



## Department of Energy

Official File

Bonneville Power Administration  
P.O. Box 3621  
Portland, Oregon 97208-3621

FREEDOM OF INFORMATION ACT PROGRAM

May 4, 2015

In reply refer to: Case # BPA-2013-01404-F and OHA Case No. FOIA-14-0054

Dan Seligman  
Columbia Research Corporation  
PO Box 99249  
Seattle, WA 98139

Mr. Seligman:

This communication concerns the above identified request for Bonneville Power Administration (BPA) records, in accord with the Freedom of Information Act (FOIA), 5 U.S.C. § 552.

Your FOIA request was received in our office on August 1, 2013, with an acknowledgement letter sent to you on September 3, 2013. A partial release of records was sent to you on October 3, 2013. On December 17, 2013, this office notified you that your request required an "unusual circumstances" extension under 5 U.S.C. § 552(a)(6)(B)(1). A final release of responsive records was sent to you on August 20, 2014. Thereafter, on September 25, 2014, you filed an appeal in the Office of Hearings and Appeals (OHA) at the U.S. Department of Energy (DOE). On October 10, 2014, in response to your appeal letter, BPA informed OHA of its withdrawal of its August 20th determination and agreed to re-process and reevaluate your FOIA request for additional potential discretionary releases. On October 24, 2014, OHA dismissed your appeal (Case No. FOIA-14-0054).

### **You requested:**

1. Copies of all contracts and/or contract amendments between BPA and Washington2Advocates.
2. Copies of all invoices submitted by Washington2Advocates to BPA.
3. Copies of all communications, whether in written or electronic form, between BPA and Washington2Advocates, including e-mails and attachments.
4. Copies of all work product and written advice submitted by Washington2Advocates to BPA.

5. The names, dates, and titles of all individuals contacted by Washington2Advocates on behalf of BPA.

**Response:**

All BPA records responsive to Items 1, 2, and 4 were provided to you on October 3, 2013. There are no BPA records responsive to Item 5. We made a partial release of records responsive to Item 3 on October 3, 2013, and we released an additional 200 pages of responsive records on August 20, 2014. Of those pages, we withheld zero (0) pages, and released 83 pages in full, and released 117 pages with redactions for non-responsiveness and exemptions under 5 U.S.C. § 552(b)(5) and (6). Accompanying this communication is BPA's reevaluated release package of those same 200 pages. Of those pages, we now withhold zero (0) pages, and release 121 pages in full, and release 79 pages with redactions for non-responsiveness and exemptions under 5 U.S.C. § 552(b)(5) and (6).

**Revaluation in Response to Appeal:**

**December 17, 2012 e-mail** - The first part of your September 25, 2014 appeal relates to a single e-mail from Tony Williams at W2A to an unknown person at BPA, dated December 17, 2012 (9:08a.m.). BPA concurs that it has not provided an explanation for this "redaction" and has not cited a section under the FOIA that allows BPA to redact the information. The information blacked out on page 56 of the 200 page records release package was not formally "redacted." Rather, an unmarked copy of this record is unavailable.

**5 U.S.C. § 552(b)(5) exemption:**

The second part of your appeal related to BPA's application of the 5 U.S.C. § 552(b)(5) exemption, to those e-mails and their attachments that involve "pre-decisional and deliberative discussions." Material from the August 20, 2014 responsive record set was redacted under 5 U.S.C. § 552(b)(5). This exemption protects "inter-agency or intra-agency memorandums or letters which would not be available by law to a party to other than an agency in litigation with the agency." In plain language, the exemption protects privileged documents. We note that the 5 U.S.C. § 552(b)(5) exemption includes privileged material prepared by a consultant on behalf of the agency. This material consists of draft documents, opinions, prospective plans, and strategic discussions. The ability to protect this material ensures the continued flow of honest advice and discussion between agency employees and consultants. Additionally, releasing draft documents can result in public confusion about the agency's reasoning behind final decisions. We reassert the 5 U.S.C. § 552(b)(5) exemption to protect pre-decisional and deliberative discussion between agency employees and a consultant.

Additionally, in furthering FOIA's goal of broad disclosure, BPA maintains that it has made the required effort to segregate factual material, prior to the application of redactions made under 5 U.S.C. § 552(b)(5). That factual material has been released.

The above notwithstanding, in following the US Attorney General's guidelines regarding the employment of the 5 U.S.C. § 552(b)(5) exemption, BPA has made discretionary disclosures and released responsive records and information, though the records might arguably be subject to the 5 U.S.C. § 552(b)(5) exemption. BPA has conducted a discretionary release/foreseeable harm analysis in accord with the Guidelines in AG Holder's March 19, 2009 FOIA Memorandum.

In the accompanying newly reevaluated record set you will see colored highlighting applied to certain portions. The yellow highlighted portions of the record set indicate information that was potentially subject to the 5 U.S.C. § 552(b)(5) exemption but was discretionarily released on August 20, 2014 following a foreseeable harm analysis. The green highlighted portions of the record set indicate information that was potentially subject to the 5 U.S.C. § 552(b)(5) exemption but was reevaluated and is now being discretionarily released to you following an additional foreseeable harm analysis.

**5 U.S.C. § 552(b)(6) exemption:**

Some information has been redacted from the responsive record set under 5 U.S.C. § 552(b)(6). This exemption protects information in “personnel and ... similar files” when the disclosure of such information “would constitute a clearly unwarranted invasion of personal privacy.” The 5 U.S.C. § 552(b)(6) exemption requires balancing the public interest in the information against the individual privacy interest. BPA asserts this exemption to redact a limited amount of personal information, including the non-governmental e-mail addresses of BPA employees, a single private home address, a few personal, family-related comments, and the names and e-mail addresses of persons who are not employees of BPA, Washington2Advocates, or Congressional offices. We find no public interest in this information and therefore redact it under the 5 U.S.C. § 552(b)(6) exemption.

**Appeal rights:**

This reevaluation communication is our final response to your August 1, 2013 request. Pursuant to DOE FOIA regulations at 10 C.F.R. § 1004.8, you may administratively appeal this response in writing within 30 calendar days. If you choose to appeal, please clearly mark both your letter and envelope with the words “FOIA Appeal,” and direct it to the following address:

Director, Office of Hearings and Appeals:  
Department of Energy  
1000 Independence Avenue SW  
Washington DC 20585-1615

We appreciate the opportunity to assist you and thank you for your patience. If you have any questions about this letter, please contact James King, CorSource Technology Group, Inc., assigned to BPA, at 503-230-7621.

Sincerely,



C. M. Frost  
Freedom of Information/Privacy Act Officer

NonResponsive

-----Original Message-----

From: Tony Williams [mailto:tony.williams@washington2advocates.com]

Sent: Thursday, October 06, 2011 12:29 PM

To: Stauffer,Nicki - A-7

Subject: Portland

Hey there - just talked to Steve which means he and I are coordinated now..

So, two questions:

1. Shall we book Nov 1st?
2. Is the week of Nov 14th a possibility at all?

TW

NonResponsive

**To:** Baskerville, Sonya L (BPA) - DKN-WASH[sibaskerville@bpa.gov]; Wright, Stephen J (BPA) - A-7[sjwright@bpa.gov]  
**From:** Tony Williams  
**Sent:** Mon 1/23/2012 5:38:58 PM  
**Subject:** FW: Final Draft Env Redispatch Letter  
Letter re Env Redispatch Edits 1.23.12.docx  
Letter re Env Redispatch Clean 1.23.12.docx

FYI

**From:** Shimek, Jaime (Murray) [mailto:Jaime\_Shimek@murray.senate.gov]  
**Sent:** Monday, January 23, 2012 12:37 PM  
**To:** Tony Williams  
**Subject:** FW: Final Draft Env Redispatch Letter

This is what I sent to "interested parties"

**From:** Shimek, Jaime (Murray)  
**Sent:** Monday, January 23, 2012 12:27 PM  
**To:** 'Odell, Nina'; 'mkanner@kannerandassoc.com'; 'Glick, Richard'; 'Davis, Kyle L'; 'Carriere, Jay G'; 'Weisgall, Jonathan M'; 'Cameron Yourkowski'; 'rachel@rnp.org'; 'Matlock, Jessica'  
**Cc:** Berick, Dave (Wyden); 'Todd.Ungerecht@mail.house.gov'  
**Subject:** FW: Final Draft Env Redispatch Letter

All:

Thank you for expressing comments on the draft environmental redispatch letter. We appreciate your interest in and your time on this important issue. I am cc'ing Dave Berick and Todd Ungerecht here, as we worked closely together on this letter.

Attached you will find the final draft of the letter – one copy with edits and the other a clean copy. The goal of this letter is to express to Secretary Chu the NW delegation's strong support for the regional settlement process, encourage DOE's support for this process, and to raise a policy concern with DOE regarding FERC's inconsistency in its order regarding BPA's requirement to meet all of its statutory obligations.

This letter was crafted and edited to garner bipartisan, bicameral support. As such, in addition to Senator Murray, Congressman Hastings, Senator Wyden and Congressman Dicks are on board with the updated letter. We have re-circulated the letter to NW delegation staff with a final sign on deadline of tomorrow morning.

There were two substantive issues:

- Timeline of rehearing – PPC and others are interested in FERC rehearing the order and ruling as soon as possible to move the administrative process forward. The wind and renewables community are interested in us asking for a “narrow” clarification from FERC, applying only to the statutory obligation we raised in the letter, and feel that a quick timeline on rehearing, even before a settlement in the region is reached, would be good. The updated letter includes modified language to make clear that the NW delegation believes that a settlement should be reached in the region prior to any additional regulatory or judicial action, but that the issues raised in the order should be dealt with in a timely manner thereafter. The region has until March 6<sup>th</sup> to reach settlement, and all efforts until then should be focused on reaching settlement in the region.

- Paragraph 5 of letter – The wind and renewables community felt that the draft letter’s focus on paragraph 78 of the FERC order was taken out of context because throughout the order, FERC states BPA should also meet statutory obligations. That is a good point, and so in the interest of being full and fair in the updated letter the paragraph has been modified to reflect FERC’s inconsistency on this issue and continues to raise the policy concern regarding BPA’s requirement to meet all of its statutory obligations.

There are other minor edits to update facts and address additional comments that did not change the substance of the letter.

Please contact Dave, Todd and I with any questions.

Thanks,

Jaime

Jaime Shimek

Senior Policy Advisor

Senator Patty Murray

448 Russell Senate Office Building

202-224-2621

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January XX, 2012

The Honorable Steven Chu  
Secretary  
Department of Energy  
1000 Independence Ave, SW  
Washington, DC 20585

Dear Secretary Chu,

We write today regarding the December 7, 2011 order issued by the Federal Energy Regulatory Commission (FERC) in the matter of the Bonneville Power Administration's environmental redispatch policy.

As you know, the Bonneville Power Administration (BPA) is a Power Marketing Administration (PMA), one of four PMAs that market and deliver power in 32 states nationwide. BPA's enabling statutes make clear its obligations to provide cost-based power to its customers, ensure operation within flood control restraints, and maintain and operate a reliable transmission system. Further, BPA must adhere to subsequent laws and mandates, including mitigating the impact of the federal hydropower system on fish and wildlife. As the Secretary of Energy, you are ultimately responsible for helping ensure that BPA fulfills these multiple obligations.

We understand that the circumstances relating to high water events last spring led to complex and difficult policy tradeoffs, including impacts on ~~reliability~~, flood control, threatened and endangered species, reliably ensuring transmission services to all transmission customers and the cost burdens borne by various customers. We are also acutely aware that as we move into spring 2012, the region ~~is likely to~~ face these issues yet again.

It is our understanding that a small group, representative of the stakeholders on this issue, has been meeting in good faith to seek resolution of this issue consistent with the request of several members of the Northwest delegation in August 2011. Our region has a long tradition of working together to resolve difficult challenges, and we believe this situation is no different.

While we recognize certain authority granted to FERC in the Energy Policy Act of 2005 in adding Section 211A to the Federal Power Act, FERC has never previously exercised this authority, nor has such authority ever been subject to judicial review. Throughout its December 7, 2011 order, FERC states that BPA is to find a way to satisfy all of its statutory obligations, including compliance with Section 211A. However, later in the order, As such, we are concerned that FERC may have overstepped its authority in its

~~December 7, 2011 order. In this order, FERC asserts that its proposed remedy is appropriate and not limited by BPA's enabling and applicable environmental statutes, "because the Commission's authority under Section 211A is broad and not limited by Bonneville's~~

enabling and applicable environmental statutes.<sup>27</sup> A literal reading of this sentence ~~assertion~~ indicates that FERC ~~may~~ believes Section 211A of the Federal Power Act trumps BPA's organic statute and all related enabling statutes, as well as the Endangered Species Act and the Clean Water Act. ~~Absent further clarification on this issue, we are concerned that FERC may have overstepped its authority in its order.~~

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~~Some could interpret if indeed FERC's intended to enforce assert that Section 211A should be met without regard for BPA's statutory requirements, a view we feel strongly that this would set an unfortunate precedent that could damage BPA's ability to effectively manage these important and diverse responsibilities as well as those of other PMAs and other historically non-FERC jurisdictional entities. BPA and other parties have asked for rehearing in the matter, including clarification on the meaning and breadth of the order, and a full and timely airing of issues raised in this order needs to occur. BPA and other parties have asked for rehearing in the matter and a full airing of FERC's authority in this area remains to occur.~~

As BPA has publicly noted, the region is just ~~months~~ ~~weeks~~ away from the spring snowmelt season and adoption of a new redispatch policy is urgently needed. BPA Administrator Steve Wright has been working for several months with diverse stakeholders in the region on settlement discussions. These settlement efforts should be given every chance to succeed before any further regulatory or judicial decisions are made. ~~Once settlement talks are concluded, we urge FERC to act promptly on the rehearing requests so that long term certainty can be obtained.~~

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As BPA works to integrate renewables into the grid and remain a leader in this effort, it must also appropriately meet its multiple obligations – remaining a low-cost provider of federal power, protecting endangered species and wildlife, and ensuring that BPA maintains its excellent record on its repayment obligations, and operating the transmission system in a reliable, cost-effective, and non-discriminatory manner.

