6-1 (adoption)
Coordinate training and travel for Council, Planning Commission, and City Administrator	As required
Assist City Administrator/Recorder with RFPs, ordinance and resolution development	As required
Assist Recorder with set up and coordination of all Special Meetings	As required
Process building permit applications in coordination with HR County staff.	As required
Assist with identification, investigation, and resolution of efficiencies in the Recorder and City Administration operations	As required
Maintain a current, valid, professional City Website.	As required
Coordinate monthly invoicing for planning & permits with front receptionist/cashier.	As required
Provide correspondence for City Administrator, i.e. letters of support	As required
Assist the City Recorder in updating Council, Planning Commission and staff copies of the Comprehensive Plan and Cascade Locks Community Development Code.	As required

Special Task/Project List	Suspense Date
Determine what the economic multiplier effect of Nestle's project would be i.e. 55 plant jobs = xx total jobs to community. Research on internet.	9-1-10
Assist the Fire/EMS department in selling the old yellow fire engine.	9-1-10
Research Railroad Quiet Zone solution pursued in Steilacoom, WA. This City was able to develop an agreement with the railroad to eliminate the train whistle in exchange for an alarm system that is nothing more than a modified whistle that is MUCH less intrusive. My sister	9-15-10

lives right by the intersection and it is an amazing improvement.	
Plan and implement a new City customer appreciation program.	10-1-10
Achieve Certified Municipal Clerk Certification CMC. Archive training 8/17 in The Dalles OAMR Fall Academy Sept. in Keizer	CMC ongoing
Assist in the execution of a full clean up and organization of the Archives room. As of 9-7-10: 125 boxes have been numbered and inventoried. There are 67 boxes unnumbered and not inventoried. Other items not inventoried include: Contents of safe, Four boxes maps, 3 shelves, 1 Filing Cabinet (G. Lewis files – Kathy wanted to be the one to go through these).	11-1-10
Assist CA in exploring funding options for alternative energy to supply the Wyeth Bench accounts on a 24/7 basis. (REAP grant research, etc.). Research Business Energy Tax Credit (BETC) through ODOE also USDA and DOE grant for energy efficiency and renewable energy.	TBD
Jill and Chris were making the route of the proposed mountain bike trail as part of the master planning effort and a portion of the trail crossed a small section of land owned by John Olson (and others). John has about 70 acres just east of Harmony Heaven (he sold the Harmony Heaven land to Mimi.) John is not interested in working with us for an easement and suggested that he may consider allowing access on Dry Creek Road. The Port is considering containing the other joint owners of the parcels. Interestingly, John said that the City does not have an easement for the use of Dry Creek Road, but the Forest Service does and that easement is limited in use. This should probably be investigated.	9-1-10
Pursue CIS Risk Management improvements. Including: Implementation of PPE Form program, conduct of hazard assessment, and required hearing tests for new hires.	TBD
Prepare and submit grant application for Transportation Enhancement Grant program funding to execute Phase 1 of the City's Downtown Redevelopment Plan.	TBD
Implement the Certified Local District ordinance with regards to planning commission and required tasks. See Historic District Registration, Ordinance 393	TBD
Grant Research: S. Freeman-Frosted Flakes ballfield, T. Pruit- OR Water loans? Grant?	TBD
Ordinance 330 (SDC's) Revision – rework? Delete? Installment payment section	TBD

Start flyer for selling fire hall property.	On hold
Review Port Restroom packet for total cost of project broken down by materials, utility extension, labor etc. Determine time to build project. Sources of funding.	On hold

Measuring the Performance

of pages of minutes transcribed.

of records searches completed

Completed Special Tasks/Projects	Suspense Date	Date Completed
Process Easement relocation and vacations for Hammond Plat, Lots 2,3,4. Added 7-20-09.	5-1-10	8-15-10
Archives: Inventory number of boxes in archives for Bernard	11-1-09	10-1-09
Transition web site to Gov Office	9-12-09	9-26-09
DLCD grant management – paperwork for drawdown, track items for auditor	8-15-09	8-5-09

Resolve and document addressing system for the City	5-1-09	7-1-09
Submit an aviation clearance application to the State Aviation office for possible Windcorp project.	ASAP	Completed
Enter into a contract with a new web management firm to update and operate the City's website. Draft RFP to be published 5-6-09. City Council award contract approx. 6-24-09	7-1-09	6-22-09

kw

