Pacific Northwest Regional Infrastructure Team
PNWRIT

Plan for Implementation

SEPTEMBER 30, 2013
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Introduction and Executive Summary

This is an implementation plan and first report of the Pacific Northwest Regional Infrastructure Team (PNWRIT) since it was established by Interior Secretary Sally Jewell, Oregon Governor John Kitzhaber, and Washington Governor Jay Inslee through a Declaration of Cooperation agreement (“PNWRIT Agreement”) signed on May 23, 2013 in Portland, Oregon. Idaho Governor C.L. Butch Otter signed the PNWRIT Agreement and joined the PNWRIT on September 25, 2013.

Over its first four months, the PNWRIT has held a series of federal-state agency sessions and conducted informal outreach with other interested parties, such as NGOs and developers, to develop an implementation plan that advances three categories of priorities that respond to the infrastructure needs of the Pacific Northwest Region (“Region”), as directed in the PNWRIT agreement:

1. **specific infrastructure projects** that are Federal, State, or regional priorities for economic growth and job creation and that enhanced coordination could demonstrate, if approved, on-the-ground results in infrastructure development;

2. **pro-active solutions by collective, cross-agency and cross-jurisdictional leadership** that respond to the long term vision of infrastructure development in each state and the Region and that help remove unnecessary barriers that generally prevent or slow infrastructure development; and

3. **cross-agency or cross-jurisdictional mitigation opportunities** in infrastructure projects that could provide more ecologically effective project mitigation strategies for species or natural resources at a unified, watershed, or ecosystem level, and more ecologically effective mitigation options.

The organizational structure that would best serve the PNWRIT in achieving these three priorities recognizes the high degree of variance in the organizational structure of each federal and state agency that exists for their respective agency missions.

A **PNWRIT Steering Committee** will convene quarterly meetings to:

- assess and agree on regionally significant PNWRIT projects to focus limited agency resources in the PNWRIT collaborative process, as appropriate,
• strategize and encourage implementation of collaborative, cross-jurisdictional solutions across agencies in the Region,
• leverage cross-agency and cross-jurisdictional mitigation opportunities for specific projects or landscape level mitigation across the Region,
• receive reports from PNWRIT Strike Teams,
• stay informed of opportunities and challenges across government agencies by hosting Executives from federal and state agencies in roundtable discussions,
• support agencies in achieving forward progress on the three categories of priorities for the PNWRIT, and
• identify additional strategic actions that the PNWRIT could take to achieve its objectives.

The **PNWRIT Steering Committee** is a state and federal executive body with six members, made up of: (1) the U.S. Fish and Wildlife Service Region 1 Director, (2) the Bureau of Land Management-Oregon/Washington State Director, (3) the Bureau of Land Management-Idaho State Director, (4) Governor Kitzhaber’s Regional Solutions Director, (5) Governor Inslee’s Center for Regulatory Innovation and Assistance Director, and (6) Governor Otter’s Office of Energy Resources Administrator.

Regionally significant projects that are the focus of the PNWRIT will benefit from **state-federal PNWRIT strike teams**, whose membership will include state and federal agency decision-makers and authorized officers of critical path permits, reviews, consultations, or milestones of PNWRIT projects that are expected in the next fiscal year. These strike teams will recommend a regular schedule of meetings that will allow them to:

• collectively receive project status and feedback from the project developers or other interested parties about potential project opportunities or challenges, and
• serve as a state-federal agency forum to resolve disconnect and seek solutions when differences are encountered between the state and federal permitting or regulatory processes.

The PNWRIT Steering Committee provides leadership direction and intent to the PNWRIT Strike Teams.

This implementation plan and report has been prepared for and approved by the PNWRIT Steering Committee. It includes descriptions of ten projects that the PNWRIT will focus on during the 2013-2014 fiscal year to pilot this state-federal collaboration, with potential project additions or deletions considered on a case-by-case basis by the Steering Committee.
The Steering Committee aims to continue to serve the missions of their respective agencies through the PNWRIT by demonstrating that enhanced collaboration among agencies in the Region can achieve the objectives of the President and the Governors to advance infrastructure projects that spur job creation in communities, further energy independence for national security, manage climate change risk, and build and upgrade necessary infrastructure to support the Nation’s economy, while ensuring environmental and natural resource stewardship.

Thank you,

PNWRIT Steering Committee

[Signatures of committee members]
PNWRIT Background
The U.S. Department of the Interior and the Governors’ Offices of Oregon and Washington entered into the PNWRIT Agreement to form a pilot Pacific Northwest Regional Infrastructure Team (PNWRIT) on May 23, 2013. The Governor’s Office of Idaho joined the PNWRIT on September 25, 2013 (see Appendix 1 for Revised PNWRIT Agreement). The PNWRIT Agreement calls for an implementation plan and report by the end of Fiscal Year 2013 – September 30, 2013 – and lists the PNWRIT’s objectives as:

- advancing infrastructure projects that spur job creation in communities
- furthering energy independence for national security
- managing climate change risk
- building and upgrading necessary infrastructure to support the Nation’s economy
- ensuring environmental and natural resource stewardship

Common State and Federal Government Initiatives and Goals
Independently, the federal government and the state governments in the Region have been pursuing several initiatives with common goals. The PNWRIT provides a forum for federal and state agencies in the Region to advance common infrastructure development goals of those initiatives.

- The Obama Administration’s government-wide initiative to modernize the Federal permitting and review process aims to achieve better projects, improved environmental and community outcomes, and shorter decision-making and review timelines for infrastructure projects. The President’s Executive Order 13604, dated March 22, 2012, identifies critical steps for Federal agencies to execute, within their authority and consistent with available resources, to ensure efficient Federal permitting and review processes that address the health, safety, and security of communities and the environment, while supporting vital economic growth through infrastructure projects. The Department of the Interior is committed to meeting these directives. The Executive Office of the President, through the Office of Management and Budget and the Council on Environmental Quality, has led Federal agencies in examining agency processes pursuant to Executive Order 13604, and has recognized that effective cross-agency and cross-jurisdictional collaboration in infrastructure projects among regional leadership in agencies is essential to moving a project efficiently through Federal agencies’ processes for timely decisions, improved outcomes for communities, and in furtherance of environmental stewardship. The PNWRIT is the manifestation of this recognition that state-federal agency
collaboration is necessary for major, complex infrastructure projects and serves as a forum to achieve such collaboration on the three categories of priorities – on-the-ground results on infrastructure projects, broad process improvements, and more effective mitigation across the Region.

➢ **In Oregon, Governor Kitzhaber’s December 2011 Executive Order 11-12 established the Oregon Solutions Network to promote collaborative governance in the State of Oregon by using a cross sector approach to respond to challenges and opportunities that lead to statewide and regional solutions.** In November 2012, Governor Kitzhaber issued Executive Order 12-17, which called upon State agencies to look at the full life cycle costs of infrastructure and State capital facilities investments, including climate risk. Governor Kitzhaber also released a 10-Year Energy Action Plan in 2012 that outlines strategies to meet energy efficiency, renewable energy, greenhouse gas reduction, and transportation objectives, with the goals of enhancing clean energy infrastructure development by removing finance and regulatory barriers to attract new investment and pursue promising new technologies.

➢ **In Washington State, Governor Inslee is promoting government reforms to streamline the state regulatory system to improve the business climate and expand the workforce.** Through innovation and coordination, state agencies in Washington are examining how they will collaborate to reduce regulatory process hurdles and thereby support economic development efforts. Historically, clean hydropower has helped industries thrive across the State. Governor Inslee is convinced that our future is one fueled by cleaner energy and his plan is to remain at the forefront of clean energy innovations and developments that save energy, cut costs, reduce harmful air emissions, increase energy independence, and create jobs. The Governor is also addressing the maintenance and improvement of infrastructure assets such as highways, railways, and ports to support and sustain long-term economic growth.

➢ **Idaho’s Project 60 is a comprehensive plan to grow the state’s economy by strengthening both rural and urban communities’ ability to foster systemic growth and infrastructure development.** Governor Otter has recognized that infrastructure needs are important not only for public safety but also for corridors of commerce to ensure business access to markets. Idaho’s energy future depends on existing competently priced base load generation, maintaining and expanding our hydropower resources, developing market-driven renewable and alternative energy production, as well as improving energy transmission capabilities.
Governor Otter created the Office of Energy Resources to raise the profile of this critical infrastructure need through the efforts of a team of experts in energy, transmission and innovation to spur development in Idaho.

**PNWRIT Goals**
The PNWRIT Agreement specifies three categories of priorities that respond to the infrastructure needs of communities, States, and the Region:

1. **Specific infrastructure projects** that are Federal, State, or regional priorities for economic growth and job creation and that enhanced coordination could demonstrate, if approved, on-the-ground results in infrastructure development;

2. **Pro-active solutions by collective, cross-agency and cross-jurisdictional leadership** that respond to the long term vision of infrastructure development in each state and the Region and that help remove unnecessary barriers that generally prevent or slow infrastructure development; and

3. **Cross-agency or cross-jurisdictional mitigation opportunities** in infrastructure projects that could provide more ecologically effective project mitigation strategies for species or natural resources at a unified, watershed, or ecosystem level, and more ecologically effective mitigation options, such as mitigation or conservation banks, reinforcement of the mitigation hierarchy (avoid, minimize, then mitigate), fulfilling species recovery plans, or better unifying agency efforts in conserving the same or similar resources.

**PNWRIT Organizational Structure**
The organizational structure that would best serve the PNWRIT in achieving its goals acknowledges the high degree of variance in the organizational structure of each federal and state agency that exists for their respective missions (see Appendix 4 for agency organizational charts).

**PNWRIT Steering Committee**
A state and federal executive body with six members, made up of: (1) the U.S. Fish and Wildlife Service Region 1 Director, (2) the Bureau of Land Management-Oregon/Washington State Director, (3) the
Pacific Northwest Regional Infrastructure Team

Bureau of Land Management-Idaho State Director, (4) Governor Kitzhaber’s Regional Solutions Director, (5) Governor Inslee’s Center for Regulatory Innovation and Assistance Director, and (6) Governor Otter’s Administrator of the Office of Energy Resources. The PNWRIT Steering Committee will use its collective experience and judgment to balance competing priorities and adapt to staffing and budgetary impediments when advancing progress on the three categories of priorities for the PNWRIT. It will convene quarterly meetings to:

- assess and agree on regionally significant PNWRIT projects to focus limited agency resources in the PNWRIT collaborative process as appropriate,
- strategize and encourage implementation of collaborative, cross-jurisdictional solutions and process improvements across agencies in the Region,
- leverage cross-agency and cross-jurisdictional mitigation opportunities for specific projects or landscape level mitigation across the Region,
- receive reports from PNWRIT Strike Teams,
- stay informed of opportunities and challenges across government by hosting Executives from other federal and state agencies in Roundtable discussions,
- support agencies in achieving forward progress on the three categories of priorities for the PNWRIT, and
- identify additional strategic actions that the PNWRIT could take to achieve its objectives.

State-Federal PNWRIT Strike Teams

Regionally significant projects that are the focus of the PNWRIT will benefit from state-federal PNWRIT strike teams, whose membership includes state and federal agency decision-makers and authorized officers of critical path permits, reviews, consultations, or milestones that are expected in the next fiscal year. To help determine the make up of such strike teams, each regionally significant PNWRIT project will develop a critical path matrix, detailing the key permits, reviews, consultations, or milestones needed in the next fiscal year with their respective target dates and agency decision makers or authorized officers. PNWRIT strike teams will recommend to the Steering Committee a regular schedule of strike team meetings that will allow them to:

- collectively receive PNWRIT project status and feedback from the project developers or other parties about potential project opportunities or challenges, and
• serve as a state-federal agency forum to work towards resolution of any disconnect encountered between the state and federal permitting or regulatory processes.