While we may have different views about the specific path forward, we fundamentally agree that the resolution of this dispute can and should come from the Northwest. We ask that you make every effort to support the ongoing discussions, and we expect regional stakeholders to remain at the table and bring forward a settlement that can avoid protracted litigation.

We continue to believe that the future development of renewable energy in the region needs to be preserved, for intermittent and base-load sources alike, and as more and more diverse resources come online, mitigation may be difficult. We believe that working toward alternative solutions to BPA's environmental dispatch policy can help avoid or

<sup>27</sup> FERC Order Granting Petition, Docket No. E-14-100, Paragraph 26, page 22

significantly mitigate the costs associated with an oversupply situation, reduce economic uncertainty, and make the prospects and cost of litigating this issue far less likely to occur.

Please keep us informed on the progress toward resolving this important issue.

Sincerely,

cc: Steve Wright, BPA Administrator

| ~~Jon~~Pat Wellinghoff, FERC Chairman

Philip Moeller, FERC Commissioner

John Norris, FERC Commissioner

Cheryl LaFleur, FERC Commissioner

January 24, 2012

The Honorable Steven Chu  
Secretary  
Department of Energy  
1000 Independence Ave, SW  
Washington, DC 20585

Dear Secretary Chu,

We write today regarding the December 7, 2011 order issued by the Federal Energy Regulatory Commission (FERC) in the matter of the Bonneville Power Administration's environmental redispatch policy.

As you know, the Bonneville Power Administration (BPA) is a Power Marketing Administration (PMA), one of four PMAs that market and deliver power in 32 states nationwide. BPA's enabling statutes make clear its obligations to provide cost-based power to its customers, operate within flood control restraints, and maintain and operate a reliable transmission system. Further, BPA must adhere to subsequent laws and mandates, including mitigating the impact of the federal hydropower system on fish and wildlife. As the Secretary of Energy, you are ultimately responsible for helping ensure that BPA fulfills these multiple obligations.

We understand that the circumstances relating to high water events last spring led to complex and difficult policy tradeoffs, including impacts on flood control, threatened and endangered species, reliably ensuring transmission services to all transmission customers, and the cost burdens borne by various customers. We are also acutely aware that as we move into spring 2012, the region may face these issues yet again.

It is our understanding that a small group, representative of the stakeholders on this issue, has been meeting in good faith to seek resolution of this issue consistent with the request of several members of the Northwest delegation in August 2011. Our region has a long tradition of working together to resolve difficult challenges, and we believe this situation is no different.

While we recognize certain authority granted to FERC in the Energy Policy Act of 2005 in adding Section 211A to the Federal Power Act, FERC has never previously exercised this authority, nor has such authority ever been subject to judicial review. Throughout its December 7, 2011 order, FERC states that BPA is to find a way to satisfy all of its statutory obligations, including compliance with Section 211A. However, later in the order, FERC asserts that its proposed remedy is appropriate and not limited by BPA's enabling and applicable environmental statutes. A literal reading of this assertion

indicates that FERC may believe Section 211A of the Federal Power Act trumps BPA's organic statute and all related enabling statutes, as well as the Endangered Species Act and the Clean Water Act. Absent further clarification on this issue, we are concerned that FERC may have overstepped its authority in its order.

Some could interpret FERC's intent to enforce Section 211A without regard for BPA's statutory requirements, a view we feel strongly would set an unfortunate precedent that could damage BPA's ability to effectively manage these important and diverse responsibilities as well as those of other PMAs and other historically non-FERC jurisdictional entities. BPA and other parties have asked for rehearing in the matter, including clarification on the meaning and breadth of the order, and a full and timely airing of issues raised in this order needs to occur.

As BPA has publicly noted, the region is just weeks away from the spring snowmelt season and adoption of a new redispatch policy is urgently needed. BPA Administrator Steve Wright has been working for several months with diverse stakeholders in the region on settlement discussions. These settlement efforts should be given every chance to succeed before any further regulatory or judicial decisions are made. Once settlement talks are concluded, we urge FERC to act promptly on the rehearing requests so that long term certainty can be obtained.

As BPA works to integrate renewables into the grid and remain a leader in this effort, it must also appropriately meet its multiple obligations – remaining a low-cost provider of federal power, protecting endangered species and wildlife, and ensuring that BPA maintains its excellent record on its repayment obligations, and operating the transmission system in a reliable, cost-effective, and non-discriminatory manner.

While we may have different views about the specific path forward, we fundamentally agree that the resolution of this dispute can and should come from the Northwest. We ask that you make every effort to support the ongoing discussions, and we expect regional stakeholders to remain at the table and bring forward a settlement that can avoid protracted litigation.

We continue to believe that the future development of renewable energy in the region needs to be preserved, for intermittent and base-load sources alike, and as more and more diverse resources come online, mitigation may be difficult. We believe that working toward alternative solutions to BPA's environmental dispatch policy can help avoid or significantly mitigate the costs associated with an oversupply situation, reduce economic uncertainty, and make the prospects and cost of litigating this issue far less likely to occur.

Please keep us informed on the progress toward resolving this important issue.

Sincerely,

cc: Steve Wright, BPA Administrator  
Jon Wellinghoff, FERC Chairman  
Philip Moeller, FERC Commissioner  
John Norris, FERC Commissioner  
Cheryl LaFleur, FERC Commissioner

**To:** 'tony.williams@washington2advocates.com'[tony.williams@washington2advocates.com]  
**From:** Wright, Stephen J (BPA) - A-7  
**Sent:** Tue 2/14/2012 4:26:53 PM  
**Subject:** Fw: Briefing on environmental redispath - February 15, 1:00p-2:00p - draft agenda attached for your review

**From:** Baskerville, Sonya L (BPA) - DKN-WASH  
**Sent:** Monday, February 13, 2012 06:24 PM  
**To:** Wright, Stephen J (BPA) - A-7  
**Subject:** Fw: Briefing on environmental redispath - February 15, 1:00p-2:00p - draft agenda attached for your review

Fyi.

Sonya Baskerville  
Manager, BPA National Relations  
(b) (6)

**From:** Glick, Richard [mailto:Richard.Glick@iberdrolaren.com]  
**Sent:** Monday, February 13, 2012 06:05 PM  
**To:** Baskerville, Sonya L (BPA) - DKN-WASH  
**Subject:** RE: Briefing on environmental redispath - February 15, 1:00p-2:00p - draft agenda attached for your review

Don mentioned his conversation with Steve. We used the term "unilaterally" to indicate BPA was releasing the proposal without a settlement, not that we hadn't been consulted. Don will be sure to correct any misconception there might be at the briefing on Wednesday.



**Rich Glick**  
**Iberdrola Renewables**  
Government Affairs

607 14th Street, N.W., Suite 225; Washington, D.C. 20005

Telephone: (202) 783-0036; (b) (6) Fax (202) 783-0069  
richard.glick@iberdrolaren.com

**P** In the interests of the environment, please print only if necessary and recycle

**From:** Baskerville, Sonya L (BPA) - DKN-WASH [mailto:slbaskerville@bpa.gov]  
**Sent:** Monday, February 13, 2012 9:02 PM  
**To:** Glick, Richard  
**Subject:** Re: Briefing on environmental redispah - February 15, 1:00p-2:00p - draft agenda attached for your review

Fyi: Steve talked with Don Furman and Pat Reiten only about the "acted unilaterally" sentence. Steve had been keeping Lauren A aware of the release prep, so I believe she is aware that the folks in the settlement talks were consulted in advance. We haven't heard from her office yet about what they plan to do on a response. Thanks.

Sonya Baskerville  
Manager, BPA National Relations

(b) (6)

**From:** Glick, Richard [mailto:Richard.Glick@iberdrolaren.com]  
**Sent:** Monday, February 13, 2012 05:52 PM  
**To:** Baskerville, Sonya L (BPA) - DKN-WASH  
**Subject:** RE: Briefing on environmental redispah - February 15, 1:00p-2:00p - draft agenda attached for your review

Thanks and sorry for springing the letter on you today. We can discuss – but the parties on our side of the case felt compelled to respond to the delegation letter.



**Rich Glick**  
**Iberdrola Renewables**

Government Affairs

607 14th Street, N.W., Suite 225; Washington, D.C. 20005

Telephone: (202) 783-0036; (b) (6) Fax (202) 783-0069  
[richard.glick@iberdrolaren.com](mailto:richard.glick@iberdrolaren.com)

P In the interests of the environment, please print only if necessary and recycle

**From:** Baskerville, Sonya L (BPA) - DKN-WASH [<mailto:slbaskerville@bpa.gov>]  
**Sent:** Monday, February 13, 2012 7:39 PM  
**To:** Glick, Richard; 'JGCarriere@midamerican.com'  
**Subject:** Fw: Briefing on environmental redispatch - February 15, 1:00p-2:00p - draft agenda attached for your review

Here is the agenda. I believe it's a clean version. Thanks.

Sonya Baskerville  
Manager, BPA National Relations  
(b) (6)

**From:** Baskerville, Sonya L (BPA) - DKN-WASH  
**Sent:** Tuesday, February 07, 2012 01:06 PM  
**To:** 'Jay Carriere (JGCarriere@midamerican.com)' <[JGCarriere@midamerican.com](mailto:JGCarriere@midamerican.com)>; 'Richard.Glick@iberdrolaren.com' <[Richard.Glick@iberdrolaren.com](mailto:Richard.Glick@iberdrolaren.com)>  
**Subject:** FW: Briefing on environmental redispatch - February 15, 1:00p-2:00p - draft agenda attached for your review

Hey, all. I tested the attached draft agenda, and so far I've gotten only positives from the folks below. On the room, Ray is working on that for me (b) (6)

On speakers, I did get a question about public power utility representation in addition to Grant since Grant doesn't purchase that much federal base system power from us. John Prescott from PGNC would be good, but I have heard (b) (6)

(b) (6) I know that Tacoma also was in the room. I will look into who might be available from those organizations.

I sent out the save the date yesterday, so folks should have this on their calendars. Elliot's travel also has been booked, so he's set.

Thanks,

Sonya Baskerville  
Manager, National Relations Office  
Bonneville Power Administration  
1000 Independence Ave., SW, 8G-061  
Washington, DC 20585  
202-586-5640 (o)

(b) (6)

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**From:** Baskerville, Sonya L (BPA) - DKN-WASH  
**Sent:** Monday, February 06, 2012 4:21 PM  
**To:** 'Baum, Ray'; 'Jaime\_Shimek@murray.senate.gov';  
'Dave\_Berick@wyden.senate.gov'; 'Joseph, Travis'; 'Ungerecht, Todd'; 'Rea, Nathan';  
'Osborne, Beth'  
**Subject:** RE: Briefing on environmental redispeth - February 15, 1:00p-2:00p - draft agenda attached for your review

Hello, all. We've locked down a date for the briefing, Wednesday, February 15, 1:00p-2:00p. I've attached a draft agenda that may or may not be passed out, but the organizers needed to scope out the meeting for ourselves. I want to make sure this covers what you'd want to hear. Please let me know if we're missing any pertinent issues that need to be included in the discussion.

We are still getting confirmations on who, other than BPA, MidAmerican, and Iberdrola, may be the speakers. I will be back in touch with you on that.

Within the hour, I will send out a save the date email to my congressional staff group list.

Also, Nathan, I left a voicemail for you to find out whether your office could help us with a room for the meeting. If you'd like for me to work with your scheduling staff, just let me know. Thanks!

Sonya Baskerville  
Manager, National Relations Office  
Bonneville Power Administration  
1000 Independence Ave., SW, 8G-061  
Washington, DC 20585  
202-586-5640 (o)  
(b) (6)

---

**From:** Baum, Ray [<mailto:Ray.Baum@mail.house.gov>]  
**Sent:** Wednesday, February 01, 2012 6:38 PM  
**To:** 'Jaime\_Shimek@murray.senate.gov'; 'Dave\_Berick@wyden.senate.gov'; Baskerville,Sonya L (BPA) - DKN-WASH; Joseph, Travis; Ungerecht, Todd; Rea, Nathan; Osborne, Beth  
**Subject:** Re: Briefing on environmental redispatch - scheduling question

Late mornings would be better for me.

**From:** Shimek, Jaime (Murray) [[mailto:Jaime\\_Shimek@murray.senate.gov](mailto:Jaime_Shimek@murray.senate.gov)]  
**Sent:** Wednesday, February 01, 2012 05:52 PM  
**To:** Berick, Dave (Wyden) <[Dave\\_Berick@wyden.senate.gov](mailto:Dave_Berick@wyden.senate.gov)>; 'Baskerville,Sonya L (BPA) - DKN-WASH' <[slbaskerville@bpa.gov](mailto:slbaskerville@bpa.gov)>; Joseph, Travis; Ungerecht, Todd; Rea, Nathan; Baum, Ray; Osborne, Beth  
**Subject:** RE: Briefing on environmental redispatch - scheduling question

It's hard to say because we don't necessarily know when agencies will schedule their budget briefings that week. But, either day generally works for me at this time.

**From:** Berick, Dave (Wyden)

**Sent:** Wednesday, February 01, 2012 5:49 PM

**To:** 'Baskerville,Sonya L (BPA) - DKN-WASH'; 'Joseph, Travis'; Shimek, Jaime (Murray); 'Ungerecht, Todd'; 'Rea, Nathan'; 'Baum, Ray'; 'Osborne, Beth'

**Subject:** RE: Briefing on environmental redispath - scheduling question

I cannot do the morning of the 16<sup>th</sup> because we have Chu for the FY13 budget hearing.

**From:** Baskerville,Sonya L (BPA) - DKN-WASH [<mailto:slbaskerville@bpa.gov>]

**Sent:** Wednesday, February 01, 2012 5:43 PM

**To:** 'Joseph, Travis'; Shimek, Jaime (Murray); Berick, Dave (Wyden); 'Ungerecht, Todd'; 'Rea, Nathan'; 'Baum, Ray'; 'Osborne, Beth'

**Subject:** RE: Briefing on environmental redispath - scheduling question

Hey, all. From my account of your responses, Thursday appears to be the better day for you. We can schedule the briefing on that day, but I'm checking in again because something has come up that would make Wednesday (2.15) better for Iberdrola. BUT, it's up to you - if Thursday, February 16th is better, we'll go with it.

Let me know your choice again, and we'll go with the majority on the day. Thanks!

Sonya Baskerville  
Manager, National Relations Office  
Bonneville Power Administration  
1000 Independence Ave., SW, 8G-061  
Washington, DC 20585  
202-586-5640 (o)

(b) (6)

**From:** Baskerville,Sonya L (BPA) - DKN-WASH [<mailto:slbaskerville@bpa.gov>]

**Sent:** Wednesday, January 25, 2012 6:15 PM

**To:** 'Shimek, Jaime (Murray)'; 'Berick, Dave (Wyden)'; Osborne, Beth; Ungerecht, Todd; Rea, Nathan; Baum, Ray; Joseph, Travis

**Subject:** Briefing on environmental redispath - scheduling question

Hello, all. As you know, Iberdrola, Pac (MidAmerican), and BPA are working together on a regional briefing for Congressional staff on the environmental redispach discussions and next steps. We were originally working to schedule the briefing on February 13, but now that the President's budget submission is on February 13, that day will not be great for you.

So, I want to survey whether days later in that week would work, February 15 (Wednesday) or February 16 (Thursday)? Let me know. Thanks!

Sonya Baskerville

Manager, National Relations Office

Bonneville Power Administration

1000 Independence Ave., SW, 8G-061

Washington, DC 20585

202-586-5640 (o)

(b) (6)

This message is intended for the exclusive attention of the recipient(s) indicated. Any information contained herein is strictly confidential and privileged. If you are not the intended recipient, please notify us by return e-mail and delete this message from your computer system. Any unauthorized use, reproduction, alteration, filing or sending of this message and/or any attached files may lead to legal action being taken against the party(ies) responsible for said unauthorized use. Any opinion expressed herein is solely that of the author(s) and does not necessarily represent the opinion of the Company. The sender does not guarantee the integrity, speed or safety of this message, and does not accept responsibility for any possible damage arising from the interception, incorporation of viruses, or any other damage as a result of manipulation.

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that of the author(s) and does not necessarily represent the opinion of the Company. The sender does not guarantee the integrity, speed or safety of this message, and does not accept responsibility for any possible damage arising from the interception, incorporation of viruses, or any other damage as a result of manipulation.

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Wednesday, February 29, 2012 3:48 PM  
**To:** Wright, Stephen J (BPA) - A-7  
**Subject:** Daily

18th and M St NW

Actual address is 1200 18th St NW

**To:** 'tony.williams@washington2advocates.com'[tony.williams@washington2advocates.com]  
**From:** Wright, Stephen J (BPA) - A-7  
**Sent:** Wed 2/29/2012 3:58:20 PM  
**Subject:** Sent you a vm

**To:** 'tony.williams@washington2advocates.com'[tony.williams@washington2advocates.com]  
**From:** Wright, Stephen J (BPA) - A-7  
**Sent:** Wed 2/29/2012 10:24:46 PM

Are you around tonight? Want to get together?

**To:** Wright, Stephen J (BPA) - A-7[sjwright@bpa.gov]  
**Cc:** Tony Williams[tony.williams@washington2advocates.com]  
**From:** Jeff Bjornstad  
**Sent:** Mon 3/19/2012 9:09:54 PM  
**Subject:** I have e-mail into Jennifer Griffith...

Senator Cantwell's COS, to see which coast she is on this week. As a reminder, she is based in Seattle, but frequently travels back and forth. More to come...

Best,

Jeff

---

Jeff Bjornstad  
Washington2 Advocates  
750 1st Street NE, Suite 1070 | Washington, DC 20002  
O 206-459-8096x238 | C (b) (6) | F  
jeff.bjornstad@washington2advocates.com | www.washington2advocates.com

**To:** Jeff Bjornstad[Jeff.Bjornstad@washington2advocates.com]  
**From:** Wright, Stephen J (BPA) - A-7  
**Sent:** Thur 3/22/2012 3:37:09 AM  
**Subject:** Re: Hi Jennifer...which coast you on this week?

Thanks - am taking it from here.

On Mar 19, 2012, at 9:19 PM, "Jeff Bjornstad" <Jeff.Bjornstad@washington2advocates.com> wrote:

> Steve, FYI. Best, Jeff  
>  
>  
>  
> -----  
> Jeff Bjornstad  
> Washington2 Advocates  
> 750 1st Street NE, Suite 1070 | Washington, DC 20002  
> O 206-459-8096x238 | (b) (6) | F  
> jeff.bjornstad@washington2advocates.com | www.washington2advocates.com  
>  
> ----- Original Message -----  
> From: Griffith, Jennifer (Cantwell) [mailto:Jennifer\_Griffith@cantwell.senate.gov]  
> Sent: Monday, March 19, 2012 02:27 PM  
> To: Jeff Bjornstad  
> Subject: RE: Hi Jennifer...which coast you on this week?  
>  
> I'm on the best coast this week. I would be happy to go down to Portland sometime and meet with Steve.  
>  
> -----Original Message-----  
> From: Jeff Bjornstad [mailto:Jeff.Bjornstad@washington2advocates.com]  
> Sent: Monday, March 19, 2012 1:58 PM  
> To: Griffith, Jennifer (Cantwell)  
> Subject: Hi Jennifer...which coast you on this week?  
>  
> BPA Administrator Steve Wright is in DC tomorrow and Wed and wanted to see if there is a chance to meet with you, not the member.  
>  
> -----  
> Jeff Bjornstad  
> Washington2 Advocates  
> 750 1st Street NE, Suite 1070 | Washington, DC 20002 O 206-459-8096x238 | (b) (6) | F  
> jeff.bjornstad@washington2advocates.com | www.washington2advocates.com

**Non-responsive**

**Non-responsive**

**Non-responsive**

**Non-responsive**

**Non-responsive**

# Non-responsive

Begin forwarded message:

**From:** Jeff Bjornstad <[Jeff.Bjornstad@washington2advocates.com](mailto:Jeff.Bjornstad@washington2advocates.com)>  
**Date:** March 19, 2012 9:21:10 PM CDT  
**To:** "Wright, Stephen J (BPA) - A-7" <[sjwright@bpa.gov](mailto:sjwright@bpa.gov)>  
**Subject:** Fw: Hi Jennifer...which coast you on this week?

Steve, FYI. Best, Jeff

---

Jeff Bjornstad  
Washington2 Advocates  
750 1st Street NE, Suite 1070 | Washington, DC 20002  
O 206-459-8096x238 | (b) (6) | F  
[jeff.bjornstad@washington2advocates.com](mailto:jeff.bjornstad@washington2advocates.com) | [www.washington2advocates.com](http://www.washington2advocates.com)

----- Original Message -----

From: Griffith, Jennifer (Cantwell) [[mailto:Jennifer\\_Griffith@cantwell.senate.gov](mailto:Jennifer_Griffith@cantwell.senate.gov)]  
Sent: Monday, March 19, 2012 02:27 PM  
To: Jeff Bjornstad  
Subject: RE: Hi Jennifer...which coast you on this week?

I'm on the best coast this week. I would be happy to go down to Portland sometime and meet with Steve.

-----Original Message-----

From: Jeff Bjornstad [<mailto:Jeff.Bjornstad@washington2advocates.com>]  
Sent: Monday, March 19, 2012 1:58 PM  
To: Griffith, Jennifer (Cantwell)  
Subject: Hi Jennifer...which coast you on this week?

BPA Administrator Steve Wright is in DC tomorrow and Wed and wanted to see if there is a chance to meet with you, not the member.

---

Jeff Bjornstad  
Washington2 Advocates  
750 1st Street NE, Suite 1070 | Washington, DC 20002 O 206-459-8096x238 | C  
(b) (6) | F [jeff.bjornstad@washington2advocates.com](mailto:jeff.bjornstad@washington2advocates.com) |  
[www.washington2advocates.com](http://www.washington2advocates.com)

**To:** Wright, Stephen J (BPA) - A-7[sjwright@bpa.gov]  
**From:** Tony Williams  
**Sent:** Tue 5/22/2012 8:07:30 PM  
**Subject:** FW: Council Comment on Secretary Chu Memo  
[secretary chu May 2012.pdf](#)

Good strong letter that has caught the attention of key leaders in Congress.

**From:** Young, Todd [mailto:Todd.Young@mail.house.gov]  
**Sent:** Tuesday, May 22, 2012 4:00 PM  
**To:** Tony Williams  
**Subject:** FW: Council Comment on Secretary Chu Memo

Joan M. Dukes  
Chair  
Oregon

Bruce A. Measure  
Montana

James A. Yost  
Idaho

W. Bill Booth  
Idaho



Rhonda Whiting  
Vice-Chair  
Montana

Bill Bradbury  
Oregon

Tom Karier  
Washington

Phil Rockefeller  
Washington

May 21, 2012

The Honorable Steven Chu  
Secretary of Energy  
Department of Energy  
Washington, DC 20585

Dear Secretary Chu:

The Northwest Power and Conservation Council has reviewed your March 16, 2012 memorandum to the Power Marketing Administrators, and provides the following comments pertaining to the Bonneville Power Administration. The Council, which was authorized by Congress in the Northwest Power Act of 1980 (PL 96-501), is an interstate compact comprising the states of Idaho, Montana, Oregon, and Washington. The Council is charged with assuring the Northwest an adequate, efficient, economic, and reliable power supply while protecting and enhancing fish and wildlife resources affected by the region's hydroelectric system.

While we agree that there are several important issues worthy of discussion in your memorandum, we also noted that it did not fully acknowledge that the Bonneville Power Administration is a unique and fundamentally different agency from the other PMAs. Several topics in the memorandum may pertain to BPA, but we question whether the mechanisms to achieve your desired outcomes would be the same for BPA. This has much to do with two landmark BPA statutes, the Federal Columbia River Transmission System Act of 1974 (PL 93-454) and the Northwest Power Act, which give BPA extensive authorities and responsibilities not exercised by the other PMAs.

The fundamental difference between BPA and the other PMAs is the self financing and Treasury borrowing authorities that Congress extended to BPA in the 1974 Transmission Act. The Act gave BPA the authority to carry out its functions in a business-like and financially flexible manner. The Act established the Bonneville Fund, a separate fund in the U.S. Treasury, and authorized BPA to make expenditures from the fund without further appropriation and without fiscal year limitation. BPA's revenues, as well as the proceeds from the sale of its bonds to the Treasury, are deposited in the Bonneville Fund. To pay the costs of the Federal Columbia River Power System, BPA is authorized to make expenditures from the revenues in the fund and from the proceeds from the bond sales.

Because BPA does not rely on annual appropriations from Congress, the agency sets its electricity and transmission rates at levels to ensure full cost recovery and a high probability of repaying its debt to the Treasury. The setting of BPA's rates is a highly complex and very public process that involves BPA's customers, public interest groups, and other organizations. The rate-setting process is of interest to most of these groups because it is the electricity customers of the region's public utilities and BPA's transmission system customers who pay BPA's costs. Because of this relationship among BPA, its customers, and other constituencies, significant policy changes, especially those that result in higher costs, are always the subject of much scrutiny, discussion, and debate. Several topics in your memorandum, especially those focused on upgrading and improving BPA's infrastructure, likely would require BPA to raise its rates to cover the additional costs. We are not suggesting that these system improvements are not necessary or prudent, only that the process for determining how the costs will be recovered from BPA's customers is likely more complex, controversial, and time consuming than you might realize.

The Council is also aware that your memorandum is being described by some as a "vision statement" for the PMAs. While it is important for all organizations to have a sense of where they are headed in the future, we want to point out that Congress legislated a vision for BPA when it passed the Northwest Power Act. The Act, which made energy efficiency the region's resource of first choice and put fish and wildlife needs on an equal footing with power production, was stunningly prescient then, and continues to guide the region today.

The Act authorized the establishment of the Council, an interstate compact comprising Idaho, Montana, Oregon, and Washington, and gave the Council the responsibility for developing a 20-year power plan and a fish and wildlife program to protect and enhance fish and wildlife populations affected by the Columbia River Basin hydroelectric system. The Council is required to conduct all its meetings and deliberations in public. The Act also requires BPA to act in a manner consistent with the Council's plan and program, including using the Bonneville Fund to implement the program.

The 20-year power plan, which is updated every five years, is required to assure the region an adequate, efficient, economic, and reliable power supply. The plan is also reviewed midway through each five-year period to reassess changes in energy supplies, market conditions, load and price forecasts, and advancements in technologies, ensuring that the plan remains relevant. Essentially, it is a least-cost resource plan that relies on the vast hydrosystem as its base, and then determines the least-expensive new resources that can be added to the system to meet the Northwest's electrical load growth. One of the Power Act's most groundbreaking provisions is to treat energy efficiency as a resource and to evaluate its cost in comparison to other resource choices. The Act also mandates a priority for new energy resources specified in the plan: 1) energy efficiency; 2) renewable resources; 3) generating resources utilizing waste heat or generating resources of high fuel conversion efficiency; and 4) all other resources.

Today, the Northwest enjoys the cleanest regional electricity system in the nation with non-carbon-producing resources providing 71 percent of our energy (hydro 46 percent, energy efficiency 16 percent, wind 4 percent, nuclear 4 percent, and biomass 1 percent).

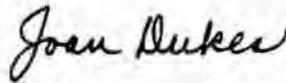
As the Northwest Congressional delegation already noted in its letters to you, since the passage of the Act, the Northwest has acquired approximately 4,700 average megawatts of energy

efficiency. This is enough improved efficiency to electrify more than four cities the size of Seattle, and saves electricity ratepayers more than \$2 billion every year compared to the cost of new generating plants. It is also important to note that this has been accomplished in a region that enjoyed some of the lowest electricity rates to begin with.