The PNWRIT Steering Committee provides leadership direction and intent to the PNWRIT Strike Teams. The PNWRIT Strike Teams will:

• find efficiencies in inter-agency and cross-jurisdictional processes of PNWRIT project environmental or regulatory reviews, which may, in turn, accelerate project permitting and regulatory reviews;
• seek solutions to permitting or policy differences that are encountered between state and federal permitting or regulatory processes;
• share lessons learned and apply best practices from other infrastructure projects; and
• leverage ecologically effective mitigation opportunities on PNWRIT projects and across the landscape in the Region.

Project Staff Teams
Inter-disciplinary and inter-agency project teams made up of agency staff will continue to collect, review, and analyze data in accordance with agency requirements. They will be asked to keep the PNWRIT Strike Teams and Steering Committee informed of a project’s progress in its regulatory reviews. These project teams are invited to use the PNWRIT Strike Teams and Steering Committee to ensure that project needs are met, project mitigation opportunities or efficiencies are leveraged, and inter-agency or cross-jurisdictional conflicts are prevented or resolved early.

Participating State Agencies
State agency participation in the PNWRIT is at the direction of each state’s Governor’s office, along with, in the state of Washington, the Department of Natural Resources participation at the direction of the Commissioner of Public Lands. These agencies will be invited to serve on a Strike Team if the agency has a decision maker or authorized officer involved in any PNWRIT project critical path permits, reviews, consultations, or milestones that are expected to be completed in the next fiscal year.

Participating Federal Agencies
Pacific Northwest Regional Infrastructure Team

28/pdf/2012-7636.pdf). Interior Secretary Sally Jewell has requested Department of Interior bureaus and agencies in the Region to provide leadership in establishing the PNWRIT and in achieving its goals, and several federal agencies outside of the Department of the Interior that participate in the permitting and review of PNWRIT projects have provided statements of commitment (see Appendix 2). Federal agencies will be invited to serve on a PNWRIT Strike Team if the agency has a decision maker or authorized officer involved in any PNWRIT project critical path permits, reviews, consultations, or milestones that are expected in the next fiscal year.

Steps to Achieve PNWRIT Goals
Since the PNWRIT Agreement was signed in May 2013, the PNWRIT has convened a series of brainstorming meetings, targeted breakout sessions, and informal outreach to learn about projects, process challenges, and mitigation opportunities. The PNWRIT learned that the environmental and regulatory review of large scale, complex infrastructure projects may involve many challenges including, but not limited to, the challenges listed below. This list illustrates some of the obstacles that the PNWRIT is endeavoring to overcome.

- Contrasting agency requirements, expectations, and approaches for environmental or regulatory review and analysis during a project may lead to challenges in agency coordination and consultation.
- Agencies often experience competing demands for finite staff resources and funding, including agency capacity within a specific expertise, loss of institutional knowledge, limits on travel, large workloads, and competing workload priorities.
- Adhering to a project schedule can be challenging for multi-year projects involving the public and multiple agencies with distinct missions, procedures, and processes. Effective project teams require staff with a broad array of specialized expertise and experience or training in project management skills of integration, scope, time, cost, human resources, communication, risk, and procurement.
- Uncertainty in decision-making authority within or among agencies may result in confusion during project development and analysis when novel questions and new policies are applied during a project or when there are differences of judgment in review and analysis.
Some analyses, permitting, and review processes required by agencies occur sequentially, thereby prolonging the overall timeframe for a project and duplicating review and analysis. Opportunities exist for coordinating various permitting processes, but specific requirements, timeframes, and standards for separate permitting processes present challenges for synchronization of processes.

Coordinating and applying knowledge from planning processes to specific projects can be challenging due to varying process requirements, different stakeholders, and inconsistent timing or application of requirements stemming from planning to projects.

Differences in data collection and survey methods, standards, coverage, and management among agencies may contribute to inefficient processes and permitting. Protection of sensitive or proprietary information may prevent parties from sharing information early in the project’s process.

Appeals, litigation, and differences in agency processes for potentially resolving these disputes may result in delays, uncertainties, and duplicative efforts.

In addition to identifying challenges in environmental and regulatory review of infrastructure projects and defining an organizational structure, the PNWRIT has identified further steps to achieve progress on the three categories of priorities for the PNWRIT. These steps are organized by category and detailed below, and include identification of specific PNWRIT projects to pilot this state-federal collaboration, strategies to develop broad process improvements across government agencies, and strategies to leverage mitigation opportunities in projects and across the landscape. In identifying these steps, the PNWRIT has been mindful of its overall objectives to advance infrastructure projects that spur job creation in communities, further energy independence for national security, manage climate change risk, build and upgrade necessary infrastructure to support the Nation’s economy, and ensure environmental and natural resource stewardship.
Identification of PNWRIT Projects:

- **Lane-Wendson 115kv Wood Pole Line Rebuild (Oregon)** - Bonneville Power Administration is currently in the process of deciding whether or not to rebuild a 41.3-mile, 115-kilovolt wood-pole transmission line between the City of Eugene and Florence, Oregon. The transmission line has been in service since 1948 and has reached the end of its useful life, requiring increasingly frequent maintenance and affecting reliability in delivering electricity. If Bonneville Power Administration decides to rebuild the line, all wood-pole structures, including poles, cross arms, cross braces, guys, anchors, insulator assemblies, would be replaced, conductors would be replaced, five disconnect switches would be replaced, and access roads would be improved. The Bonneville Power Administration is the lead federal agency for preparing an Environmental Assessment under the National Environmental Policy Act and is coordinating with a number of state and federal agencies on additional regulatory requirements.

- **Alvey-Fairview 2013kV Wood Pole Line Rebuild (Oregon)** - Bonneville Power Administration is currently in the process of deciding whether or not to rebuild a 97.5 mile, 230-kilovolt wood pole transmission line between Eugene and Coquille, Oregon. The transmission line has been in service since 1957 and has reached the end of its useful life, requiring increasingly frequent maintenance and affecting reliability in delivering electricity. If Bonneville Power Administration decides to rebuild the transmission line, all wood-pole structures, including poles, cross arms, cross braces, guys, anchors, insulator assemblies, would be replaced, and line switches if required. The existing conductor would remain but would be placed in travelers and re-sagged. The Bonneville Power Administration is the lead federal agency for preparing an Environmental Assessment under the National Environmental Policy Act and is coordinating with a number of state and federal agencies on additional regulatory requirements.

- **Hills Creek-Lookout Point 115 kv Wood Pole Line Rebuild (Oregon)** – Bonneville Power Administration is currently in the process of deciding whether or not to rebuild a 25 mile, 115-kilovolt transmission line between Lowell and Oakridge, Oregon. The transmission line has been
in service since 1952 and has reached the end of its useful life, requiring increasingly frequent maintenance and affecting reliability in delivering electricity. If Bonneville Power Administration decides to rebuild the transmission line, all wood-pole structures, cross arms, cross braces, guys, anchors, insulator assemblies, and conductor would be replaced. With the exception of relocating five structures to avoid a landslide in mile three, Bonneville Power Administration would rebuild the line along its current alignment. The proposal includes reconditioning and/or reconstructing existing access roads, as necessary, to provide adequate access. New roads to structures for which Bonneville Power Administration currently does not have adequate access may also be needed. The Bonneville Power Administration is the lead federal agency for preparing an Environmental Assessment under the National Environmental Policy Act and is coordinating with a number of state and federal agencies on additional regulatory requirements.

**Hooper Springs (Idaho)** – Bonneville Power Administration is proposing to build a new 115-kilovolt transmission line that would extend from a proposed Hooper Springs Substation near the city of Soda Springs, Idaho, to a proposed BPA connection facility that would connect with Lower Valley Energy's (LVE) existing transmission system in northeastern Caribou County, a distance of about 22 to 32 miles depending on the routing alternative. Bonneville Power Administration also would construct an approximately 0.5 mile-long 138-kilovolt transmission line between the proposed Hooper Springs Substation and PacifiCorp's existing Threemile Knoll Substation to connect the electrical facilities to the regional transmission grid. The project is needed to improve voltage stability on the transmission grid to meet future load growth in southeast Idaho and northwestern Wyoming. The Bonneville Power Administration is the lead federal agency for preparing an Environmental Impact Statement under the National Environmental Policy Act and is coordinating with a number of state and federal agencies on additional regulatory requirements.

**I-5 Corridor (Oregon, Washington)** – Bonneville Power Administration is proposing to build a 500-kilovolt transmission line to reinforce the high-voltage power grid in southwest Washington and northwest Oregon. The line would be about 79 miles long between a new substation near Castle Rock, Washington and a new substation near Troutdale, Oregon. The new line and substations are needed to ease transmission system congestion in northwest Oregon and southwest Washington, to fulfill transmission service requests for existing and new electricity
generation, and to help improve system reliability in delivering electricity and meet electric load
growth. The Bonneville Power Administration is the lead federal agency for preparing an
Environmental Impact Statement under the National Environmental Policy Act and is
coordinating with a number of state and federal agencies on additional regulatory
requirements.

- **Boardman to Hemingway Transmission Project** *(Oregon, Idaho)* – Idaho Power Company is
proposing to build an approximately 300-mile, 500 kilovolt transmission line from Boardman,
Oregon to the Hemingway Substation near Melba, Idaho. The project, if constructed, would
relieve pressure on the existing transmission system, improve reliability in delivering electricity,
provide additional energy capacity to meet electricity demand in Oregon and Idaho, and provide
service to wholesale customers. The Bureau of Land Management is the lead federal agency for
preparing an Environmental Impact Statement under the National Environmental Policy Act and
is coordinating with a number of state and federal agencies on additional regulatory
requirements.

- **Vantage to Pomona Heights Transmission Project** *(Washington)* - PacificPower has proposed an
approximately 65 mile, 320 kilovolt transmission line from its existing Pomona Heights
substation east of Selah, Washington to the Bonneville Power Administration’s existing Pomona
Heights substation east of Wanapum Dam on the Columbia River. The proposed project is to
address energy demand growth in the Yakima region by increasing the capacity of the
transmission system that will serve growing needs, while ensuring continued reliable electricity
service to existing customers. The Bureau of Land Management is the lead federal agency for
preparing an Environmental Impact Statement under the National Environmental Policy Act and
is coordinating with a number of state and federal agencies on additional regulatory
requirements.

- **Gateway West Transmission Project** *(Idaho)* - This project is jointly proposed by Idaho Power
and Rocky Mountain Power. The companies propose to construct and operate 230 and 500
kilovolt transmission lines from the Windstar Substation near Glenrock, Wyoming to the
Hemingway Substation near Melba, Idaho. The proposed project is composed of 10
transmission line segments with a total length of approximately 1,000 miles across southern
Wyoming and southern Idaho. The proposed line crosses approximately 500 miles of public land
managed by the BLM, including 300 miles in Idaho and 200 miles in Wyoming. The Bureau of
Land Management is the lead federal agency for preparing an Environmental Impact Statement under the National Environmental Policy Act and is coordinating with a number of state and federal agencies on additional regulatory requirements.