Mr. Secretary, this remarkable power system was created by the unique vision embedded in the Act, and is funded by the residents and businesses of the Pacific Northwest. The Northwest is a leader in operating a low-cost, least-risk, low carbon-emitting power system. Is there still work to be done? Certainly. But as our track record clearly shows, the region, using the tools and guidance provided by Congress, has demonstrated an ability to envision its energy future and achieve its goals.

Thank you for your interest in these important regional energy system issues.

Sincerely,



Joan M. Dukes  
Chair

cc: Northwest Congressional Delegation

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Monday, June 18, 2012 4:58 PM  
**To:** Wright,Stephen J (BPA) - A-7  
**Subject:** Re: Email address

[Evan\\_schatz@murray.senate.gov](mailto:Evan_schatz@murray.senate.gov)

On Jun 18, 2012, at 7:55 PM, "Wright,Stephen J (BPA) - A-7" <[sjwright@bpa.gov](mailto:sjwright@bpa.gov)> wrote:

I need Evan's email address. Would you please send tonight. Thanks

**To:** Wright, Stephen J (BPA) - A-7[sjwright@bpa.gov]  
**From:** Tony Williams  
**Sent:** Tue 6/19/2012 9:53:15 PM  
**Subject:** your letter

I just had the chance to sit down in quiet and read your letter.

Classic Steve Wright...personal, well thought out, nothing left on the table, and amazingly humble.

Great great letter.



**TONY WILLIAMS**  
*Partner & Chairman*  
p 425.467.6900 x225

(b) (6)

[www.washington2advocates.com](http://www.washington2advocates.com)cid:869DEE8C-E4C1-4E4E-B8A1-4B937F752AB9@hsd1.wa.comcast.net.

---

**From:** Wright, Stephen J (BPA) - A-7  
**Sent:** Tuesday, June 19, 2012 1:03 PM  
**To:** 'Tony Williams'  
**Subject:** RE: Chairman Doc Hastings' Statement Regarding Bonneville Power Administrator Steve Wright's Announced Retirement  
**Attachments:** image001.jpg

That is really nice.

---

**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Tuesday, June 19, 2012 1:03 PM  
**To:** Wright, Stephen J (BPA) - A-7  
**Subject:** FW: Chairman Doc Hastings' Statement Regarding Bonneville Power Administrator Steve Wright's Announced Retirement

Pretty damn good. Of course, if he knew you were a Duck, that might have affected the tone.

---

**From:** Ungerecht, Todd [mailto:Todd.Ungerecht@mail.house.gov]  
**Sent:** Tuesday, June 19, 2012 3:36 PM  
**To:** Ungerecht, Todd  
**Subject:** FW: Chairman Doc Hastings' Statement Regarding Bonneville Power Administrator Steve Wright's Announced Retirement



**FOR IMMEDIATE RELEASE**  
June 19, 2012  
4118

**CONTACT: Kate Woods**  
(202) 365-

## **Chairman Doc Hastings' Statement Regarding Bonneville Power Administrator Steve Wright's Announced Retirement**

**Washington, D.C.** – *"For 12 years, Steve has admirably guided the Bonneville Power Administration through very challenging times, collaborating with diverse interests to ensure the continued operation of clean, renewable hydropower, protection of near-record runs of salmon, and increased development of other renewable resources, such as wind,"* said Congressman Doc Hastings. *"I join other Members of the Northwest congressional delegation in wishing him and his family well as he moves on to other endeavors."*

###

**To:** 'Tony Williams'[tony.williams@washington2advocates.com]; 'Jeff Bjornstad (jeff@washington2advocates.com)'[jeff@washington2advocates.com]  
**From:** Wright, Stephen J (BPA) - A-7  
**Sent:** Tue 6/19/2012 7:42:00 PM  
**Subject:** FW: Some news  
June 19 Letter.pdf  
Wright announcement 6-19-12.doc

Attachments  
unavailable.

Remember you said the delegation can handle it.

---

**From:** Wright,Stephen J (BPA) - A-7  
**Sent:** Tuesday, June 19, 2012 12:59 PM  
**To:** 'Tony Williams'  
**Subject:** RE: Some news

Haven't seen the Hastings piece.

---

**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Tuesday, June 19, 2012 12:58 PM  
**To:** Wright,Stephen J (BPA) - A-7  
**Subject:** RE: Some news

(b) (6)

---

**From:** Wright,Stephen J (BPA) - A-7 [mailto:sjwright@bpa.gov]  
**Sent:** Tuesday, June 19, 2012 3:54 PM  
**To:** Tony Williams  
**Subject:** RE: Some news

Portman? (b) (6)

---

**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Tuesday, June 19, 2012 12:51 PM  
**To:** Wright,Stephen J (BPA) - A-7  
**Subject:** RE: Some news

First, congratulations on the first day of the next chapter of your life!

Great release from BPA/DOE...the Chu and Portman quotes are perfect. Like the process is outlined. All very good. Just saw a great release from Hastings.

Will let you know what else I hear...and then I'm back there next week. I think it's all going to go well for now...and we'll see things stand in a month or so.

---

**From:** Wright,Stephen J (BPA) - A-7 [mailto:sjwright@bpa.gov]  
**Sent:** Tuesday, June 19, 2012 3:42 PM  
**To:** Tony Williams; Jeff Bjornstad  
**Subject:** FW: Some news

Remember you said the delegation can handle it.

**To:** Wright,Stephen J (BPA) - A-7[sjwright@bpa.gov]  
**From:** Jeff Bjornstad  
**Sent:** Wed 6/20/2012 1:05:24 AM  
**Subject:** Re: Some news

I know!!! :-)

---

Jeff Bjornstad  
Washington2 Advocates  
750 1st Street NE, Suite 1070 | Washington, DC 20002  
O 206-459-8096x238 | C (b) (6) | F  
jeff.bjornstad@washington2advocates.com | www.washington2advocates.com

**From:** Wright,Stephen J (BPA) - A-7 [mailto:sjwright@bpa.gov]  
**Sent:** Tuesday, June 19, 2012 03:56 PM  
**To:** Jeff Bjornstad  
**Subject:** RE: Some news

Thanks - Its been a pleasure working with you as well. More to come though. I'm not done yet.

---

**From:** Jeff Bjornstad [mailto:Jeff.Bjornstad@washington2advocates.com]  
**Sent:** Tuesday, June 19, 2012 1:24 PM  
**To:** Wright,Stephen J (BPA) - A-7  
**Subject:** RE: Some news

Steve,

I am going to miss you when you leave! Finding people that have brains, and a passion to solve problems in the public service field is getting tougher and tougher. You are in a very small group of great public service managers.

Fondly,

Jeff

**From:** Wright, Stephen J (BPA) - A-7 [mailto:sjwright@bpa.gov]

**Sent:** Tuesday, June 19, 2012 3:42 PM

**To:** Tony Williams; Jeff Bjornstad

**Subject:** FW: Some news

Remember you said the delegation can handle it.

---

**From:** Jeff Bjornstad <Jeff.Bjornstad@washington2advocates.com>  
**Sent:** Friday, June 29, 2012 12:56 PM  
**To:** Tony Williams; Wright,Stephen J (BPA) - A-7  
**Subject:** RE: vacation time

Steve,

Let's put Tony's name in for BPA Administrator while he is off enjoying family time. Or I can call Ed Hanson. ☺

Seriously, do not hesitate to call me on my cell if you need me.

Best,

Jeff

---

**From:** Tony Williams  
**Sent:** Friday, June 29, 2012 3:53 PM  
**To:** Wright,Stephen J (BPA) - A-7  
**Cc:** Jeff Bjornstad  
**Subject:** vacation time

Steve – per my voice mail, here is Jeff's contact information. Feel free to contact him while I'm away on vacation. I will be back in the office on Monday, July 16<sup>th</sup>.

Office: 202-234-0950, ext 238  
Cell: (b) (6)  
Email: [jeff.bjornstad@washington2advocates.com](mailto:jeff.bjornstad@washington2advocates.com)

Best,

TW

 **TONY WILLIAMS**  
*Partner & Chairman*  
p 425.467.6900 x225  
c (b) (6)  
[www.washington2advocates.com](http://www.washington2advocates.com)

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Monday, July 16, 2012 2:07 PM  
**To:** Wright,Stephen J (BPA) - A-7  
**Subject:** RE: Chelan

Outstanding...let me take it from here, and get back to you.

-----Original Message-----

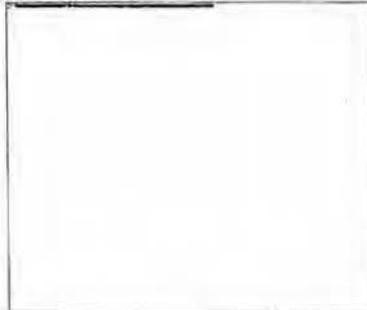
**From:** Wright,Stephen J (BPA) - A-7 [mailto:sjwright@bpa.gov]  
**Sent:** Monday, July 16, 2012 5:02 PM  
**To:** Tony Williams  
**Subject:** Chelan

Am willing to do something re public power week. Maybe speech to community group and/ or to local high school.

Message

**From:** W2A Updates [updates=washington2advocates.com@mail354.us2.mcsv.net]  
**on behalf of** W2A Updates [updates@washington2advocates.com]  
**Sent:** 12/21/2012 8:23:30 PM  
**To:** Wright, Stephen J (BPA) - A-7 [/O=BPA/OU=BPASite1/cn=Recipients/cn=SJW3819]  
**Subject:** December 2012

Is this email not displaying  
correctly?  
[View it in your browser.](#)



**Tony's Take: Some Reasons for Optimism in 2013**

**Jeff's Take: 2013 Will Create Business and Policy Opportunities for Our Country**

**Congressional Committee Leadership Changes**

**Infrastructure: Key Congressional Issues in 2013**

**Infrastructure: Washington State Issues**

**Fiscal Cliff**

**FY2013 Appropriations**

**The President's FY2014 Budget**

**Lame Duck Bills: Defense, VAWA, Farm Bill, Sandy Relief**

**TONY'S TAKE: SOME REASONS FOR OPTIMISM IN 2013**

On behalf of the whole team here at W2A, I want to say thank you to all of you who do so much to support, cheer, and help our business. We are blessed to be working for so many wonderful people who share our values and our vision for a positive approach to public affairs work here in the region and in Washington, D.C. The thought partnerships we have with all of you make this work fun and hugely rewarding. As you prepare for the holidays, please know that your friends here at W2A will be counting our blessings over the next two weeks, and we also promise to come back in January fired up and ready to go to work for you. Thank you so much for your business and your support of our efforts on your behalf.

As we write, it appears that the President and the House Speaker are moving closer to a deal that will avoid the fiscal cliff. At this point in the negotiations, everything could still fall

apart, but given the election results, the time of year, and the real concerns that real Americans have for our country right now, I remain optimistic that a deal will be struck before the end of the year.

Looking ahead to 2013, I have some measured optimism for a vigorous and productive session of Congress. Mostly, I'm there because I'm an optimist at heart, but I also have this sense that our friends in Congress are beginning to grow tired of being lampooned regularly for all the finger-pointing and politicking that dominates the D.C. narrative. Also, there are a number of issues that seem ripe for movement: immigration reform, tax reform, transportation improvements, energy legislation, entitlement spending reform (ok, maybe the eggnog has kicked in a bit on that one, but I can always hope) and a return to regular order (i.e. pass a budget in the spring, pass appropriations bills in the summer, and finalize the whole process in the fall without a bunch of drama over keeping the government open) all seem possible in 2013.

For now, I want to close the year on a high note, and say that our team here at W2A is preparing for a busy 2013 – we want to position all of you for success in our nation's capitol, and we hope that a year from now, we will be talking about how 2013 was the year that some big time American problems actually got some attention and seem on their way to being solved. One can always hope, can't they?

Happy Hanukkah, Merry Christmas and Happy New Year to everyone! And, of course, let's go Beavs against the Texas Longhorns in the Alamo Bowl (OSU 31, Texas 27, says TW).

#### **JEFF'S TAKE: 2013 WILL CREATE BUSINESS AND POLICY OPPORTUNITIES FOR OUR COUNTRY**

Let me start by echoing Tony's thanks and appreciation to all of you, our clients, for making 2012 a great year. We are very excited about helping you with your business and policy objectives in 2013.

While Tony is an optimist at heart, I am a positive realist. I believe a fiscal cliff deal is still a 50-50 proposition before the end of the year. That said, because the never ending 2012 Presidential campaign is now over and America voted for a status quo election, I think there will be room for hyper partisan Washington, DC to move our country forward on tax reform (both individual and corporate), spending cuts, immigration reform, debt and deficit and entitlement reform.

I have a quote on my business management white board, "Don't forget human nature

impacts everything." Human nature combined with the realities of the six-hour news cycle means that you will continue to see infighting on these very real problems facing our country. But there are some key triggers in 2013 that will force Congress and the White House to compromise, namely the pending fiscal cliff (happening now), the debt ceiling needs to be raised in 2013 (end of February) and appropriations bills must pass to stop a government shut-down (end of March).

These adult decision-time triggers are impacting policy discussions now. Speaker Boehner has put a tax increase on the table for people making over \$1,000,000 per year and President Obama has now put adjustments in the Cost of Living (CPI) on the table for Social Security recipients. These are sacred cows depending on your point of view, but increased revenue and adjustments to entitlements are key parts to any long-term deficit/deals. Baby steps, but progress...

Beyond the pending fiscal cliff, expect movement on corporate tax reform and immigration in 2013. President Obama is on record supporting a reduction in the corporate tax rate with elimination of some current tax deductions for corporations. In a global economy there is a real need to attract more corporate business investment into the United States, common ground can be found. On immigration, changing demographics and the voting results from the 2012 presidential election will force Republicans to work with President Obama on some thoughtful reform.

After my beloved UW Dawgs lost the Apple Cup to the Cougs, we play in the Tony Williams Bowl in Vegas like tomorrow? I guess this is a year I am thankful the bowl

season is 6 weeks long  Happy Holidays, Merry Christmas, and Happy New Year!

#### **CONGRESSIONAL COMMITTEE LEADERSHIP CHANGES**

The last six weeks have been filled with organizational issues: finding new members offices, assigning committees, and picking committee chairs. There have been changes even since the election. Sadly, Senator Inouye (HI), President Pro Tempore and Chair of the Senate Appropriations Committee, passed away Monday. Senator John Kerry (D-MA) is likely to be tapped by the President for Secretary of State and Senator Jim DeMint (R-SC) is retiring to take the helm at the Heritage Foundation. DeMint's replacement will be Rep. Tim Scott (R), the only African-American in the Senate.

House Transportation Committee Chair John Mica will step down due to internal Republican caucus rules limiting the length of committee chair service, but will remain on the committee. The new chair is Rep. Bill Shuster of Pennsylvania (small world note: his

father chaired the committee in the 1990's). Shuster, in his first comments as Chair-elect, said all revenue options – including a gas tax increase – need to remain in play when drafting the next transportation bill. Conventional wisdom is that Shuster, a 12-year veteran of the Transportation Committee, may work in a little more bipartisan fashion than Mica, and than previous (Democratic) Chair Jim Oberstar.

Subcommittee chairs should be announced in early January. Washington State Representative Jaime Herrera Beutler will step off the Transportation Committee to join the Appropriations Committee. New Republicans to the committee include Steve Daines (MT), Rodney Davis (IL), Thomas Massie (KY), Mark Meadows (NC), Markwayne Mullin (OK), Scott Perry (PA), Trey Radel (FL), Tom Rice (SC), Daniel Webster (FL), and Roger Williams (TX). Democrats have added Rep. John Garamendi (D-CA), but have yet to fill eight other openings.

The Senate Environment and Public Works Committee (roads, marine issues) gets a new ranking Republican, David Vitter of Louisiana. Vitter was the ranking member of the Transportation Subcommittee and a key player in the drafting and passing of MAP-21. He is cut from the same philosophical cloth as outgoing ranking Republican Jim Inhofe (OK), who steps down as chair but continues to serve on the Committee. Senator Barbara Boxer of California will continue to chair the Committee. The membership of the committee will remain unchanged.

The Senate Banking Committee (transit programs) also will have a new ranking Republican, Mike Crapo of Idaho. He is regarded as friendly to rail, and has been supportive of a street car project in Boise. Chairman Tim Johnson is likely to return as chair. Democratic Senators Joe Manchin (West Virginia), Elizabeth Warren (Massachusetts) and Heidi Heitkamp (North Dakota) join the committee.

The Senate Commerce Committee (aviation, freight rail, safety, some maritime) also will have a new ranking Republican. Jim Thune of South Dakota replaces the retiring Kay Bailey Hutchinson; he is supportive of rail issues and is among the more bipartisan-oriented Senators. Chairman John Rockefeller will continue as chair. Democratic Senator Richard Blumenthal joins the committee. There are three Republican openings.

The Senate Appropriations Transportation Committee will continue to be chaired by Senator Patty Murray (D-WA). Subcommittee assignments are not announced, though three Democratic Senators join the main committee: Jeff Merkley (OR), Tom Udall (NM), Jeanne Shaheen (NH).

In related news, USDOT Secretary Ray LaHood announced that he will stick around for "a while." Earlier in the year LaHood indicated he would leave USDOT after the election.

In the Washington delegation, Senator Murray is officially Chair of the Senate Budget Committee and Senator Cantwell is Chair of Senate Indian Affairs. Representative Cathy McMorris-Rogers will Chair the House Republican Conference and Representative Adam Smith will keep his post as ranking member on House Armed Services. New WA delegation members received their committee assignments: Rep. Denny Heck will serve on the Budget Committee, Rep. Derek Kilmer will serve on the Armed Services Committee and Rep. Suzan DelBene will serve on Judiciary.

### **Infrastructure: Key Congressional Issues in 2013**

USDOT's TIGER grant program is authorized for 2013, but we're still waiting to see if and how much of that authorized funding Congress will include in a final 2013 appropriations bill.

The Water Resources Development Act (WRDA) appears to be Senator Barbara Boxer's next legislative priority. This bill authorizes the Army Corps programs and typically funds hundreds of flood and navigation projects across the country. The funding for these projects technically counts as earmarks, which are essentially banned by the House and Senate. This has held up progress on the bill. Many Members of both parties believe Corps projects aren't traditional earmarks, and are searching for a way to fund the projects while keeping the earmark ban in place. The need for additional Corps funding due to Hurricane Sandy may help to break the logjam and speed up action on this bill.

In mid-November, Senator Boxer held a hearing and released a draft bill. She hoped the bill could slip into a final fiscal cliff deal, but the House was not similarly interested. Senator Boxer got a transportation bill passed against all odds (another bill caught in a years-long stalemate), and she just might pull off a WRDA bill in 2013. Here is a link to the Senate draft, and the hearing documents.

The Passenger Rail Investment and Improvement Act (PRIIA) and the Rail Safety Improvement Act (RSIA) both expire on October 1. PRIIA legislation sets policy and funding levels for Amtrak and passenger rail programs. Renewing the bill will be a top priority for rail advocates, and modifying current provisions will be a top priority for Amtrak and passenger rail critics.

Congress will begin working on a successor to MAP-21 even though it does not expire

until October 1, 2013. Look for hearings in mid/late year on how MAP-21 is working, how it could be improved and the looming revenue crisis.

A federal gas tax increase has a very, very slim chance of being included in a fiscal cliff deal. The last two times the gas tax was increased, it was part of a similar fiscal/debt situation and the revenue initially went to debt reduction. The recent "Simpson Bowles" and the Rivlin-Domenici deficit reduction proposals each included a 15-cent gas tax increase for transportation.

#### **INFRASTRUCTURE: WASHINGTON STATE ISSUES**

Washington state faces a funding shortfall to maintain and preserve the current transportation system, and to make targeted improvements and expansions. Outgoing Governor Christine Gregoire surprised many by not proposing an increase in the gas tax and transportation fees. Instead, she proposed a new wholesale tax on fuel to fund K-12 student transportation, as part of a plan to comply with a state Supreme Court order to radically increase funding for K-12 education. Larry Ehl, one of our strategic partners and publisher of Transportation Issues Daily, published this story: "A Surprising Transportation Tax Proposal from Washington's Governor."

Different transportation investment proposals are being advanced by the Washington Roundtable/AWB, a coalition of Puget Sound cities, a Seattle-based transit-bike-ped group and other groups.

Incoming Governor Jay Inslee has hinted that 2014 might be a better year for such a proposal. During the campaign, he suggested that he wants to "build trust" in WSDOT and implement "lean management" before considering a transportation investment bill.

Given the Legislature's court-mandated need to radically increase education funding in 2013, and a continuing budget deficit, it will be nearly impossible to increase transportation funding in 2013. Plus, voters overwhelmingly reaffirmed requiring 2/3 of the legislature to approve any tax increasing a tax. Still, transportation interests intend to press forward, if only to improve the odds of enacting legislation in 2014.

The legislative battle will go on without a few key players. Longtime Senate Transportation Chair Mary Margaret Haugen lost her election, as did House Transportation Committee Ranking Republican Mike Armstrong and a couple of other Republicans who were sympathetic to increasing transportation funding.

There is a fair amount of drama over who will control the State Senate. Transportation will

be largely unaffected, regardless of the outcome. The Senate Transportation Committee has always operated on a more bipartisan basis than most Senate Committees. Whatever legislation emerges from the Committee in 2013 is likely to emerge and look roughly the same regardless of who is Chairing (or co-Chairing!) the Committee.

Finally, speculation and rumors are running rampant about whether Governor-elect Inslee will retain WSDOT Secretary Paula Hammond. Business and highways interests are generally pleased with Hammond, but some Seattle-based environmental groups and bike-ped interests want Hammond replaced.

### **FISCAL CLIFF**

Congress and the President have yet to reach a deal on the fiscal cliff. Some were claiming a deal was in sight Monday, but now talks are stalled. Negotiations and public posturing are likely to continue right until the deadline. President Obama and House Speaker Boehner met earlier this week, and each side has signaled room for negotiation. For example, Speaker Boehner proposed letting tax cuts expire for those making \$1 million or more a year, the President has bumped up his previous threshold of \$250,000 per couple to \$400,000. The President proposed \$1 trillion in spending cuts, and Boehner proposed changes to entitlements, including raising the eligibility age for Medicare from 65 to 67. Also under consideration is "chained CPI" as a method to calculate Social Security cost of living adjustments. While offers are on the table and the two sides may be moving slightly closer, talks have reportedly stalled. Speaker Boehner's attempt to have the House vote on a "Plan B" on Thursday is now on hold. That plan would prevent tax cuts from expiring for those who make \$1 million or less, and would also be combined with a package of spending cuts. It remains to be seen if there will be enough votes in the House to pass the bill. Speaker Reid has already noted it won't pass the Senate.

The logistics of "moving the paper" once an agreement is reached will also prove challenging given the short time frame. Some think a basic plan needs to be in place December 27th for legislation to be drafted, scored and cleared. Others note the real deadline is just before noon on January 3rd – just before the 113th Congress convenes.

### **FY2013 APPROPRIATIONS**

This fall, Congress passed a six-month continuing resolution (CR) through the end of March to fund agencies essentially at the FY12 levels with a 0.6 percent across-the-board increase, making the overall funding levels consistent with the Budget Control Act. House and Senate appropriators worked to develop an agreement on an omnibus package for the rest of the year, and although they were pretty close to resolving most differences, there was little appetite from leadership to take up the bill. Most agree that we will likely

see another six-month CR in March that funds agencies through the rest of the year.

#### **THE PRESIDENT'S FY2014 BUDGET**

Fiscal cliff negotiations have also impacted the President's budget development process for FY2014. The uncertainty around fiscal cliff negotiations has meant that the Office of Management and Budget (OMB) has delayed preparing "pass-backs" to the agencies. Pass-backs give the agencies an idea of the funding they will likely receive in the President's budget proposal. Typically the President submits the budget to Congress the first week in February, it looks likely that the 2014 process may slip a few weeks.

#### **LAME DUCK BILLS: DEFENSE, VAWA, FARM BILL, SANDY RELIEF**

**Defense Authorization:** Congress is poised to wrap up the Defense Authorization bill in the next few days. Conferees completed their work Tuesday. The House is expected to take up the bill Thursday, and the Senate could vote on Friday. Congress has passed this bill annually for 50 years, so not completing this work would be unprecedented. The bill authorizes \$552.2 billion for base national defense and \$88.5 billion for Overseas Contingencies Operations. Conferees negotiated several contentious issues, ultimately agreeing to extend for a year the prohibition on transferring detainees from Guantanamo to the US.

**VAWA (Violence Against Women Act):** House Majority Leader Eric Cantor and Vice President Biden have been working to negotiate a compromise on the Violence Against Women Act, which expired in September. Typically this has been bipartisan legislation, however, the Senate bill introduces three new provisions that are the focus of negotiations: the inclusion of undocumented immigrants, the lesbian and gay community and a provision that would give tribal courts the authority to try non-Indians who commit acts of domestic violence on tribal land. The last provision has been difficult for the two sides to resolve. The House may introduce its own version of the bill this week. In the Senate, Senator Murray led a letter from her twelve Democratic women colleagues to House Republic women urging them to support and pass the Senate version of the bill.

**Farm Bill:** The cost of a gallon of milk could double in January should the stalemate on the Farm Bill continue. The possibility of passing a five year reauthorization of the Farm Bill is fading, although advocates are still pushing for the full reauthorization as opposed to an extension of the 2008 law. It seems to be suffering the fate of several other bills — lack of agreement on a few controversial issues and a moving legislative vehicle. House and Senate Agriculture Committee leadership has been meeting for the last month to iron out the differences between the two measures, hoping to have a conference agreement in place that could be attached to a fiscal cliff deal.

The House bill calls for \$35 billion in savings, while the Senate includes \$23 billion in savings. The primary difference is the treatment of the Supplemental Nutrition Assistance Program (SNAP). Another key difference is how the two bills structure a new safety net for farmers. The Senate bill includes a revenue insurance option, while the House bill would protect against collapsing markets. If nothing is done by January, the law reverts back to permanent law on dairy subsidies. This would more than double what the government pays to buy up dairy goods, likely causing consumer prices to double.

Once a compromise is reached, moving the bill may be a challenge as Speaker Boehner has already indicated he would be reluctant to add the bill to any agreement on the fiscal cliff, simply because he will already have a difficult time corralling conservative votes on the bill. That leaves the House Ag Committee Chairman looking for other options to move a bill (perhaps a bill on Sandy relief?).

Sandy Relief: The Senate has taken up a \$60.4 billion Sandy relief package, which would provide funds for relief efforts but also for future disaster mitigation efforts. The overall funding level mirrors the President's request. Although there is broad consensus on the need to provide relief to those impacted by Superstorm Sandy, the bill already has sparked heated debate. Should Congress fund long-term mitigation efforts as part of disaster spending? Not surprisingly, some conservatives in the House would like offsets to the bill's spending. Other criticisms focus on the items unrelated to Sandy included in the bill, such as funding for fishery disasters, \$2 million for a roof on the Smithsonian in Washington, DC and a huge cash influx of \$336 million for Amtrak. Republican Senators have introduced a substitute amendment which would provide \$24 billion for immediate disaster relief and strip any mitigation money and non-Sandy related items. That amendment will be voted on Friday. Senate Republicans argue that funds can be made available now to take care of immediate needs and Congress should use the regular process to consider long-term mitigation needs.

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Unmarked copy  
unavailable.

Tony Williams <tony.williams@washington2advocates.com>

December 17, 2012 9:08 AM

To: [REDACTED]  
FW: PMA

6 Attachments, 6 KB

FYI – our mutual friend in D.C. sent these to me. These are the answers to the PMA questions. TW

**1. Who will the new PMA position report to?**

The PMA Lead Advisor will report to the Deputy Secretary.

**2. What relationship will the new PMA position have with PMA Administrators?**

The PMA Lead Advisor will serve as a member of the PMA Administrator Council and will communicate with the Administrators on issues of mutual interest between DOE and the PMAs.