- **Development of Oregon Coast Port Dredging & Permitting Plans (Oregon)** – With the United States Army Corps of Engineers (USACE) announcement that federal funds are not available to dredge the channel at the Port of Orford, and that other small ports in the Region may have similar challenges, the South Coast Ports (Brookings, Gold Beach, Port Orford, Bandon, Umpqua, and Siuslaw) formed a coalition in partnership with the State of Oregon Regional Solutions Center to augment federal dredging resources by increasing local capacity (see Appendix 3 for Coalition Agreement). These coastal communities rely heavily on navigational access to a working port and without it their economy will suffer – this project could provide efficient and timely dredging services at a lower cost. The South Coast Ports propose to fully develop shared resources, including owning and operating in-house, portable dredging equipment. Owning and operating such equipment will allow these ports to dredge harbor sections outside of the federal navigation channel, as well as potentially augment future USACE maintenance dredging work within the channel. Since the establishment of the PNWRIT, the USACE and State of Oregon have worked together to find a solution and signed an agreement that allows the state to provide a total of $25,000,000 between August 2013 and September 2017 to fund maintenance and environmental compliance work (see Appendix 3 for the Agreement for Maintenance Dredging of Specified Low-Use Navigation Projects in Oregon). This agreement requires the development of work plans for port maintenance projects that include schedules for completion of compliance with applicable environmental laws and regulations, and states no maintenance work can occur until there is compliance with all applicable environmental laws and regulations, including, but not limited to, the National Environmental Policy Act and Section 401 of the Federal Water Pollution Control Act. Project work stemming from this agreement includes an expanded partnership with federal and state permitting and reviewing agencies to produce a regulatory roadmap that plans for and streamlines port and harbor dredging and maintenance projects in the work plans required in the USACE-State of Oregon Agreement for Maintenance Dredging.

- **Development of Oregon-Washington Water Resources Memorandum of Understanding (Oregon, Washington)** - Columbia River Umatilla Solutions Team (CRUST) – Drawing on the work
of the Umatilla Basin Commission, Oregon Solutions, and recent efforts in the State of Washington, this project was created to identify ways and determine regulatory roadmaps for additional water withdrawals that could be accomplished from the Columbia River to benefit both fish and farms, helping to provide economic development opportunities in the agricultural sector. Ecological benefits may include additional main stem water at times when it is most needed, as well as projects to supplement tributary flows and groundwater supplies. A potential partnership with the State of Washington, Bureau of Reclamation, and other Pacific Northwest neighbors and agencies, may provide opportunities for storage and supplemental flow that can be a part of the solution.

**CATEGORY 2) PRO-ACTIVE SOLUTIONS BY COLLECTIVE, CROSS-AGENCY AND CROSS-JURISDICTIONAL LEADERSHIP THAT RESPOND TO THE LONG TERM VISION OF INFRASTRUCTURE DEVELOPMENT IN EACH STATE AND THE REGION AND THAT HELP REMOVE UNNECESSARY BARRIERS THAT GENERALLY PREVENT OR SLOW INFRASTRUCTURE DEVELOPMENT.**

Through the PNWRIT, the Steering Committee will guide agencies in the Region to explore the following strategies to achieve pro-active solutions and process improvements in PNWRIT projects and, as appropriate, beyond:

- **Programmatic Alignment of Regulatory Review** – Opportunities for better data sharing and regulatory process alignment.
- **West Coast Infrastructure Exchange** – Enhanced regulatory certainty that may be achieved through the PNWRIT could be synchronized with the West Coast Infrastructure Exchange to leverage project financing.
- **Exploring the expanded use of cost recovery protocols for agencies with short staffing and project bottlenecks.**
- **Energy and Utility Corridors Planning** – Guiding future development to avoid conflicts, such as through application of Crucial Habitat Assessment Tools (CHATs), developed by the Western Governors Association, or revision of the Energy Policy Act of 2005 Section 368 utility corridors.
- **Energy and Water Resource Impacts** – Mechanisms to proactively consider climate change risks in analysis and decision making.
Lessons Learned information workshops – What can current projects learn from the challenges encountered and opportunities leveraged of other projects in the Region?

Additional strategic actions that the PNWRIT could take to achieve broad process improvements across agencies.

**CATEGORY 3) CROSS-AGENCY OR CROSS-JURISDICTIONAL MITIGATION OPPORTUNITIES IN INFRASTRUCTURE PROJECTS THAT COULD PROVIDE MORE ECOLOGICALLY EFFECTIVE PROJECT MITIGATION STRATEGIES FOR SPECIES OR NATURAL RESOURCES AT A UNIFIED, WATERSHED, OR ECOSYSTEM LEVEL, AND MORE ECOLOGICALLY EFFECTIVE MITIGATION OPTIONS, SUCH AS MITIGATION OR CONSERVATION BANKS, REINFORCEMENT OF THE MITIGATION HIERARCHY (AVOID, MINIMIZE, THEN MITIGATE), FULFILLING SPECIES RECOVERY PLANS, OR BETTER UNIFYING AGENCY EFFORTS IN CONSERVING THE SAME OR SIMILAR RESOURCES.**

Through the PNWRIT, the Steering Committee will guide agencies in the Region to explore the following strategies for cross-agency or cross-jurisdictional mitigation opportunities for impacts to sensitive species, protected habitat, sensitive cultural resources, and socio-economic opportunities of communities in the PNWRIT projects and, as appropriate, beyond:

- Sage Grouse Conservation – application of new policies surrounding sage grouse conservation to infrastructure projects that may impact the species or its habitat.
- Migratory Birds and Eagle Conservation – application of the migratory bird policies, Eagle Conservation Guidance, and Wind Energy Guidelines to infrastructure project that may impact species or their habitat.
- Cultural Resources Protection – application of the new handbook on coordinating NEPA and NHPA Section 106, released by the White House Council on Environmental Quality and the Advisory Council on Historic Preservation (see Advisory Council on Historic Preservation, NEPA and NHPA – A Handbook for Integrating NEPA and Section 106, March 5, 2013, available at: http://www.achp.gov/docs/NEPA_NHPA_Section_106_Handbook_Mar2013.pdf). The handbook is designed to help coordinate required review processes under the National Historic Preservation Act and the National Environmental Policy Act. The handbook stands to significantly enhance the coordination of environmental reviews across government agencies. It provides practical advice to practitioners and stakeholders to improve the efficiency and
effectiveness of federal agencies’ reviews while improving historic preservation and environmental protection.

- Regional Mitigation Planning - Regional mitigations plans, such as watershed mitigation, incorporate regional objectives to direct and prioritize where and how mitigation investments are made. Plans include a baseline upon which unavoidable impacts are assessed, a methodology to assess and quantify those unavoidable impacts and a method to determine mitigation obligations or costs for individual projects. Such upfront planning could also increase permit efficiencies and financial predictability for project proponents. Regional mitigation plans could enhance the ability of state and federal agencies to invest in larger-scale efforts in a more efficient and effective manner through shared resources.

- Technical information workshops for feasibility of mitigation or avoidance methods (e.g. “undergrounding” a high voltage transmission line).

- Additional strategic actions that the PNWRIT could take to leverage mitigation opportunities in projects or across the Region.
Conclusion
Since its establishment on May 23, 2013, the PNWRIT has developed an implementation plan with a strong organizational structure to advance three categories of priorities that respond to the infrastructure needs of the Region – on-the-ground results in specific infrastructure projects, broad process improvements, and more effective mitigation strategies. The organizational structure that would best serve the PNWRIT in achieving these three categories of priorities recognizes the high degree of variance in the organizational structure of each federal and state agency that exists for their respective agency missions. The PNWRIT Steering Committee is a state and federal executive body that will provide leadership in achieving the three categories of priorities for the PNWRIT. Regionally significant projects that are the focus of the PNWRIT will benefit from state-federal project strike teams, whose membership includes the state and federal agency decision-makers and authorized officers of critical path permits, reviews, consultations, or milestones of PNWRIT projects that are expected in the next fiscal year. With this implementation plan, the PNWRIT Steering Committee aims to continue to serve the missions of their respective agencies through the PNWRIT by demonstrating that enhanced collaboration among agencies in the Region can achieve the objectives of the President and the Governors to advance infrastructure projects that spur job creation in communities, further energy independence for national security, manage climate change risk, and build and upgrade necessary infrastructure to support the Nation’s economy, while ensuring environmental and natural resource stewardship.
Appendix 1: Pacific Northwest Regional Infrastructure Team Declaration of Cooperation agreement, signed by Interior Secretary Sally Jewell, Oregon Governor John Kitzhaber, Idaho Governor C.L. Butch Otter, and Washington Governor Jay Inslee.
PILOT PACIFIC NORTHWEST REGIONAL INFRASTRUCTURE TEAM (PNWRIT)
DECLARATION OF COOPERATION
SEPTEMBER 2013

The Department of the Interior and the Governors of Idaho, Oregon, and Washington enter into declaration of cooperation to form a pilot Pacific Northwest Regional Infrastructure Team (PNWRIT), as described herein, to advance infrastructure projects that spur job creation in communities, further energy independence for national security, manage climate change risk, and build and upgrade necessary infrastructure to support the Nation’s economy, while ensuring environmental and natural resource stewardship.

I. BACKGROUND

The President’s Executive Order 13604,1 dated March 22, 2012, identifies critical steps for Federal agencies to execute, within their authority and consistent with available resources, to ensure efficient Federal permitting and review processes that address the health, safety, and security of communities and the environment while supporting vital economic growth through infrastructure projects in sectors including renewable energy generation, electricity transmission, broadband, pipelines, ports and waterways, and water resource projects (among others). The Department of the Interior is committed to meeting these directives. The Executive Office of the President, through the Office of Management and Budget (OMB) and the Council on Environmental Quality (CEQ), has led Federal agencies in examining agency processes pursuant to Executive Order 13604, and has recognized that effective cross-agency and cross-jurisdictional collaboration in infrastructure projects among regional leadership agencies is essential to moving a project efficiently through Federal agencies’ processes for timely decisions and improved outcomes for communities and in furtherance of environmental stewardship.

Idaho’s Project 60 is a comprehensive plan to grow the economy by strengthening both rural and urban communities to foster systemic growth and infrastructure development. Governor Otter has recognized that infrastructure needs are important not only for public safety but also for corridors of commerce to ensure business access to markets. Idaho’s energy future depends on the emerging role of renewable and alternative energy resources as well as improving energy transmission capabilities. Governor Otter created the Office of Energy Resources with a team of experts in energy, transmission, and innovation to spur development in Idaho.

In Oregon, Governor Kitzhaber’s December 2011 Executive Order 11-12 established the Oregon Solutions Network to promote collaborative governance in the State of Oregon by using a cross-sector approach to respond to challenges and opportunities that lead to statewide and regional

solutions. In November 2012, Governor Kitzhaber issued Executive Order 12-17, which called upon State agencies to look at the full life cycle costs of infrastructure and State capital facilities investments, including climate risk. Governor Kitzhaber also released a 10-Year Energy Action Plan in 2012 that outlines strategies to meet energy efficiency, renewable energy, greenhouse gas reduction, and transportation objectives, with the goals of enhancing clean energy infrastructure development by removing finance and regulatory barriers to attract new investment and pursue promising new technologies.

In Washington, Governor Inslee is working to modernize State regulatory systems to create and sustain a thriving economic climate that spurs job growth. State agencies in Washington are examining how they can remove barriers and support economic development efforts, including the reform of regulatory and permitting processes. Historically, affordable electricity has helped industries across the State and Governor Inslee’s plan is to remain at the forefront of clean energy innovation and development. State agencies are also addressing infrastructure improvements to provide long-term economic growth because businesses need to move products efficiently and reliably across highways, railways, and ports.

II. PARTIES

This Declaration of Cooperation is entered into by and between the States of Idaho, Oregon, and Washington and the Department of the Interior and will become effective as of the latest date shown below on the signature page.

III. PURPOSE

The PNWRIT is convened to enhance the partnership between State and Federal agencies in Idaho, Oregon, and Washington to better align transmission, renewable energy, and other infrastructure siting and permitting processes where both State and Federal agency permitting and review responsibilities exist.

IV. OBJECTIVES

The PNWRIT’s objective is to help build a lasting economy that meets the needs of local communities in the Pacific Northwest region. The PNWRIT will facilitate healthy local, State, and Federal coordination of infrastructure permitting and review processes by informing decision makers and affected communities about the potential benefits and impacts of proposed infrastructure projects. These projects will be designed, built, and maintained in a manner that is consistent with protecting our public health, welfare, safety, national security, and environment.

The PNWRIT will help identify, facilitate, and, when necessary, troubleshoot priority projects, develop joint State-Federal permitting milestones where possible, and remove barriers to infrastructure development in shared Federal and State policy priority areas. The PNWRIT will encourage early identification of appropriate and effective mitigation as an important element of a successful integrated permitting strategy. The PNWRIT will seek information from existing agency and inter-agency partnerships, such as project specific inter-disciplinary teams, FWS Tri-
State, Sage-Con Cooperative, Western Governors Association transmission task force, Landscape Conservation Cooperatives, and the Regional Environmental Forum.

The PNWRIT will be co-chaired by the Department of the Interior, Bureau of Land Management, and U.S. Fish and Wildlife Service, and the Governor's office of each State. The co-chairs will share responsibility in convening meetings and facilitating progress in identified infrastructure projects and policy priorities. Participation of other Federal agencies on the PNWRIT will be consistent with Executive Order 13604 and other applicable authorities. State agency participation of the PNWRIT is at the direction of each State’s Governor’s office. Additionally, the co-chairs will work closely with Indian tribes to enhance communication, reduce barriers to infrastructure development, and realize conservation opportunities associated with infrastructure development. The PNWRIT will also work with Indian tribes to understand and identify opportunities or questions related to specific project impacts or conservation measures.

As soon as practicable, the PNWRIT will produce a plan that sets forth the structure for the PNWRIT and implementation of this Declaration of Cooperation. The PNWRIT will provide a quarterly progress report to the Steering Committee on Federal Infrastructure Permitting and Review Process Improvement, chaired by the Chair Performance Officer in consultation with the Chair of CEQ and represented by the Deputy Secretaries of each Federal agency listed in Executive Order 13604. The first progress report will be due on September 30, 2013.

V. POLICY PRIORITIES

To achieve the objectives set forth above, the PNWRIT will focus on specific priorities that respond to the infrastructure needs of communities, States, and the region that may be shared throughout the region or may be specific to each State, and which will generally fall into three categories:

1. Specific infrastructure projects that are a Federal, State, or regional priorities for economic growth and job creation and that enhanced coordination could demonstrate, if approved, on-the-ground results in infrastructure development;

2. Pro-active solutions by collective, cross-agency and cross-jurisdictional leadership that respond to the long term vision of infrastructure development in each State and the region and that help remove unnecessary barriers that generally prevent or slow infrastructure development; and

3. Cross-agency or cross-jurisdictional mitigation opportunities in infrastructure projects that could provide more ecologically effective project mitigation strategies for species or natural resources at a unified, watershed or ecosystem level, and more ecologically effective mitigation options, such as mitigation and conservation banks, reinforcement of the mitigation hierarchy (avoid, minimize, then mitigate), fulfilling species recovery plans, or better unifying agency efforts in conserving the same or similar resources.
VI. GENERAL PROVISIONS

Nothing in this Declaration of Cooperation is intended to or shall be construed to limit or affect in any way the authority or legal responsibilities of the States of Idaho, Oregon, or Washington (States) or the Department of the Interior.

Nothing in this Declaration of Cooperation binds the States or the Department of the Interior to perform beyond their respective authorities.

Nothing in this Declaration of Cooperation may be construed to obligate the Department of the Interior or the United States to any current or future expenditure of resources in advance of the availability of appropriations from Congress. Nor does this Declaration of Cooperation obligate the Department of the Interior, the United States, or the States to spend funds on any particular project or purpose, even if funds are available.

The mission requirements, funding, personnel, and other priorities of the States or the Department of the Interior may affect their ability to fully implement all the provisions identified in this Declaration of Cooperation.

Specific activities that involve the transfer of money, services, or property between or among the States or the Department of the Interior will require execution of separate agreements or contracts.

Nothing in this Declaration of Cooperation is intended to or shall be construed to restrict the States or the Department of the Interior from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.

This Declaration of Cooperation is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its Departments, agencies, or entities, its officers, employees, or agents, or any other person.

Any information furnished between the agencies under this Declaration of Cooperation may be subject to the Freedom of Information Act, 5 U.S.C. § 552, et seq., and the relevant public transparency laws of the States. The parties agree to consult each other prior to releasing potentially privileged or exempt documents.

This Declaration of Cooperation is subject, as applicable, to the laws of the States and the laws of the United States of America.

All cooperative work under the provisions of this Declaration of Cooperation will be accomplished without discrimination against any employee because of race, sex, creed, color, national origin, or any other legally protected class as identified in Federal law or the United States Constitution or the laws or constitutions of the States, as applicable.
The States and the Department of the Interior, through their respective applicable agencies, may each terminate its participation in this Declaration of Cooperation at any time through written notification to the other parties.

The States and the Department of the Interior, through their respective applicable agencies, may each amend or modify this Declaration of Cooperation if the other parties agree.

This Declaration of Cooperation shall remain in effect for an initial term of three (3) years after its effective date and may be renewed if the parties agree.

The parties to this Declaration of Cooperation will obtain prior approval of the other party of all press releases, published advertisements, or other statements intended for the public that refer to this agreement, to the Parties in connection with this Declaration of Cooperation, or the name or title of any employee of the Parties in connection with this Declaration of Cooperation.

No Member of Congress shall be admitted to any share or part of any contract or agreement made, entered into, or accepted on behalf of the United States of America, or to any benefit to arise thereupon.

Nothing in this Declaration of Cooperation may be interpreted to imply that the United States or the Department of the Interior endorses any product, service, or policy of the States. The States will not take any action or make any statement that suggests or implies such an endorsement.

The States and the Department of the Interior will comply with the Federal Advisory Committee Act, 5 U.S.C. Appendix 2, to the extent it applies.

VII. CONTACTS

The primary points of contact for carrying out the provisions of this Declaration of Cooperation are:

Department of the Interior:
- Special Assistant, Office of the Secretary
- Regional Director, U.S. Fish and Wildlife Service Region 1
- State Director, Bureau of Land Management-Oregon/Washington State Office
- State Director, Bureau of Land Management-Idaho State Office

State of Idaho
- Administrator, Office of Energy Resources, Office of Governor Otter

State of Oregon:
- Regional Solutions Director, Office of Governor Kitzhaber
- Natural Resources Advisor, Office of Governor Kitzhaber

State of Washington:
- Director, Center for Regulatory Innovation and Assistance, Office of Governor Inslee
VIII. SIGNATURES

Sally Jewell
Secretary
U.S. Department of the Interior

John Kitzhaber
Governor
State of Oregon

Jay Inslee
Governor
State of Washington

Governor C. L. “Butch” Otter
Governor
State of Idaho
Appendix 2: Statements of Commitment.
BPA STATEMENT OF SUPPORT FOR THE
PILOT PACIFIC NORTHWEST REGIONAL INFRASTRUCTURE TEAM

The Bonneville Power Administration’s mission as a public service organization is to create and deliver the best value for our customers and constituents as we act in concert with others to assure the Pacific Northwest:

- An adequate, efficient, economical and reliable power supply;
- A transmission system that is adequate to the task of integrating and transmitting power from federal and non-federal generating units, providing service to BPA’s customers, providing interregional interconnections, and maintaining electrical reliability and stability; and
- Mitigation of the Federal Columbia River Power System’s impacts on fish and wildlife;

BPA is committed to cost-based rates, and public and regional preference in its marketing of power. BPA will set its rates as low as possible consistent with sound business principles and the full recovery of all its costs, including timely repayment of the federal investment in the system.

BPA’s vision is that BPA will be an engine of the Northwest’s economic prosperity and environmental sustainability. BPA’s actions advance a Northwest power system that is a national leader in providing:

- High reliability;
- Low rates consistent with sound business principles;
- Responsible environmental stewardship; and
- Accountability to the region.

We deliver on these public responsibilities through a commercially successful business. The four characteristics define our public responsibilities. In carrying out our public responsibilities, BPA is guided by the Core Values of trustworthy stewardship, collaborative relationships, and operational excellence.

The purpose of the "Pilot Pacific Northwest Regional Infrastructure Team" (PNWIRT) is consistent with our mission, vision, and core values and we are committed to be an active partner to the greatest extent practicable, subject to available staff, resources and priorities.

BPA will work collaboratively with the PNWIRT to:

1. engage on issues related to the siting and permitting of priority transmission infrastructure projects located in the Pacific Northwest, (2) be pro-active to help develop cross-agency and cross-jurisdictional solutions to help remove perceived or real barriers to transmission infrastructure development, and, (3) realize ecologically effective mitigation opportunities in transmission infrastructure development.

Elliot Mainzer, Acting Administrator

Date

9/30/13
Letter of Commitment for the Pilot Pacific Regional Infrastructure Team

Forest Service, Department of Agriculture Support Statement

The mission of the USDA Forest Service is to sustain the health, diversity, and productivity of the Nation’s forests and grasslands to meet the needs of present and future generations. As set forth in law, the mission is to achieve quality land management under the sustainable multiple-use management concept to meet the diverse needs of people. It includes:

- Advocating a conservation ethic in promoting the health, productivity, diversity, and beauty of forests and associated lands.
- Listening to people and responding to their diverse needs in making decisions.
- Protecting and managing the National Forests and Grasslands so they best demonstrate the sustainable multiple-use management concept.
- Providing technical and financial assistance to State and private forest landowners, encouraging them to practice good stewardship and quality land management in meeting their specific objectives.
- Providing technical and financial assistance to cities and communities to improve their natural environment by planting trees and caring for their forests.
- Providing international technical assistance and scientific exchanges to sustain and enhance global resources and to encourage quality land management.
- Helping States and communities to wisely use the forests to promote rural economic development and a quality rural environment.
- Developing and providing scientific and technical knowledge aimed at improving our capability to protect, manage, and use forests and rangelands.
- Providing work, training, and education to the unemployed, underemployed, elderly, youth, and disadvantaged in pursuit of our mission.

The purpose of the "Pilot Pacific Northwest Regional Infrastructure Team" (PNWRIT) is consistent with our mission and we are committed to being an active partner to the greatest extent practicable, subject to available staff, resources and priorities.

The Forest Service will work collaboratively with the PNWRIT to:

(1) make forward progress on the siting and permitting of priority infrastructure projects located on National Forest System lands,
(2) be pro-active to help develop cross-agency and cross-jurisdictional solutions to help remove perceived or real barriers to infrastructure development, and,
(3) realize ecologically effective mitigation opportunities.