**3. Will the new position have the authority to direct the activities of the PMA Administrators? As you know, PMA Administrators report directly to the Deputy Secretary. What is being done to ensure that the new position won't create confusion?**

The Lead Advisor will have no independent authority to direct the activities of the PMA Administrators. The Lead Advisor may convey information from the Secretary or Deputy Secretary to the Administrators and from the PMAs to Senior Leadership within the Department as appropriate. The Administrators will continue to report directly to the Deputy Secretary.

**4. Who will be responsible for key decisions made at the PMAs?**

The decision-making authority for the PMAs will remain as it is today.

**5. When the new position is speaking about PMA issues to PMA constituents, customers and employees, what will be done to ensure that a process is in place that those communications don't lead to confusion about who is making decisions for the PMAs, and that those communications don't undermine communications made by the actual PMA Administrators?**

The PMA Lead Advisor will be representing the DOE, not any of the individual PMAs.

**6. Who will pay for this new position? Specifically, which account within DOE will this position's salary come from, PMAs or another part of DOE? Which part and which account?**

The position will be paid for by the Department of Energy, but not through the PMA account.

**7. How will the new position add value for PMA ratepayers?**

The Lead Advisor will enhance the expertise at DOE about the PMAs and issues important to the PMAs. Currently, there is no career staff within the Office of the Secretary (which includes the Deputy Secretary) specifically tasked with being attendant to the PMAs' issues and needs. As the PMAs need support from DOE, the Lead Advisor will coordinate that support, acting as a clearinghouse within DOE on issues of importance to the PMAs.

---

**From:** Wright, Stephen J (BPA) - A-7  
**Sent:** Thursday, January 03, 2013 8:48 AM  
**To:** Tony Williams  
**Subject:** Re: connecting

Yes

On Jan 3, 2013, at 6:09 AM, "Tony Williams" <[tony.williams@washington2advocates.com](mailto:tony.williams@washington2advocates.com)> wrote:

> got your voice mail, (b) (6) . will call you back today by 1pm Eastern. good?

>

> Sent from my iPhone

**To:** Drummond, William K (BPA) - D-7[wkdrummond@bpa.gov]  
**From:** Tony Williams  
**Sent:** Thur 1/24/2013 12:46:25 AM  
**Subject:** congratulations

Bill – I would like to formally congratulate you on being selected as the next Administrator of BPA. You already know what a huge job it is, and what a great opportunity it is for you to be an essential leader in the Northwest. From everything I've heard about you and from the time we've spent together, I think you are well-suited to jump in with both feet on day one. Congratulations!

I will be calling you soon to talk about us finding a time to meet and talk about the future. I have truly loved my time working with Steve and the agency, and would like to continue doing so if you and I determine that we'd like to work together this year and beyond.

I will be at Steve's party on February 6<sup>th</sup>, and will hope to see you there!

Best,

Tony

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---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Tuesday, February 19, 2013 12:59 PM  
**To:** (b) (6)  
**Subject:** Memo  
**Attachments:** image001.jpg; W2A Bill Drummond Memo Feb 2013.docx

Bill – I look forward to talking with you tomorrow afternoon.

Best,

Tony

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## MEMORANDUM

TO: Bill  
FR: Tony  
DT: February 14, 2013  
RE: Looking ahead

---

Thank you so much for including me on the panel interviewing candidates for the CPAO position. I really enjoyed interview session one, and look forward to our next sessions. As we look ahead, I asked Sandy to set up some time for us to talk on the phone next week, so that we could talk in more detail about how I can best help you and your team in 2013 and beyond. The point of this memo is to provide you some background on my previous work for BPA, and think about how we might best work together in the future.

### Some History

I have been working intimately on BPA issues since 1997, and BPA was my third client when I entered the private sector in 2001. I'm pretty loyal to the place and love the mission. Also, I grew up in Troutdale and took a gazillion Bonneville Dam tours as a kid.

For me, this client is my "brain food." I get to look at big and difficult regional issues from an inside perspective, and I get to help people on the outside better understand what's going on behind the curtain. I speak with authority and knowledge on BPA issues because people know I'm doing what the Administrator wants me to do. At the same time, because I'm on the outside, I can also be more aggressive with messages than BPA staff can be. It's been fun for 12 years, and I hope to do this for several more years.

### Possible Scope of Work

Here would be my view on an updated scope of work:

- **Continue to serve as strategic advice and counsel to the Administrator.** I'd like to have regular contact with you, and to be working on things that are important to you. Those projects are not exclusive to D.C. For example, I am the one who helped get the Power Group going, and I frequently "explain" BPA world to a variety of public officials, opinion leaders and energy colleagues. We represent a number of big NW companies that use public power (Boeing, Trident Seafoods, Vigor, etc), and our energy practice is vast and diverse (BPA, Chelan, Grant, Snohomish, Avista, PSE, and Cloud Peak Energy). We also have a number of municipals in our stable (King County, University of Washington and a couple of cities). And I'm on the OSU Foundation Board of Trustees where I serve with Jim Piro. In other words, I get around, and can be helpful in all kinds of environments. Specific projects for you that I'd like to work on:
  - *Bill D regional and D.C. listening tour:* while you're in your honeymoon period, you should be engaged in a serious regional listening tour with key stakeholders and other opinion leaders. I'd love to work with your staff on making this happen, and even attending some of the key meetings with you.

- *Relationship-building with the NW delegation:* Regular outreach for you and me with the Montana, Idaho, Oregon and Washington delegations. Too often, we focus just on Washington, and we need to be sure we're touching all of them. And we need to include Members, Chiefs of Staff, Legislative Assistants, and State Directors in this effort. Steve and I really worked hard in the past few years to broaden these relationships. We should also talk about Governor Inslee.
- *Relationship-building inside the Obama Administration:* My partner, Jeff, can help us think through and execute an outreach effort to senior political appointees in the Obama Administration.
- *Opinion-leader networking:* I do a lot of this with other CEO clients, and would love to do some of this for you in key markets. I'm working on a cool visibility/networking project for the UW President right now that I think would work well for you, too.
- *Sounding board:* I'm a great sounding board for senior executives and I can help a lot with context on issues that are troubling you or the agency. I understand your world from a personal level, and am very helpful to senior executives because my wife both get what it's like to be you.
- **Get my D.C. partner involved on an as-needed basis:** Jeff Bjornstad was Chief of Staff to Senator Murray, Rep. Rick Larsen and Rep. Adam Smith. Steve used him from and I would like to continue making him available whenever the need arises.
- **Adviser to the CPAO:** So, I was really excited about the prospect of working with either (b) (6) or (b) (6). My goal was to pitch you and them on letting me be the third wheel with the two of you on public affairs projects. Well, given where we are now, I think it's a must that I work with whomever we ultimately select because the "winner" will need the help. I will have been through the process, and like you, I think the need to "up the game" in public affairs is a huge and important challenge for 2013 and 2014.

Let me close with two more things:

How should we work together? Steve and I did it all by phone and voice mail, and occasional emails to a very private account. And I came down several times a year for lunch with him, and then I'd see Sonya regularly in D.C. We can establish our own rhythm based upon what works best for you. I'm easy on that front.

And, lastly, of course, I have to mention price...we originally were paid \$7,500 per month, and then we dropped down to \$6,250 during the economic downturn. I'd like to do more, and if possible, I'd like to return to that original figure. If we can consider it now, that's great, and I am also happy waiting until our contract is up in November. We can figure out all of that over time.

Bottom line: I love BPA. The regional political class seems to really enjoy having me working on BPA issues. And I very much enjoyed our first "work together" moment this week.

I look forward to working with you and talking with you about all of this next week!

END

NonResponsive



**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Tuesday, May 07, 2013 6:59 PM  
**To:** (b) (6)  
**Subject:** Memo for Bill

Sandy – thank you for getting this to Bill. Talk to you tomorrow!

Best,

Tony



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## MEMORANDUM

TO: Bill Drummond  
FR: Tony Williams  
DT: May 7, 2013  
RE: Notes for Wednesday's call with Tony

---

In our call tomorrow, I would like to focus on the following key items:

- Update on the CPAO position
- Update on W2A – we have hired someone in our Portland office
- Columbia River Treaty – time for a strategic meeting with the Power Group
- You and I getting together in person/establish a routine for that kind of meeting

The main purpose for my call is item 3 – the Columbia River Treaty

I think it's time for you to have a high-level strategy meeting with a small group of leaders from the Power Group. The focus of the meeting would be to discuss what role the Power Group should play in regional and national advocacy efforts on this issue. The Power Group CEO's (especially the Mid-C managers) are ready to play a more aggressive role in explaining their position to key people in D.C., but they want to be coordinated with BPA in that effort if at all possible.

My sense is that we're at a natural time in the process for this discussion to take place because the Power Group and BPA seem to be working well from a technical level. The quarterly meetings have been productive, and from what I can tell, the technical people from all quarters are working together constructively.

What remains clunky is getting top officials from BPA and the CEO's from the key Power Group organizations on the same page in terms of strategic communications and advocacy work that needs to be done. The good news is that I think this can be easily solved by putting strategic discussions on the same par as the technical discussions. The sooner we can have BPA and the Power Group working together on communications and advocacy, the better. Having a political and communications liaison from BPA working directly with the Power Group would be very helpful. I also think there is an opportunity here to create a Sonya-Tony partnership that would be helpful to the overall cause, and to BPA.

I'll leave details until we talk tomorrow. For now, I just wanted you to know what's on my mind so that you aren't cold with this topic when you pick up the phone to talk with me.

END

---

**From:** Bill Drummond (b) (6)  
**Sent:** Thursday, May 09, 2013 9:08 PM  
**To:** 'Tony Williams'  
**Subject:** RE: Power Group report  
**Attachments:** image001.jpg; CRT potential elements PRELIM DRAFT v 5-3-13\_11a.m.pdf

Tony;

Thanks for the updates. I will write more later this weekend when I have some time to think.

Attached is the draft thought piece sent to the SRT earlier this week. It was vetted with State, who were happy to see it was not more specific than it is. While the words may change around the edges, I have to believe this is the essence of what we will send to State in December, with a lot of pain and suffering in the interim. Please don't share it yet.

Trust you had a good flight back. Talk soon.

Regards,  
Bill

---

**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Thursday, May 09, 2013 6:39 PM  
**To:** (b) (6)  
**Subject:** Power Group report

Bill – I spent an hour today with several Power Group public affairs reps talking about their plans to advocate more broadly in D.C. on CRT...the group initially was talking about pushing for hearings, delegation letters, and other D.C.-based activities...but I think the group is now more focused on creating a public affairs outreach plan here in the region that would go through the summer, and then work with our delegation on other activities this fall...although, there is some reason in possibly having a congressional hearing in the region during the August recess. At this point, the Power Group's public affairs plans are still in the development stage, and I am optimistic that a majority of the reps are focused on doing positive things vs. creating three ring circuses.

One action item I put at the top of the list was getting Power Group senior leaders together with you to talk about how all of us might coordinate more closely on public affairs activities...as we discussed yesterday, this is a crying need...and I can report in to you that I heard a lot of BPA frustration on this call today... (b) (5)

I gave some color from our conversation (not anything confidential) yesterday and told people that you would like to meet with people and do everything you can to be as aligned as possible...but that your hands were somewhat tied on this issue...people seem to understand that reality, and I think a few meetings with you over the next 90 days will lower everyone's blood pressure. At least, that's my hope.

So, for now, I think the Power Group is thinking pretty clearly about what they should do on the public affairs front (keep their efforts focused in the region, try to find some common ground with the tribes vs. setting up potential fights, grow their supporters' lists to include non-utility people who should care about this issue, and get some positive messages in front of the regional news media). I think there will be some work done next week to come up with some kind of game plan...I will keep you apprised.

Best,

Tony



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---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Thursday, May 09, 2013 5:43 AM  
**To:** (b) (6)  
**Subject:** FW: Strike team agenda and memo  
**Attachments:** CRT Memo on Strike Team Steps 5-7-13.doc

Bill – I am on this conference call today. I will report in, but the attached memo just further highlights how I think BPA needs to be more aggressive in managing the public affairs component of this issue. I will do my best to keep things as fenced in as possible (meaning keeping people focused on education vs. big events), but that might be difficult given how many people are involved here...I think the attached memo overstates how engaged the delegation is on this issue...I will drive home that point today...and the thought of a hearing in the Resources Committee makes me incredibly anxious.

TW

---

**From:** Grassell, Suzanne [<mailto:Suzanne.Grassell@chelanpud.org>]  
**Sent:** Thursday, May 09, 2013 2:01 AM  
**To:** Tony Williams  
**Subject:** FW: Strike team agenda and memo

FYI. Talk tomorrow.

---

**From:** Grassell, Suzanne  
**Sent:** Wednesday, May 08, 2013 11:00 PM  
**To:** Grassell, Suzanne; Smith, Jeff; 'Brad Hawkins (Douglas)'; 'Zabyn Towner - PNGC Power'; 'Scott Corwin - Public Power Council'; 'Maura Brueger - Seattle City Light'; 'Bob Mack - Tacoma Power'; 'Feliciano, Rose'; 'DJames@pngcpower.com'; 'LRennie@ci.tacoma.wa.us'; Yount, Tracy; 'Sprague, Collins'; 'Dean Sutherland - Clark PUD'; 'Karen Miller - Benton PUD'; 'Joe Lukas - WMG&T'; 'George Caan - WPUA'; 'LEsparza@franklinpud.com'; 'ebroast@franklinpud.com'; 'cberry@gcpud.org'; 'emount@teainc.org'; 'mjames@ghpud.org'; 'jsaven@pacifier.com'; 'Kristin Meira - PNWA'; 'Phil Obenchain - PacifiCorp'; 'Jim Schroeder - PacifiCorp'; Burris, Ruth (PGN); 'John Anderson - Idaho Power'; 'Erin Apperson - Puget Sound Energy'; 'K.Sugden@flathead.coop'; 'Bob Huber - Alcoa'; 'Martin Doern'; 'Josh.Wilund@alcoa.com'; 'Matlock, Jessica'; (b) (6); 'Sybil Brown'; 'tculbertson@gcpha.org'; 'dsmith@ghpud.org'; 'LAnderson@wpuda.org'; 'Dan James'  
**Subject:** Strike team agenda and memo

Attached please find a memorandum for your consideration from Scott Corwin, Dan James and Joe Lukas. This will be a topic of discussion during the 9 am call. (b) (6)

Another agenda item will be how to handle media inquiries to the Power Group. We have a recent example to discuss.