Kent Connaughton
Regional Forester

8/9/2013
Date
Appendix 3: Agreements related to PNWRII Oregon Ports Project.
Dredging of Oregon’s Small Coastal Ports
Declaration of Cooperation
September 17, 2013

Background
Ports and small coastal waterways rank amongst Oregon’s most valuable assets: they not only provide a crucial employment base in Oregon’s rural counties, but are keys to maintaining and creating jobs all across the state.

Faced with drastic federal funding cuts affecting dredging of the federal navigation channel, the Coastal Caucus and Governor Kitzhaber’s Regional Solutions Team together secured state funding for this vital infrastructure project.

The state of Oregon and the U. S. Army Corps of Engineers have entered into a Memorandum of Agreement (MOA) that allows the federal agency to accept state funding for the express purpose of dredging the federal navigation channels into Oregon’s coastal ports.

This agreement allows the Corps to continue its mission to maintain Oregon’s coastal navigation channels, to provide reliable and safe transportation routes for Oregon’s fishermen as well as for other commercial and recreational mariners.

It is expected that the expanded federal and state partnership will provide navigation support necessary to create and retain numerous jobs in Oregon coastal communities.

Commitments and Signatures
This Declaration of Cooperation, while not a binding legal contract, and shall not modify, alter, or change any terms or conditions of the above referenced MOA, is evidence to and a statement of the good faith and commitment of the undersigned parties. The undersigned parties to this Declaration of Cooperation have, through a collaborative process, agreed and pledged their cooperation through the following commitments:

1. We will continue to work together to secure the resources to support small port dredging to allow ongoing operation, maintenance, and safety.

2. We commit to work together in supporting the small ports by providing technical assistance and streamlining the permitting process where possible and within the Corps authorities, to reduce costs.

3. We commit to assisting the small ports in analyzing potential opportunities to share resources to provide dredging as needed.
LTC Glenn O. Bratt  
Deputy Commander  
Portland District  
U.S. Army Corps of Engineers

9-17-13  
Date

John A. Kitzhaber, M.D.  
Governor  
State of Oregon

9-17-13  
Date

Jeff Kruse  
Chair Legislative Coastal Caucus  
Oregon State Senate

9-17-13  
Date
MEMORANDUM OF AGREEMENT
BETWEEN
THE DEPARTMENT OF THE ARMY
AND
THE STATE OF OREGON
FOR MAINTENANCE DREDGING OF
SPECIFIED LOW-USE NAVIGATION PROJECTS IN OREGON

This MEMORANDUM OF AGREEMENT (hereinafter the “MOA”) is entered into this 28th day of August, 2013, by and between the DEPARTMENT OF THE ARMY (hereinafter the “Government”), represented by the U.S. Army Engineer, Portland District (hereinafter the “District Engineer”), and the STATE OF OREGON (hereinafter the “Contributor”), represented by the Director of the Oregon Business Development Department.

WITNESSETH, THAT:

WHEREAS, the following Federal navigation projects (hereinafter the “Projects”) were constructed pursuant to the specified authorizations:

Chetco River, Oregon – Rivers and Harbor Act of 1945 (Public Law 79-14); River and Harbor Act of 1965 (Public Law 89-298); and Section 102 of the Water Resources Development Act of 1992 (Public Law 102-580);

Coquille River, Oregon – Rivers and Harbor Act of 1880 (21 Stat. 180); Rivers and Harbor Act of 1892 (27 Stat. 111); Rivers and Harbor Act of 1910 (Public Law 61-265); Rivers and Harbor Act of 1919 (Public Law 65-323); Rivers and Harbor Act of 1930 (Public Law 71-520); Rivers and Harbor Act of 1935 (Public Law 74-409); Rivers and Harbor Act of 1945 (Public Law 79-14); and Section 107 of the River and Harbor Act of 1960 (Public Law 86-645);

Depoe Bay, Oregon – Rivers and Harbor Act of 1937 (Public Law 75-208), Rivers and Harbor Act of 1945 (Public Law 79-14); and Section 107 of the River and Harbor Act of 1960 (Public Law 86-645);

Port Orford, Oregon – Rivers and Harbor Act of 1965 (Public Law 89-298); Rivers and Harbor Act of 1970 (Public Law 91-611); and Section 102 of the Water Resources Development Act of 1992 (Public Law 102-580);

Rogue River at Gold Beach, Oregon – Rivers and Harbor Act of 1954 (Public Law 83-780);

Siuslaw River, Oregon – Rivers and Harbor Acts of 1890 (26 Stat. 426); 25 Jun 1910 (Public Law 61-264); 3 Mar 1925 (Public Law 68-585); 3 Jul 1958 (Public Law 85-500); Section 107 of the River and Harbor Act of 1960 (Public Law 86-645); and The Energy and Water Development Appropriation Act, 1980 (Public Law 96-367);
Skipanon Channel at Warrenton, Oregon – Rivers and Harbors Act of 1930 (Public Law 71-520); Rivers and Harbor Act of 1937 (Public Law 75-208), Rivers and Harbor Act of 1948 (Public Law 80-858);

Tillamook Bay and Bar, Oregon – Rivers and Harbor Act of 1912 (Public Law 62-241); Rivers and Harbor Act of 1919 (Public Law 65-323); Rivers and Harbor Act of 1925 (Public Law 68-585); River and Harbor Act of 1948 (Public Law 80-858), Rivers and Harbor Act of 1954 (Public Law 83-780, and Rivers and Harbor Act of 1965 (Public Law 89-298);

Umpqua River, Oregon – Rivers and Harbor Act of 1922 (Public Law 67-362); Rivers and Harbor Act of 1927 (Public Law 70-560; Rivers and Harbor Act of 1930 (Public Law 71-520); Rivers and Harbor Act of 1935 (Public Law 74-409); Rivers and Harbor Act of 1938 (Public Law 75-685); Rivers and Harbor Act of 1945 (Public Law 79-14); Rivers and Harbor Act of 1948 (Public Law 80-858); Rivers and Harbor Act of 1954 (Public Law 83-780); and Section 107 of the River and Harbor Act of 1960 (Public Law 86-645);

Yaquina Bay and Harbor, Oregon – Rivers and Harbor Act of 1880 (21 Stat. 180); Rivers and Harbor Act of 1919 (Public Law 65-323); Rivers and Harbor Act of 1937 (Public Law 75-208); Rivers and Harbor Act of 1945 (Public Law 79-14); Rivers and Harbor Act of 1946 (Public Law 79-525); Rivers and Harbor Act of 1958 (Public Law 85-500); and Section 107 of the River and Harbor Act of 1960 (Public Law 86-645); and

Yaquina River, Oregon – Rivers and Harbor Act of 1913 (Public Law 62-249) and Section 107 of the River and Harbor Act of 1960 (Public Law 86-645).

WHEREAS, the Contributor considers it to be in its own interest to contribute funds voluntarily (hereinafter the “Contributed Funds”) to be used by the Government for maintenance of the Projects (hereinafter “Maintenance Work”); and

WHEREAS, the Government is authorized, pursuant to 33 U.S.C. 701h, to accept Contributed Funds to be used for Maintenance Work.

NOW, THEREFORE, the Government and Contributor agree as follows:

1. The Contributor plans to provide to the Government up to $5,000,000 in Contributed Funds per fiscal year of the Government for costs associated with Maintenance Work, including the costs of environmental compliance, during the period beginning August 30, 2013, and ending September 30, 2017, for a total amount of up to $25,000,000 for the entire period. While the Government will endeavor to limit costs of Maintenance Work performed under this MOA to the Government estimates, the Contributor understands that the actual costs of Maintenance Work may exceed the estimate due to claims or other unforeseen circumstances.

2. The Contributor shall provide the Contributed Funds in accordance with the provisions of this paragraph.
a. Within fifteen (15) calendar days of the execution of this MOA, the Contributor shall provide to the Government $2.3 million, which is the currently estimated cost of Maintenance Work to be performed during the remainder of the 2013 fiscal year of the Government. The Government and Contributor shall develop expeditiously a Work Plan for Maintenance Work proposed to be performed during the remainder of the fiscal year. The Work Plan shall identify the Project(s) to be dredged (hereinafter “Maintenance Work event(s)”); the schedules for completion of compliance with applicable environmental laws and regulations and initiation of dredging for each Maintenance Work event; and the Government's estimate for each Maintenance Work event, including the costs of environmental compliance.

b. No later than thirty (30) calendar days before the beginning of each full fiscal year of the Government covered by this MOA, the Government and Contributor shall develop a Work Plan for Maintenance Work proposed to be performed during the upcoming fiscal year. The Work Plan shall identify the amount of Contributed Funds the Contributor plans to provide; the Maintenance Work events; the schedules for completion of compliance with applicable environmental laws and regulations and initiation of dredging for each Maintenance Work event; the Government's estimate for each Maintenance Work event, including the costs of environmental compliance; and the Government's estimate of Contributed Funds required for each quarter. No later than fifteen (15) calendar days before the beginning of each quarter of the fiscal year, the Contributor shall provide to the Government Contributed Funds for all estimated costs, including the costs of environmental compliance, of Maintenance Work to be accomplished in that quarter, provided further that for Maintenance Work to be accomplished by contract, the Contributor shall provide to the Government all Contributed Funds estimated to be necessary for the contract no later than fifteen (15) calendar days prior to solicitation of that contract. The Government and Contributor shall review and update, as necessary, the Work Plan.

c. If the Government determines at any time that additional funds are needed to fund Maintenance Work in a Work Plan, including resolution of any claims or appeals, the Government shall notify the Contributor in writing and adjust the Work Plan to use available and unobligated Contributed Funds received pursuant to this MOA to satisfy the balance owed. In the event there are no Contributed Funds available to satisfy the balance, the Government shall notify the Contributor in writing of the need for additional funds and the Contributor shall provide such additional funds within fifteen (15) calendar days of such notification.

d. The Government may use Contributed Funds not obligated in the quarter received or remaining after completion of a Maintenance Work event, including resolution of any claims or appeals, for other Maintenance Work events under this MOA in the current or a future fiscal year unless notified in writing to the contrary in advance by the Contributor.

3. The Contributor shall provide Contributed Funds to the Government by delivering a check payable to “FAO, USAED, Portland” to the District Engineer; or verifying to the satisfaction of the Government that such funds have been deposited in an escrow or other account acceptable to the Government, with interest accruing to the Contributor; or presenting the Government with an irrevocable letter of credit acceptable to the Government for such funds; or providing an Electronic Funds Transfer of such funds in accordance with procedures established by the Government.
4. The Government shall not commence a Maintenance Work event for any Project until all applicable environmental laws and regulations have been complied with, including, but not limited to, the National Environmental Policy Act of 1969 (42 U.S.C. 4321-4347) and Section 401 of the Federal Water Pollution Control Act (33 U.S.C. 1341).

5. The Government shall provide the Contributor with quarterly reports of obligations for the Maintenance Work, by Maintenance Work event. The first such report shall be provided within thirty (30) calendar days after the final day of the first full quarter of a fiscal year following initial receipt of Contributed Funds pursuant to this MOA, and subsequent reports shall be provided within thirty (30) calendar days after the final day of each succeeding quarter until the Government concludes all Maintenance Work under this MOA.

6. Upon conclusion of each Maintenance Work event and resolution of any claims and appeals, the Government shall conduct an interim accounting of the costs of such work and furnish the Contributor with written notice of the results of such interim accounting. Such interim accounting shall in no way limit the Contributor’s responsibility to pay for all costs associated with such Maintenance Work event, including contract claims or any other liability that may become known after such interim accounting. Should the results of such interim accounting show that the costs of that Maintenance Work event exceed the amount of Contributed Funds provided by the Contributor, the Contributor shall provide the required additional funds to the Government within sixty (60) calendar days of written notice of the results of the interim accounting by delivering a check payable to “FAO, USAED, Portland” to the District Engineer or providing an Electronic Funds Transfer of such funds in accordance with procedures established by the Government.

7. Upon conclusion of the final Maintenance Work event and resolution of any claims and appeals, the Government shall complete a final accounting of the costs of the Maintenance Work under this MOA and furnish the Contributor with written notice of the results of such final accounting. Should the final accounting show that the costs of the Maintenance Work exceed the amount provided by the Contributor; the Contributor shall provide the required additional funds in accordance with paragraph 6 of this MOA within sixty (60) calendar days of written notice of the final accounting. Should the final accounting show that the costs of the Maintenance Work are less than the amount provided by the Contributor, the Government shall refund the excess amount to the Contributor within sixty (60) calendar days of the written notice of the final accounting.

8. No credit or repayment is authorized, nor shall be provided, for any Contributed Funds obligated by the Government.

9. Nothing herein shall constitute, represent, or imply any commitment to budget or appropriate funds for the Projects in the future; and nothing herein shall represent, or give rise to, obligations of the United States.

10. Before any party to this MOA may bring suit in any court concerning an issue relating to this MOA, such party must first seek in good faith to resolve the issue through
negotiation or other forms of nonbinding alternative dispute resolution mutually acceptable to the parties.

11. The Contributor shall hold and save the Government free from all damages arising from the Maintenance Work, except for damages due to the fault or negligence of the Government or its contractors.

12. In the exercise of their respective rights and obligations under this MOA, the Contributor and the Government agree to comply with all applicable Federal and State laws and regulations, including, but not limited to, Section 601 of the Civil Rights Act of 1964, Public Law 88-352 (42 U.S.C. 2000d), and Department of Defense Directive 5500.11 issued pursuant thereto, as well as Army Regulations 600-7, entitled “Nondiscrimination on the Basis of Handicap in Programs and Activities Assisted or Conducted by the Department of the Army.”

13. In the exercise of their respective rights and obligations under this MOA, the Government and the Contributor each act in an independent capacity, and neither is to be considered the officer, agent, or employee of the other.


a. Any notice, request, demand, or other communication required or permitted to be given under this MOA shall be deemed to have been duly given if in writing and either delivered personally or by telegram or mailed by first-class, registered, or certified mail, as follows:

If to the Contributor:  Director
Oregon Business Development Department
775 Summer Street N.E., Suite 200
Salem, OR 97301

If to the Government:  District Commander
U.S. Army Engineer District, Portland
P.O. Box 2946
Portland, OR 97208-2946

b. A party may change the recipient or address to which such communications are to be directed by giving written notice to the other party in the manner provided in this paragraph.

c. Any notice, request, demand, or other communication made pursuant to this paragraph shall be deemed to have been received by the addressee at the earlier of such time as it is actually received or seven (7) calendar days after it is mailed.

15. To the extent permitted by the laws governing each party, the parties agree to maintain the confidentiality of exchanged information when requested to do so by the providing party.
16. This MOA may be modified or amended only by written, mutual agreement of the parties.

IN WITNESS WHEREOF, the parties have executed this MOA as of the day, month, and year first above written.

THE DEPARTMENT OF THE ARMY

BY: John W. Eisenhauer
Colonel, U.S. Army
District Engineer

STATE OF OREGON

BY: Tim McCabe
Director, Oregon Business Development Department
CERTIFICATE OF AUTHORITY

I, __________, do hereby certify that I am the principal legal officer for the State of Oregon, that the Oregon Business Development Department, is a legally constituted public body with full authority and legal capability to perform the terms of the Agreement between the Department of the Army and the State of Oregon in connection with Maintenance Dredging of Specified Low-Use Navigation Projects in Oregon, and to pay damages in accordance with the terms of this Agreement, if necessary, in the event of the failure to perform, as required by Section 221 of Public Law 91-611 (42 U.S.C. Section 1962d-5b), and that the person who has executed this Agreement on behalf of the State of Oregon, have acted within their statutory authority.

IN WITNESS WHEREOF, I have made and executed this certification this __________ day of __________ 2013.

[Signature]

Ellen Rosenblum
Attorney General
State of Oregon
CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Tim McCabe
Director, Oregon Business Development Department

DATE: 8-27-13
Appendix 4: Organizational Structures of Participating Federal and State Agencies in the PNWRIT.
Agency Organizational Charts Included in Appendix 4

- U.S. Department of the Interior
- U.S. Fish and Wildlife Service – Pacific Region
- Bureau of Land Management
- Bonneville Power Administration
- U.S. Forest Service – Region 6
- National Park Service
- U.S. Army Corps of Engineers
- NOAA – National Marine Fisheries Service – Pacific Northwest Region
- Bureau of Reclamation
- Bureau of Indian Affairs
- Environmental Protection Agency
- State of Oregon
- Oregon Water Resources Department
- Oregon Department of Environmental Quality
- Oregon Department of Forestry
- Oregon Department of Energy
- Oregon Parks and Recreation Department
- State of Washington
- Washington Governor’s Office of Regulatory Innovation and Assistance
- Washington Department of Natural Resources
- Washington Department of Ecology
- Washington Department of Archaeology and Historic Preservation
- Washington Department of Fish and Wildlife
- Washington State Utilities and Transportation Commission
- Washington Department of Transportation
- Washington Department of Commerce
- State of Idaho
- Idaho Governor’s Office of Energy Resources
- Idaho Fish and Game
- Idaho Department of Environmental Quality
- Idaho Department of Water Resources
- Idaho Department of Parks and Recreation
Alaska
State Director
Bud Cribley
Associate State Director
Ted Murphy
- Office of Pipeline Monitoring
- Alaska Fire Service
- Fairbanks DO
  - Arctic FO
  - Eastern Interior FO
  - Central Yukon FO
- Anchorage DO
  - Anchorage FO
  - Glennallen FO

Montana/Dakotas
State Director
Katherine Kitchell
(A)/Jamie Connell
Associate State Director
Deb Rawhouser
- Arizona Strip DO
  - Arizona Strip FO
  - Grand Canyon-Parashant National Monument
- Colorado River DO
  - Kingman FO
  - Yuma FO
  - Lake Havasu FO
- Gila DO
  - Safford FO
  - Tucson FO
- Phoenix DO
  - Hassayampa FO
  - Lower Sonora FO
- Eastern Montana/Dak’s DO
  - Miles City FO
  - North Dakota FO
  - South Dakota FO
- HiLine DO
  - Malta FO
  - Havre FO
  - Glasgow FO
  - Great Falls Oil & Gas FO
- Central Montana DO
  - Lewistown FO
  - Upper Missouri Breaks NM

Arizona
State Director
Ray Suazo
Associate State Director
Angie Lara
- Northern California DO
  - Alturas FO
  - Arcata FO
  - Redding FO
  - Surprise FO
  - Eagle Lake FO
- Central California DO
  - Mother Lode FO
  - Ukiah FO
  - Hollister FO
  - Bakersfield FO
  - Bishop FO
  - California Desert DO
    - Barstow FO
    - El Centro FO
    - Needles FO
    - Palm Springs/South Coast FO
    - Ridgecrest FO

California
State Director
Jim Kenne
Associate State Director
Mike Merrifield
- Northwest DO
  - Grand Junction FO
  - Colorado River Valley FO
  - Little Snake FO
  - White River FO
  - Kremmling FO
  - Dominguez-escalante NCA
- Southwestern DO
  - Uncompahgre FO
  - Gunnison FO
  - Tres Rios FO
- Front Range DO
  - Royal Gorge FO
  - San Luis Valley FO

Colorado
State Director
Helen Hankins
Associate State Director
John Mehlhoff
- Northeastern States DO
- Southeastern States DO

Eastern States
State Director
John Lyon
Associate State Director
Tony Herrell
- Grand Staircase Escalante National Monument
- Colorado DO
  - Cedar City FO
  - Richfield FO
  - St. George FO
  - Kanab FO
- Green River DO
  - Vernal FO
  - Price FO
  - West Desert DO
  - Salt Lake FO
  - Fillmore FO
  - Canyon Country DO
    - Moab FO
    - Monticello FO

Utah
State Director
Juan Palma
Associate State Director
Jenna Whitlock
- Grand Staircase Escalante National Monument
- Color Country DO
  - Cedar City FO
  - Richfield FO
  - St. George FO
  - Kanab FO
- Green River DO
  - Vernal FO
  - Price FO
  - West Desert DO
  - Salt Lake FO
  - Fillmore FO
  - Canyon Country DO
    - Moab FO
    - Monticello FO

Wyoming
State Director
Don Simpson
Associate State Director
Mary Jo Rugwell
- High Desert DO
  - Rawlins FO
  - Rock Springs FO
  - Kemmerer FO
- High Plains DO
  - Casper FO
  - Buffalo FO
  - Newcastle FO
- Wind River/Bighorn Basin DO
  - Worland FO
  - Cody FO
  - Lander FO

Oregon
State Director-Jerome Perez
Associate State Director-Michael Motice
- Burns DO
  - Three Rivers FO
  - Andrews FO
- Coos Bay DO
  - Umpqua FO
  - Myrtlewood FO
- Eugene DO
  - Coast Range FO
  - Siuslaw FO
  - Upper Willamette FO
- Lakeview DO
  - Klamath Falls FO
  - Lakeview FO
- Medford DO
  - Butte Falls FO
  - Glendale FO
  - Ashland FO
  - Grants Pass FO
- Prineville DO
  - Central Oregon FO
  - Deschutes FO

Oregon (cont’d)
- Roseburg DO
  - Swifwater FO
  - South River FO
- Salem DO
  - Cascades FO
  - Mary’s Peak FO
  - Tillamook FO
- Spokane DO
  - Wenatchee FO
  - North FO
  - Vale FO
  - Baker FO
  - Malheur FO
  - Jordan FO
Region 6
Pacific Northwest Region

Oregon and Washington
333 SW First Avenue, Portland, OR 97204-3440
P. O. Box 3623, Portland, OR 97208-3623
Hours: 7:30 a.m. to 4:30 p.m. (PT)
E-mail: Mailroom R6@fs.fed.us

KENT CONNAUGHTON
Regional Forester 503-808-2200
Fax: 503-808-2210

Nora Rasure
Deputy Regional Forester 503-808-2202
Maureen Hyzer
Deputy Regional Forester 503-808-2203
Lisa Freedman
Chief of Staff to the Regional Forester 503-808-2217
Tracey Harris-Woods
Executive Assistant to the Regional Forester 503-808-2204
William Low
Administrative Specialist 503-808-2213
Charles (Buddy) Byrd
Safety & Occupational Health Manager 503-808-2626
Willie Begay
Acting Tribal Relations Manager 503-808-2603
Linda Ulmer
Columbia River Basin Fisheries Coordinator 503-808-2929

Office of the General Counsel
Federal Building
1220 SW Third Avenue, Room 1734
Portland, OR 97204-2825

MARCUS WAH
Regional Attorney 503-326-3807

Civil Rights
Sherry Wagner
Director 503-808-2818
Kevin Chung
EEO Specialist 503-808-2536
Maria Mondragon-Davis
EEO Specialist 503-808-2930
Nita Womom
EEO Specialist 503-808-2527
Mary Marrs
EEO Specialist 503-808-2655
Ray Abriel
EEO Assistant 503-808-2462