Suzanne Grassell  
Governmental Affairs Program Manager  
Chelan County PUD  
(b) (6)  
[suzanne.grassell@chelanpud.org](mailto:suzanne.grassell@chelanpud.org)

## **Memorandum**

TO: The CRT Power Group Strike Team  
FR: Scott Corwin, Dan James, Joe Lukas  
RE: Outreach Strategy Options  
Date: May 7, 2013

### Objectives

General principles of the Columbia River Treaty Power Group:

- Payments to Canada for power benefits should not be more than one-half of the actual incremental power benefit achieved through the Treaty's provisions.
- Consistent with flood control funding throughout the United States, payments for Columbia River flood control should be the responsibility of the taxpayers of the U.S.
- With entities providing the entitlement return already funding a robust environmental obligation, an equitable correction to the entitlement should not lead to an increased mitigation requirement.
- If these principles cannot be met, the U.S. should have no viable option but to provide notice of termination by 2014.

Impacting achievement of these principles, and thus the concerns of the Strike Team include:

- (1) Formation of the U.S. Entity recommendation by the end of the year to the Department of State;
- (2) The process leading up to the U.S. Entity recommendation including related studies that are underway;
- (3) Customer input into those studies by the Sovereign Review Team (SRT) that includes States, Tribes, and various federal agencies outside of the U.S. Entity;
- (4) The Department of State process once it receives the recommendation;
- (5) The outcome of the Department of State negotiation with Canada.

**Just this week, the U.S. Entity sent an outline of the recommendation approach to the SRT.**

Here's what we expect: (1) This outline will show a generalized, high level, approach to the recommendation; (2) Strategically, we will need to see if it looks like the recommendation will have enough specificity and backbone to set the stage for a tough negotiation with Canada, and with other interests in the U.S. who would place emphasis primarily on ecosystem issues; (3) A generalized recommendation may punt some of the difficult issues down the road, but will also put more risk/reward into the Department of State process (e.g. what are State's priorities? Who influences those, per below?) Regardless, the new document opens the door for our next steps.

## **POLITICAL OUTREACH**

### **Immediate Options for Congressional Outreach**

Recent visits to Capitol Hill by several rounds of public power related groups this spring have heightened the awareness of Northwest House and Senate Congressional delegation members and their staff. The level of knowledge varies by office, but all of the staffers handling energy issues (and many of the Members) have learned the basics of the issue at a high level.

Several of the friendlier offices and committee staff have offered to help raise awareness and/or provide oversight over the formation of the recommendation and the approach by the Department of State.

Possible actions include:

- (1) Create a delegation letter for circulation general enough to get broad sign-on, but pointed enough to get the Department of State's (and Department of Interior's) attention;
- (2) Encourage a hearing at Senate Energy (we received interest in this from Committee staff), work as closely as possible on the focus, witness list, and questions;
- (3) Encourage a hearing at House Resources (we received interest from Committee staff), work as closely as possible on the focus, witness list, and questions;
- (4) Encourage a meeting of the newly formed Northwest Energy Caucus on this topic (the leaders have mentioned interest) and help form the agenda;
- (5) Evaluate other avenues -- we received feedback that the delegation was not yet ready to attempt Appropriations report language, as there is still a desire to try to create a regional position (despite the unlikely nature of that goal in light of positioning in the SRT). But, a colloquy, or other delegation calls or visits with Administration officials, or other possibilities exist.
- (6) Ask friendly offices to apply pressure on the U.S. Entity to provide a stronger recommendation. The timing for this approach would be in the fall between the release of the draft recommendation and the final recommendation delivered to State in late 2013.

### **Immediate Options for Administration Outreach**

With Capitol Hill now engaged, it is increasingly important to meet with the key agencies in addition to BPA and the USACE in order to demonstrate constituent interest.

Possible actions include:

- (1) At the Department of State, Matt Rooney is still the lead, but staff under him change and have varying levels of expertise and familiarity with the CRT issue. We can try to meet with them in the region, or set up separate meetings in Washington, D.C.
- (2) Interior is of particular concern as it appears (both in SRT meetings and in the Joint Federal meetings in DC), that FWS, BIA, USGS are asserting themselves over BOR with a view that DOI should be the agency looking out for ecosystem concerns in these

deliberations and become a de facto “third leg” of the U.S. Entity. We could meet with them directly, and make sure there is delegation focus on this aspect.  
(3) CEQ – it is uncertain how much focus or time they will spend on this, but it is worth consideration if we find out they are active.

### **Immediate Options for State/Regional Outreach**

Possible actions include:

- (1) The states have been represented at the SRT by NWPCC members. It may be time to have a more serious discussion with them or others in the Governor’s offices about that this means to their states economically/jobs-wise.
- (2) The wide disparity in position between the CRT Power Group and tribes will decrease the impact that the delegation can have on the Department of State as the CRT Power Group and tribes will be lobbying the delegation from opposite ends of the spectrum. Increased tribal outreach can potentially narrow these differences. Even if not successful, it provides a stronger demonstration of the Northwest attempting to build a regional solution rather than just sending its differences to Washington D.C. It will also show leaders in the Delegation that the CRT Power Group is working in good faith to resolve regional differences
- (3) Another alternative for state/regional outreach is to highlight the infeasibility and economic damage of the ecosystem alternatives. The iteration 2 studies show that many of the ecosystem alternatives studied would be incredibly harmful to the region through flood damage, reduced reliability from lost generation and dramatically increasing power costs to replace lost generation.

### **Communications:**

A quick note— with the Tribes continuing to do Op Eds, the focus should be on press aimed at policymakers (as with the counter Op Eds we’ve already done). That said, we should take grassroots opportunities where we can in newsletters, letters to the editor, bill stuffers, etc.

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**Initial Perspectives of the U.S. Entity for the Columbia River Treaty Post 2024**

***Preliminary Draft – Subject to Revision***

**May 3, 2013**

**Introduction**

This paper provides the initial perspectives of the U.S. Entity concerning the potential elements for the U.S. Department of State's discussions about the framework for the Columbia River Treaty between the United States and Canada after 2024. The U.S. Entity has conducted extensive regional outreach and has considered regional input that has been received in developing the potential elements of a post-2024 Treaty framework. At this time, the U.S. Entity views the elements described herein as furthering the regional discussion concerning the Treaty post-2024, with the expectation that this effort will serve as the basis for developing the regional recommendation that the U.S. Entity will provide to the Department of State in December 2013.

In addition to providing potential elements for the framework for a post-2024 Treaty, this paper also identifies domestic matters of interest to the region related to possible post-2024 Treaty implementation for consideration by domestic regional interests. Some of these are appropriate for consideration once the U.S. Entity makes its recommendation to the Department of State in December 2013, and others are more appropriate for consideration once the U.S. Government has a better understanding of what the post-2024 circumstances will be.

We have included two appendices as background references. Appendix A is the IJC's 1959, "Principles for determining and apportioning benefits from cooperative use of storage waters and electrical inter-connection within the Columbia River System." Appendix B is the SRT's July 2011, Sovereign Participation Process, "Primary Operational Driving Purposes and Objectives" and "Impact Assessment Objectives."

**Potential Framework for the Treaty post-2024**

**General Terms and Perspectives**

- The present CRT power benefits are not equitably shared. The U.S. Entity believes Canada is deriving substantially greater value from coordinated power operations than the U.S. For the CRT to be sustainable post-2024, the coordinated power benefits must be rebalanced.
- The post-2024 CRT flood risk management "called upon" provisions must provide the similar level of downstream risk as pre-2024 and reasonably compensate Canada for their flood risk support.
- A reasonable expansion of the CRT operational drivers post-2024 to include Canadian and U.S. ecosystem based operations, including reasonable increases in spring and summer flow augmentation, a "dry year strategy" and consideration of the study of the feasibility of a further return of salmon to Canadian spawning grounds.
- The ability to move the timing of the storage and release of some reasonable amount of water in the spring and summer for additional out-of-stream water uses.

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- Assure the least possible harm and greatest shared benefits across the U.S. and Canada for ecosystem, hydropower, flood risks, recreation, navigation, and other water management purposes
- The terms of any post-2024 CRT should be resilient enough to reasonably adapt to fundamental changes in climatology and other key drivers such as policy changes in flood risk operations or ecosystem.
- The term of the CRT post-2024 should be long enough to allow each country to rely on the CRT's planned operations and benefits for purposes of managing their long range budgets, resource plans and investments, but adaptable enough to allow periodic rebalancing of benefits if necessary.
- Consider the reasonableness of requiring compensation to move water from the spring to winter regulated releases as contemplated under the original CRT, and then a second layer of compensation to move water from winter releases back to the spring period.
- U.S. reservoirs/projects will continue to meet their authorized uses consistent with their applicable legislation and other U.S. laws such as the Clean Water Act, Endangered Species Act, etc.

#### **Ecosystem-based Function**

- Reasonably expand on present CRT flow augmentation flows for Spring and Summer.
- Design and incorporate a dry year strategy, potentially based on present non-Treaty storage (NTS) concept.
- Gain long term assurance of flow augmentation/dry year water (not negotiated every year).
- Design CRT to be adaptable to present and future ecosystem requirements (e.g. BiOp)
- Assess whether there is a mutual interest to consider the feasibility of fish passage above Grand Coulee.
- Define the extent that Columbia River Ecosystem is a shared obligation
  - a. Is reshaping of water a shared obligation between the U.S. and Canada for ecosystem benefit? If so, how do we share the costs?
  - b. Include planned ecosystem flows occurring as a coordinated operation of the Treaty.
- The U.S. and Canada agree to an operation of Libby to achieve ecosystem benefits on both sides of the border (e.g. Libby sturgeon operation).

#### **Hydropower**

- Establish an equitable sharing of the actual downstream power benefits created through coordinated power operations. The U.S. perspective is that this will result in an outcome of a substantial reduction in Canadian Entitlement.
- Renegotiate the present "Aspects of Delivery Agreement" to create the least cost transmission strategy for both countries to return the CE to Canada. This includes reconsidering the flexibility of the return.
- Any reductions in generation capability for either country should consider the implications for lost revenue, system reliability, renewable resource integration, and carbon emissions.

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- Substantial changes in power generation during peak load periods – resulting in substantial increases in system loss of load probability – are unacceptable.

### **Flood Risk**

- The overall objective for the U.S. Entity is to provide a similar level of flood risk after 2024 as existed under the Treaty for the first 60 years in accordance with congressional authorization.
- The U.S. and Canadian Entities need to establish a common understanding of methods and procedures for post-2024 "Called Upon" Flood risk management implementation and for reasonable compensation to Canada for economic losses and operating costs associated with that operation.
- Develop Post-2024 Called Upon Operations as defined by the U.S. Entity white paper.
- Canadian power drafts will be available for flood storage
- Called Upon Storage would be considered only if Canadian power drafts do not provide sufficient storage in conjunction with use of U.S. system flood storage.
- Projects will be drafted according to their current storage reservation diagram (SRDs), although future flood risk management (FRM) studies may evaluate alternative SRDs.
- Both Canadian and U.S. projects are first operated to their expected power objectives and other project purposes, including Canadian local flood control, before making a Called Upon request.
- "Effective Use" flood risk management operation after 2024 is limited to the eight U.S. reservoirs authorized for system flood control – consistent with their meeting authorized purposes.
- Flexibility is needed for adapting to changing objectives in the U.S. and Canada and to climate change to avoid additional risks to authorized purposes.

### **Navigation**

- Minimum and maximum flows/water levels must be provided in a manner that does not create significant economic/commerce issues.

### **Water Supply**

- U.S. domestic interests are seeking the storage and release of some reasonable amount of water from Canada in the spring and summer for additional out-of-stream water uses.
- The U.S. domestic sovereigns – in conjunction with domestic stakeholders – will determine how any water shifted to spring and summer period flows will be managed and allocated to within-stream and out-of-stream uses. (See "Domestic Matters" below)

### **Climate Change**

- The post-2024 CRT must consider impacts from climate change to all elements described above.
- Climate change strategy needs to be resilient, adaptable and flexible.

### **Post-2014 Process**

- Assume both countries commit to respectful/good faith effort and negotiation

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- o If unable to achieve agreement in principle on key items by Summer 2014, then the U.S. Entity would recommend beginning discussions from a clean slate rather than the present imbalanced existing Treaty.
- o Length of the Agreement: Consider something shorter such as 20 years with periodic (5 year) reviews – or some other alternative that achieves a similar outcome.
- o Need to establish the period of negotiation (stating a schedule or overall timeframe) so that all involved in the processes can set expectations/resource commitments accordingly.

**Domestic Matters to be Addressed Beginning in 2014**

- o **U.S. Columbia River Basin Flood Risk Policy Review:** USACE will work with U.S. domestic interests to describe the process that is required for obtaining Congressional authorization and appropriations necessary to allow a region-wide public process to change the current level of flood risk protection in the Columbia River basin to provide greater ecosystem flows. This will occur between 2014 and 2024. Post-2024 CRT provisions, including called upon, will be designed to adapt to any such changes that may be authorized.
- o **Spring and Summer Flow Allocation:** Pacific Northwest States and Tribes will design and initiate a process to allocate any additional spring or summer flows derived through the post-2024 CRT operations, with other regional stakeholders involved (to be determined if/after flow allocation occurs). The US Entity will incorporate decisions from this process into their post-2024 CRT planning and operations.
- o **Assessment of Reduced CE Benefits:** BPA will host a public process between 2014 and 2024 to assess the expected potential changes to its annual revenue requirements and rates due to any re-design of the CRT post-2024 and discuss with the region how to manage those costs and benefits consistent with BPA's statutory authorities.
- o **Post-2024 CRT Implementation:** Following the conclusion of the U.S. and Canadian negotiations of the terms of the post-2024 CRT, the U.S. Entity will initiate a conversation with the regional sovereign's and stakeholders to review the current CRT implementation process and discuss the merits of various approaches to efficiently incorporate and implement any new ecosystem, FRM, power and any other expected new operational objectives under the CRT.
- o **U.S. Flood Plain Reconnection:** Advocate for the Northwest Power & Conservation Council Fish and Wildlife Program and NOAA/NMFS Recovery Planning process (particularly estuary actions) to carefully consider the value of selective flood plain reconnection for the purpose of taking advantage of any additional spring or summer or dry year flows that may be achieved through CRT post-2024 operations.