Acquisition Management
Charles Hill
Director 503-808-2263
Wendy Castineira
Leasing and Property Program Manager 503-808-2383
Rachel Shively
Administrative Specialist 503-808-2601
Phil Barricklow
Program Administrative Assistant 503-808-2404
Elida Monroe
Supervisory Procurement Analyst 503-808-2373
Randall Wood
Grants & Agreements Program Manager 503-808-2382

State & Private Forestry
Peggy Policio
Director 503-808-2340
Vacant
Budget and Planning
Ray Abril
Landowner Assistance 503-808-2355
Barbara Hollenbeck
Urban and Community 503-808-2351
Ron Saranich
Regional Biomass Coordinator 503-808-2346
Shurell Davis
Program Support Assistant 503-808-2291

Resource, Planning, and Monitoring
RIC Rine
Director 503-808-2266
Vacant
Assistant Director Inventory and Monitoring 503-808-2175
Jackie Andrew
Assistant Director Forest Planning NEPA 503-808-2464
Debbie Anderson
and Appeals
Kristen Bonanno
Regional Appeals Coordinator 503-808-2286
Mike Daugherty
Regional Energy Coordinator 503-808-2376
Mike Daugherty
Administrative Assistant 503-808-2262
Shurell Davis
Program Support Assistant 503-808-2291
Jill Dufour
Regional Environmental Coordinator 503-808-2276
Sean Gordon
Decision Support Assistant 503-808-2698
Becky Gravenmier
Science Coordinator Planning 503-808-2851
Stacy Grimes
Regional Litigation Paralegal 503-808-2657
Elisabeth Grinspoon
Regional Social Scientist 503-808-2207
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Michael Hampton</td>
<td>Environmental Coordinator</td>
<td>503-808-2902</td>
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<tr>
<td>Steve Lanigan</td>
<td>Team Leader Watershed Monitoring</td>
<td>503-808-2261</td>
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<tr>
<td>Vacant</td>
<td>Appeals and NEPA Specialist</td>
<td>503-808-2278</td>
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<tr>
<td>Susan Skakel</td>
<td>Regional Planner</td>
<td>541-383-5563</td>
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<tr>
<td>Jonathan Shimkus</td>
<td>Litigation Coordinator</td>
<td>503-808-2268</td>
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<tr>
<td>Ayn Shlisky</td>
<td>Regional Analyst</td>
<td>503-808-2284</td>
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<tr>
<td>Suzanne Taylor</td>
<td>Litigation Coordinator</td>
<td>503-808-2274</td>
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<tr>
<td></td>
<td>Engineering</td>
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<tr>
<td>JOSE LINARES</td>
<td>Director</td>
<td>503-808-2500</td>
</tr>
<tr>
<td>Karen Melvin</td>
<td>Program Support Assistant</td>
<td>503-808-2291</td>
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<tr>
<td>Rick Collins</td>
<td>Transportation Planning Group Leader</td>
<td>503-808-2512</td>
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<tr>
<td>Julie Creed</td>
<td>Environmental Group Leader R6/R10</td>
<td>503-808-2526</td>
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<tr>
<td>Christy Darden</td>
<td>Deputy Director R6/R10</td>
<td>503-808-2532</td>
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<tr>
<td>John Langley</td>
<td>Design Group Leader</td>
<td>503-808-5008</td>
</tr>
<tr>
<td>Tom Lockhart</td>
<td>Programs Group Leader</td>
<td>503-808-2310</td>
</tr>
<tr>
<td>Sissy Martin</td>
<td>Transportation Systems Group Leader</td>
<td>503-808-2409</td>
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<tr>
<td>Tom Snoberger</td>
<td>Facilities Group Leader</td>
<td>503-808-2521</td>
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<tr>
<td>Amy Thomas</td>
<td>FHWA Liaison R6/R10 (ERFO Coordinator R1)</td>
<td>503-808-2473</td>
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<tr>
<td>Kathy Vanhecke</td>
<td>Structures Group Leader</td>
<td>503-808-2629</td>
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<tr>
<td>Sandra Wilson-Musser</td>
<td>Geotechnical Services and Dams Group Leader R6/R10</td>
<td>503-808-2738</td>
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<tr>
<td></td>
<td>Fire and Aviation Management</td>
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</tr>
<tr>
<td>DAVID SUMMER</td>
<td>(Acting) Director</td>
<td>503-808-2145</td>
</tr>
<tr>
<td>CiCi Chitwood</td>
<td>(Acting) Deputy Director Planning Budget and Fuels</td>
<td>503-808-2143</td>
</tr>
<tr>
<td>Bill Aney</td>
<td>Fuel Specialist</td>
<td>503-808-3727</td>
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<tr>
<td>Willie Begay</td>
<td>Smoke Management</td>
<td>503-808-2390</td>
</tr>
<tr>
<td>Shelby Gales</td>
<td>Fire Safety Specialist</td>
<td>503-808-6236</td>
</tr>
<tr>
<td>Vacant</td>
<td>Branch Chief Fire &amp; Aviation</td>
<td>503-808-6461</td>
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<tr>
<td>Dale Gunther</td>
<td>Information Tech Specialist</td>
<td>503-808-2188</td>
</tr>
<tr>
<td>Kerry Kerr</td>
<td>Budget Analyst</td>
<td>503-808-2397</td>
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<tr>
<td>Laura Mayer</td>
<td>Fuels Management Analyst</td>
<td>503-808-2189</td>
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<tr>
<td>Alan McGuire-Dale</td>
<td>Cooperative Fire Specialist</td>
<td>503-808-2345</td>
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<tr>
<td>Vacant</td>
<td>Fire Prevention Specialist</td>
<td>503-808-2764</td>
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<tr>
<td>Dan O'Brien</td>
<td>NWCC Manager</td>
<td>503-808-2732</td>
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<tr>
<td>Sarah Robertson</td>
<td>Regional Aviation Officer</td>
<td>503-808-2359</td>
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<tr>
<td>Gary Sterling</td>
<td>Regional Aviation Safety Manager</td>
<td>541-504-7263</td>
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<tr>
<td>Bobbie Scopa</td>
<td>Assistant Director of Operations</td>
<td>503-808-6518</td>
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<tr>
<td>Tabitha Dubanski</td>
<td>Program Support Assistant</td>
<td>503-808-2236</td>
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<tr>
<td></td>
<td>Data Resource Management</td>
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<tr>
<td>KJ SILVERTON</td>
<td>DRM Director</td>
<td>503-808-2800</td>
</tr>
<tr>
<td>Laurie Campbell</td>
<td>Data Services Manager</td>
<td>541-883-6789</td>
</tr>
<tr>
<td>Vickie Cunderla</td>
<td>Data System Manager</td>
<td>509-664-9312</td>
</tr>
<tr>
<td>Lisa Greber</td>
<td>Data Assets Manager</td>
<td>503-808-2605</td>
</tr>
<tr>
<td>Pete Heinzen</td>
<td>Imagery Lead</td>
<td>503-808-2857</td>
</tr>
<tr>
<td>Sandy Hinkley</td>
<td>Cartographer Lead</td>
<td>503-808-2927</td>
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<tr>
<td>Chris Strobl</td>
<td>Data Standardization Lead</td>
<td>503-808-2649</td>
</tr>
<tr>
<td>Vacant</td>
<td>Geospatial and Database Tools Manager</td>
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<td></td>
<td>Natural Resources</td>
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</tr>
<tr>
<td>JEFF WALTER</td>
<td>Director</td>
<td>503-808-2999</td>
</tr>
<tr>
<td>Tracy Beck</td>
<td>Assistant Director Forest Products</td>
<td>503-808-2990</td>
</tr>
<tr>
<td>Debbie Hollen</td>
<td>Vegetation / Management Ecology Group Leader</td>
<td>503-808-2922</td>
</tr>
<tr>
<td>Marc Kramer</td>
<td>Assistant Director Watershed Fish Range</td>
<td>503-808-2994</td>
</tr>
<tr>
<td>Christine Pyle</td>
<td>Program Administrative Support Assistant</td>
<td>503-808-2999</td>
</tr>
</tbody>
</table>
Public and Legislative Affairs
AL MATECKO  Director  503-808-2240
Lorette Ray  Assistant Director  503-808-2251
Tom Knappenberger  Media Relations  503-808-2241
Kathy Anderson  Public & Legislative Affairs  503-808-2220
Margaret Petersen  Public & Private Partnerships  503-808-2414

Recreation, Lands, and Mineral Resources
CLAIRE LAVENDEL  Director  503-808-2966
Craig Bortnem  Regional Appraiser  503-808-2432
Bill Drummond  Boundary and Title Management Group Leader  503-808-2420
NJ Erickson  Land Adjustments Group Leader/Recreation Heritage/Wilderness Resources  503-808-2421
Bob Fujimoto  Leasable Minerals HAZMAT Group Leader  503-808-2430
Kerry Kerr  Budget Coordinator  503-808-2397
Jackie Parmer  Program Support Assistant  503-808-2919

Budget and Financial Management
LISA FREEDMAN  Chief of Staff to the Regional Forester  503-808-2271
Dianne Barricklow  Budget Analyst  503-808-2254
Debbie Boggess  Regional Budget Officer  503-808-2306
Darin Colby  Financial Management Specialist  503-808-2985
Lindsey DeShazer  Supervisory Financial Manager  503-808-2941
Ryan Gregg  Budget Analyst  503-808-2463
Ron Huggins  Budget Analyst  503-808-2472
Kim Jones  Financial Assistant (Dispatched)  541-575-3173
Kerry Kerr  Budget Analyst  503-808-2397
Leah Largaespada  Budget Analyst  503-808-2282
Mindy McConnell  Financial Assistant (Dispatched)  425-783-6065
Maureen O'Hogan  Program Analyst  503-808-2797
Director
Jonathan B. Jarvis

Deputy Director, Operations
Margaret O'Dell

Deputy Director, Communications & Community Assistance
Vacant

Director
Jonathan B. Jarvis

Chief of Staff
M. Foster

Office of Policy
A. Ripps

Staff Asst.
T. Robbins

Sr. Science Advisor
G. Machlis (IPA)

Comptroller
B. Sheaffer

Regional Directors – 401 Parks
AK - S. Masica
IM - J. Wessels
MW - M. Reynolds
NC - S. Whitesell
NE - D. Reidenbach
PW - C. Lehnertz
SE – S. Austin

Updated
8/12/2013
NOTE: Other Bureau Offices that report to Offices in the Office of the Assistant Secretary - Indian Affairs are described in 130 DM 9 and 130 DM 10.
EPA Organizational Chart

- Administration
  - Deputy Administrator
  - Assistant Administrator for Administration and Resources Management
  - Office of the Chief Financial Officer
  - Assistant Administrator for International Affairs
  - Assistant Administrator for Research and Development
  - Region 1 (Boston)
  - Region 2 (New York)
  - Region 3 (Philadelphia)
  - Region 4 (Atlanta)
  - Region 5 (Chicago)
  - Region 6 (Dallas)
  - Region 7 (Kansas City)
  - Region 8 (Denver)
  - Region 9 (San Francisco)
  - Region 10 (Seattle)

- Assistant Administrator for Air and Radiation
  - Office of General Counsel
  - Office of Inspector General

- Assistant Administrator for Enforcement and Compliance Assistance
  - Office of Compliance
  - Office of Criminal Enforcement, Forensics, and Training
  - Office of Federal Activities
  - Office of Civil Enforcement
  - Office of Site Remediation Enforcement

- Administration and Resource Management Support Staff
  - Office of Environmental Justice
  - Federal Facilities Enforcement Office
  - Office of Planning, Policy Analysis, and Communications
STATE OF OREGON -- ORGANIZATION CHART

The People of Oregon

Legislative Branch
- Senate
- House of Representatives
- Secretary of State

Executive Branch
- Governor
- Attorney General
- Superintendent of Public Instruction
- Bureau of Labor & Industries
- Treasury Department
- Judicial Department

Judicial Branch
- Chief Justice of Supreme Court

Department of Justice
- Economic & Community Development Programs
- Education Programs
- Human Resources Programs
- Natural Resources Programs
- Public Safety Programs
- Transportation Programs
- Administration Programs
- Consumer & Business Services Programs
Oregon Department of Forestry - Field Structure

PAUL BELL (503) 945-7205
DEPUTY STATE FORESTER

NORTHWEST OREGON AREA
Andy White, Area Director
Area Office
801 Gales Creek Road
Forest Grove, Oregon 97116-1199
(503) 357-7426 * FAX (503) 359-4548

Forest Grove District
Mike Cafferata
District Forester
801 Gales Creek Road
Forest Grove, Oregon 97116-1199
(503) 357-2191 * FAX (503) 357-4548

Astoria District
Tom Savage
District Forester
92219 Hwy 202
Astoria, Oregon 97103
(503) 325-5451 FAX (503) 325-2766

South Fork Camp
Nathan Seagle
Camp Manager
48300 Wilson River Highway
Tillamook, Oregon 97141-2999
(503) 842-8439 FAX (503) 842-2672

Tillamook District
Dan Goodn
District Forester
5005 Third Street
Tillamook, Oregon 97141-2999
(503) 842-2545 FAX (503) 842-3143

J. E. Schroeder Seed Orchard
Rick Quam
Seed Orchard Manager
PO Box 400
St. Paul, Oregon 97137
(503) 378-7429 FAX (503) 390-6576

SOUTHERN OREGON AREA
Dave Lorenz, Area Director
Area Office
1758 N.E. Airport Road
Roseburg, Oregon 97470-4199
(541) 440-3412 * FAX (541) 440-3419

Southwest Oregon District
Dan Thorpe
District Forester
5286 Table Rock Road
Central Point, Oregon 97502
(541) 664-3328 FAX (541) 776-6260

Coos District
Jim Young
District Forester
63612 Fifth Road
Coes Bay, Oregon 97420
(541) 267-4136 FAX (541) 269-2027

Western Lane District
Link (Grant) Smith
District Forester
87900 Territorial Highway
P.O. Box 157
Veneta, Oregon 97487-0157
(541) 935-2283 FAX (541) 935-0731

Central Oregon District
George Ponte
District Forester
3501 E. 3rd Street
P.O. Box 670
Prineville, Oregon 97754
(541) 447-5638 FAX (541) 447-1469

Klamath-Lake District
Greg Pittman
District Forester
3200 Delap Road
Klamath Falls, Oregon 97601
(541) 883-5681 FAX (541) 883-5555

* Designated activities in Fire Protection Program
Energy Development Services Division

Division Administrator
Anthony Buckley
0033003 Z7010 SR 35X
Princ Exec Mgr SR 35X

Division Assistant
Rosa Carbaugh
0108001 C0108 SR 19
Admin Specialist 2

Energy Incentives Mgr
Maureen Bock
0035096 X7008 SR 33X
Princ Exec Mgr E

Loan Manager
Paul Zollner
0033007 X7008 SR 33X
Princ Exec Mgr F

Engineering Analyst
Thomas Elliott
9323004 C0862 SR 29
Program Analyst 3

Sr Loan Officer
Ed Tabor
0032007 C1003 SR 30
Loan Specialist 3

Loan Officer
Kathy Estes
0032008 C1002 SR 27
Loan Specialist 2

Loan Officer
Adam Morgan
0032011 C1002 SR 27
Loan Specialist 2

Asst Loan Officer
Vacant
0032006 C1001 SR 23
Loan Specialist 1

Fiscal Asst
Eloise Jeffers
0010011 C0212 SR 19
Acct Tech 3

Energy Policy Analyst
Elizabeth Ross
6905007 C0872 SR 30
Ops & Policy Analyst 3

Finance Offr
Wendy Snodgrass
3014005 C1217 SR 27
Accountant 3

SELP/Schools
Dan Weldon
0862019 C0862 SR29
Program Analyst 3 LD ends 9/30/13

Program Spec/Lead
Deby Davis
0008010 C0860 SR 23
Program Analyst 1

Program Spec (SHOW)
Angie Whitehorn
0010005 C0104 SR 15
Office Spec 2 WOC as AS1 ends 9/30/13

Energy Tax Credit Spec
Tina Suzuki
0009006 C0104 SR 15
Office Spec 2

Conservation Prog Asst
Gina Gonzalez
0562001 C0103 SR 12
Office Spec 1 WOC ends 8/15/13

Energy Analyst/Lead
Evan Elias
3030001 C0872 SR 30
Ops & Policy Analyst 3

Energy Analyst
Roland Gilchrist
0035533 C0861 SR 27
Program Analyst 2

Energy Analyst
Vacant
3012003 C0860 SR 23
Program Analyst 1

Energy Analyst
Vacant
3012003 C0860 SR 23
Program Analyst 1

Energy Program Admin
Joe Colello
3015004 C0862 SR 29
Program Analyst 3

Energy Program Analyst
Andrew Warren – Job Rtn ends 9/30/13
0871004 C0871 SR 27
Ops & Policy Analyst 2 LD

Compliance Specialist
E.J. Murphy
0861001 C0861 SR 27
Program Analyst 2

Compliance Specialist
Ralph Harding
0861002 C0861 SR 27
Program Analyst 2

Use for perm. financing
Vacant
7012001 Z7012 SR 38X
Princ Exec Mgr G
### Agencies Managed by Statewide Elected Officials

<table>
<thead>
<tr>
<th>Commissioner of Public Lands</th>
<th>Insurance Commissioner</th>
<th>Treasurer</th>
<th>Lieutenant Governor</th>
<th>Governor</th>
<th>Attorney General</th>
<th>Superintendent of Public Instruction</th>
<th>Auditor</th>
<th>Secretary of State</th>
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<tr>
<td>Department of Natural Resources</td>
<td>Public Deposit Protection Commission</td>
<td>State Finance Committee</td>
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<td>Office of the Governor</td>
<td>Executive Ethics Board</td>
<td>Board of Education</td>
<td>Professional Educator Standards Board</td>
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<td>Forest Practices Board</td>
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<td>State Library</td>
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</tbody>
</table>

### Environmental and Natural Resources
- Dept. of Agriculture (commodity commissions)
- Dept. of Ecology
- Pollution Liability Insurance Program
- Puget Sound Partnership
- Recreation and Conservation Office
- Board of Accountancy
- Office of Administrative Hearings
- Dept. of Archaeology and Historic Preservation
- Consolidated Technology Services
- Dept. of Enterprise Services
- Building Code Council
- Dept. of Financial Institutions
- Office of Financial Management
- Sentencing Guidelines Commission
- Office of the Chief Information Officer
- Technology Services Board
- Office of the State Human Resources Director
- Personnel Resources Board
- State Lottery
- Military Department
- Dept. of Retirement Systems
- Dept. of Revenue

### General Government
- Dept. of Licensing (occupational regulatory boards)
- State Patrol
- Traffic Safety Commission
- Dept. of Transportation

### Transportation
- Dept. of Corrections
- Indeterminate Sentence Review Board
- Dept. of Employment Security
- Dept. of Health (occupational regulatory boards)
- Health Care Authority
- Public Employees Benefits Board
- Dept. of Labor and Industries
- Dept. of Services for the Blind
- Dept. of Social and Health Services
- Dept. of Veterans Affairs
- Center for Childhood Deafness and Hearing Loss
- Board of Trustees
- Dept. of Early Learning
- School for the Blind
- Workforce Training and Education Coordinating Board

### Health and Human Services
- State Board for Community and Technical Colleges
- Boards of Trustees for 34 Community and Technical Colleges
- Governing Boards of Four-Year Institutions of Higher Education:
  - Central Washington University
  - Eastern Washington University
  - The Evergreen State College
  - University of Washington
  - Washington State University
  - Western Washington University
- Student Achievement Council
- Innovate Washington
- Eastern Washington State Historical Society
- Washington State Historical Society
- Higher Education Facilities Authority

### Agencies Under Authority of a Board
- Case Load Forecast Council
- Citizens' Commission on Salaries for Elected Officials
- Economic and Revenue Forecast Council
- Gambling Commission
- Horse Racing Commission
- Investment Board
- Law Enforcement Officers' and Fire Fighters' Plan 2 Retirement System Board
- Liquor Control Board
- Public Disclosure Commission
- Public Employment Relations Commission
- Marine Employees' Commission
- Board of Tax Appeals
- Utilities and Transportation Commission
- Board of Volunteer Firefighters and Reserve Officers
- County Road Administration Board
- Freight Mobility Strategic Investment Board
- Board of Pilotage Commissioners
- Transportation Improvement Board
- Transportation Commission
- Criminal Justice Training Commission
- Board of Health
- Health Care Facilities Authority
- Human Rights Commission
- Board of Industrial Insurance Appeals
- Tobacco Settlement Authority
- State Board for Community and Technical Colleges
- Boards of Trustees for 34 Community and Technical Colleges
- Governing Boards of Four-Year Institutions of Higher Education:
  - Central Washington University
  - Eastern Washington University
  - The Evergreen State College
  - University of Washington
  - Washington State University
  - Western Washington University
- Student Achievement Council
- Innovate Washington
- Eastern Washington State Historical Society
- Washington State Historical Society
- Higher Education Facilities Authority

### Economic Development
- Commission on African-American Affairs
- Arts Commission
- Commission on Asian Pacific American Affairs
- Dept. of Commerce
  - Economic Development Commission
  - Energy Facility Site Evaluation Council
  - Public Works Board
- Commission on Hispanic Affairs
- Office of Minority and Women's Business Enterprises
- Economic Development Finance Authority
- Housing Finance Commission
- Life Sciences Discovery Fund Authority
Functional Organization Chart for the Governor’s Office for Regulatory Innovation and Assistance

Director
Jesus Sanchez

Deputy Director
Sharon Wong

Executive Assistant Office Administrator
VACANT

Technology Manager
Scott Hitchcock

Solutions Architect
Michael McNabb

Ecology
Shorelands & Environmental Assistance Program
Gordon White

Ecology
Staff Supervisor
Alan Bogner

Regional Lead
Anne Knapp

Regional Lead
Jane Dewell

Regional Lead
Michele Vazaquez

Regional Lead
Karin Baldwin (Sheila Hosner)

Regional Lead
VACANT

Business Solutions Analyst
Brittany Wilson

Business Solutions Analyst
Jeanne Fulcher

VACANT
Washington State Department of Commerce
Deputy Director
Chief Operating Officer
September 2013
Idaho Governor’s Office of Energy Resources
Organizational Chart

Administrator (Interim)
John Chatburn

Admin Assistant II
ISEA, Website
Diane Holt

Financial Specialist, Sr.
Kymm Benson

Financial Specialist
Loan Program Support
Tammy Japhet

Energy Specialist
Schools, Energy Assurance
Jennifer Pope

Energy Specialist
Industrial, Commercial
Matt Wiggs

Attorney/Project Manager
Transmission, Alt. Energy
Scott Pugrud

Energy Specialist
Vacant
Cover photo:
The wild Selway River draws anglers into the heart of Idaho. Photo by Mike Demick