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**APPENDIX A**

Excerpts from "Principles for determining and apportioning benefits from cooperative use of storage waters and electrical inter-connection within the Columbia River System,"  
(JC, Dec. 29, 1959)

**General Principle No. 1**

Cooperative development of the water resources of the Columbia River Basin, designed to provide optimum benefits to each country, requires that the storage facilities and downstream power production facilities proposed by the respective countries will, to the extent it is practicable and feasible to do so, be added in the order of the most favorable benefit-cost ratio, with due consideration of factors not reflected in the ratio.

**General Principle No. 2**

Cooperative development of the water resources of the Columbia River basin should result in advantages in power supply, flood control, or other benefits, or savings in costs to each country as compared with alternatives available to that country.

**General Principle No. 3**

With respect to trans-boundary projects in the Columbia Basin, which are subject to the provisions of Article IV of the Boundary Waters Treaty of 1909, the entitlement of each country to participate in the development and to share in the downstream benefits resulting from storage, and in power generated at site, should be determined by crediting to each country such portion of the storage capacity and head potential of the project as may be mutually agreed.

**Power Principle No. 1**

Downstream power benefits in one country should be determined on the basis of an assured plan of operation of the storage in the other country.

**Power Principle No. 2**

The power benefits attributable to an upstream storage project should be estimated in advance to the extent possible to the mutual satisfaction of the upstream and downstream countries. These estimates of power benefits should be subject to review in accordance with the agreed principles every five years, or more often as may be agreed, to take into account in subsequent estimates any change in previously assumed conditions and to ensure optimum utilization of the storage and accurate determination of future benefits.

**Power Principle No. 3**

If, the amount of power benefits considered to result in the downstream country from regulation of flow by storage in the upstream country should be determined in advance by computing the difference between the amount of power that would be produced at the downstream plants with the storage regulation and the amount that would be produced without such regulation. This determination would be made on the assumption that upstream storage is added at an agreed-upon level or condition of storage and power supply. The storage credit position of the upstream storage thus established should be preserved throughout the period of the agreement.

**Power Principle No. 4**

The amount of power benefits determined to result in the downstream country from regulation of flow by storage in the upstream country would normally be expressed as the increase in dependable hydroelectric capacity in kilowatts under an agreed upon critical stream flow condition, and the increase in average annual useable hydroelectric energy output in kilowatt-

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hours on the basis of an agreed upon period of stream flow record. Since this procedure requires relating the increased power production to the loads to be met in the downstream country and adjustment of the upstream country's entitlement to conform more nearly to its load requirements, consideration might be given in the negotiations to the adoption of arrangements that would be less dependent upon consideration of the load patterns in each country.

**Power Principle No. 5**

Whenever it is necessary to place a monetary value on downstream power benefits arising in one country from storage operation in the other country, the value should be the estimated cost to the downstream country of obtaining equivalent power from the most economical alternative source available except where the appropriate Canadian and United States agencies specifically agree on some other basis of evaluation.

**Power Principle No. 6**

The power benefits determined to result in the downstream country from regulation of flow by storage in the upstream country should be shared on a basis such that the benefit, in power, to each country will be substantially equal, provided that such sharing would result in an advantage to each country as compared with alternatives available to that country, as contemplated in General Principle No. 2. Each country should assume responsibility for providing that part of the facilities needed for the cooperative development that is located within its own territory. Where such sharing would not result in an advantage to each country as contemplated in General Principle No. 2, there should be negotiated and agreed upon such other division of benefits or other adjustments as would be equitable to both countries and would make the cooperative development feasible.

**Flood Control Principle No. 1**

Flood control benefits should be determined on the basis of an assured plan of operation and flood control regulations agreed to in advance.

**Flood Control Principle No. 2**

The downstream flood control benefit of the upstream storage to be operated in accordance with an agreed-upon flood control plan should be estimated in advance on the basis of the effectiveness of such storage in meeting the flood control objectives applicable in the downstream country at the time the upstream storage is provided.

**Flood Control Principle No. 3**

The monetary value of the flood control benefit to be assigned to the upstream storage should be the estimated average annual value of the flood damage prevented by such storage.

**Flood Control Principle No. 4**

The upstream country should be paid one-half of the benefits as measured in Flood Control Principle No. 3, i.e., one-half of the value of the damages prevented.

**Flood Control Principle No. 5**

The amount due to the upstream country under the foregoing principles should be determined in advance of construction of each storage project. Payments to cover the entire period that the arrangements are to be effective should be made in cash as a lump sum or as periodic amounts as may be agreed upon to the mutual satisfaction of the upstream and downstream countries.

**Flood Control Principle No. 6**

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In the event of the downstream country requesting special operation for flood control of storage included in the assured plan of operation, beyond the type of operation provided for in such assured plan, the upstream country should be compensated for any loss of power which may result there from. In the event of the downstream country requesting the operation, for flood control, of storage not included in the assured plan, the upstream country should similarly be compensated for any loss of power which may be sustained by the upstream country and in addition should be paid on the basis of half the damages prevented by the operation for the storage in question.

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**APPENDIX B**

**Columbia River Treaty 2014/2024 Review Objectives**  
**Excerpted from "Sovereign Participation Process"**  
**Approved by the Sovereign Review Team July 14, 2011**

**Primary Operational Driving Purposes and Objectives**

**Ecosystem-Based Function**

- Provide streamflows with appropriate timing, quantity and water quality in the basin to promote productive populations of native fish and wildlife.
- Provide reservoir conditions to promote productive populations of fish and wildlife.
- Provide for stream flow and reservoir conditions that protect and enhance cultural resources.
- Improve hydrology in the estuary to promote productive populations of native fish and wildlife.

**Hydropower**

- Provide an adequate, efficient, economical, and reliable power supply.
- Provide a flexible power system for integrating renewable resources.
- Ensure that the Canadian Entitlement accurately reflects the power value of the Treaty to the United States relative to termination.

**Flood Risk**

- Provide an acceptable level of flood risk.

**Impact Assessment Objectives**

**Navigation**

- Assess the impacts on the ability to provide an authorized navigation channel and safe lockage.
- Assess the impacts on the ability to provide reservoir conditions to allow for ferry operation.

**Water Supply**

- Assess the impacts on the ability to provide current water supply reliability.
- Assess the opportunities for additional water supply from Canada for in-stream and out-of-stream uses for the Columbia River Basin.
- Assess the impacts of effective use on in-stream and out-of-stream uses for the Columbia River Basin.

**Recreation**

- Assess the impacts on the ability to provide conditions to protect infrastructure related to reservoir and river recreation.
- Assess the impacts on the ability to provide reservoir and river conditions for safe and enjoyable recreational activities.

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**Climate Change**

- o Assess the opportunities to provide for operational flexibility and resiliency that allows the system to mitigate<sup>10</sup> for and adapt<sup>11</sup> to climate change.

**Environmental Issues or Concerns**

- o Assess the impacts on the ability to minimize contaminated sediments.

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**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Tuesday, June 04, 2013 4:29 PM  
**To:** (b) (6)  
**Subject:** FW: Strike Team Outreach Strategy Recommendation  
**Attachments:** CRT Memo on Strike Team Steps 5-28-2013.doc  
**Importance:** High

Bill – here is the Power Group public affairs stuff I mentioned yesterday. I am making progress on keeping people focused on the right things, but it's definitely a challenge.

Take a look at this, and let me know what you think.

On June 20<sup>th</sup>, I will be in a small group meeting that will take all of this and attempt to turn it into a focused action plan.

TW

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**From:** Grassell, Suzanne [mailto:Suzanne.Grassell@chelanpud.org]  
**Sent:** Monday, May 27, 2013 11:45 PM  
**To:** Smith, Jeff; Grassell, Andrew; Anna Miles - Snohomish PUD; Bill Dobbins; Bill Gaines - Tacoma Public Utilities; Bob Huber - Alcoa; Bob Mack - Tacoma Power; Brad Hawkins (Douglas); Chad Bartram - Benton PUD; Cindy Wright - Seattle City Light; Dan Bickford - Benton PUD; David Mills - PSE; Dean Sutherland - Clark PUD; Denny Rohr - Consultant (Grant PUD); Dick Adams - PNUCC; Ed Brost - Franklin PUD; Ed Mount - Benton PUD; Erin Apperson - Puget Sound Energy; Geoff Carr - Northwest Requirements Utilities; George Caan - WPUDA; Carrington, Gregg E.; Ian Hunter - Snohomish PUD; James Allen - PSE ; Jason Heuser - EWEB; Jessica Matlock - Snohomish PUD; Jim Schroeder - PacifiCorp; 'Joe Lukas - WMG&T'; John Anderson - Idaho Power; Janney, John; John Saven - Northwest Requirements Utilities; Karen Miller - Benton PUD; Keith Knitter - Grant PUD; Moriset, Keith (Tacoma); Ken Finicle - PSE ; Nordt, Kevin (Grant); Kevin O'Meara - Public Power Council ; Hudson, Kirk; Kristin Meira - PNWA; Lisa Rennie - Tacoma Power; Marie Morrison - Snohomish PUD; Martin Doern - PGE; Matt Steuerwalt; Maura Brueger - Seattle City Light; Melinda James - Grays Harbor PUD; Mike McClenahan - Grant PUD; Nicole Case - PPC Consultant; Patrick Maher (Avista); Phil Obenchain - PacifiCorp; Robert Cromwell - Seattle City Light; Rose Feliciano - Seattle City Light; Burris, Ruth (PGN); Buehn, Scott; Scott Corwin - Public Power Council; Scott Kinney - Avista; Shane Bickford - Douglas PUD; Shawn Bryant - PSE; Stacey Kusters - PacifiCorp; Ted Coates - Tacoma Power; Tess Park - Idaho Power; Tim Culbertson - Grand Coulee Project Hydro Authority ; Tom Haymaker - Clark PUD; Tony Webb - Grant PUD; Tony Williams - ATT; Yount, Tracy; Will Hart - ICUA; Zabyn Towner - PNGC Power  
**Cc:** Grassell, Suzanne; Smith, Jeff; 'Brad Hawkins (Douglas)'; 'Zabyn Towner - PNGC Power'; 'Scott Corwin - Public Power Council'; 'Maura Brueger - Seattle City Light'; 'Bob Mack - Tacoma Power'; 'Feliciano, Rose'; 'LRennie@ci.tacoma.wa.us'; Yount, Tracy; 'Sprague, Collins'; 'Dean Sutherland - Clark PUD'; 'Karen Miller - Benton PUD'; 'Joe Lukas - WMG&T'; 'George Caan - WPUDA'; 'LEsparza@franklinpud.com'; 'ebrost@franklinpud.com'; 'cberry@gcpud.org'; 'emount@teainc.org'; 'mjames@ghpud.org'; 'jsaven@pacifier.com'; 'Kristin Meira - PNWA'; 'Phil Obenchain - PacifiCorp'; 'Jim Schroeder - PacifiCorp'; Burris, Ruth (PGN); 'John Anderson - Idaho Power'; 'Erin Apperson - Puget Sound Energy'; 'K.Sugden@flathead.coop'; 'Bob Huber - Alcoa'; 'Martin Doern'; 'Josh.Wilund@alcoa.com'; 'Matlock, Jessica'; 'nkcaseconsulting@gmail.com'; 'Sybil Brown'; 'tculbertson@gcpha.org'; 'dsmith@ghpud.org'; 'LAnderson@wpuda.org'; 'Dan James'; Debbie Bone-Harris  
**Subject:** Strike Team Outreach Strategy Recommendation  
**Importance:** High

Good morning. In preparation for Thursday's Power Group meeting, attached please find a memorandum from the Power Group Strike Team. We were tasked with providing recommendations for an outreach strategy. Over the past couple of months, we had several conference calls on this topic. As part of our conversations, we wrestled with a number of "strategic direction" questions that will ultimately affect the content of the tactical

outreach strategy. We thought there may be value in conveying these questions to the full Power Group, so in addition to the **attachment** outlining specific outreach steps, below are a number of questions we're submitting for Power Group consideration.

### Context

The U.S. entity will provide its recommendation for the future of the Columbia River Treaty to the U.S. Department of State by year's end. The U.S. Entity's recommendation will be influenced by technical studies and input from the Sovereign Review Team. Once the recommendation moves to the State Department, it is unclear how a process for continued regional input may be structured. A major question influencing the structural context of negotiations is whether a regional consensus will be reached before the State Department initiates formal negotiations with Canada. Pressure to reach regional consensus (i.e. a meeting of the minds among power, flood control and ecosystem interests) is already coming from Northwest policy makers. Therefore, some may argue that before the Power Group's principle on power benefits can be advocated in an international negotiation with Canada, some fundamental decisions need to be made about how the Power Group addresses its *non-power* principles and the appropriate role of the Columbia River Treaty. Answering the following questions will help inform the Strike Team's outreach process. In addition, until the Power Group has a better understanding of various entities' roles and responsibilities, processes, and timelines, it will be difficult for the Strike Team to implement an effective outreach program.

1. Does the Power Group have the resources it needs to effectively implement the outreach strategy? Should the Power Group consider options to further centralize/coordinate Power Group interests?
2. How will the Power Group engage the other federal agencies (such as Interior and Commerce) which will influence the Department of State's decision?
3. How would an ecosystem approach affect existing fish and wildlife agreements governing the river? How will that be assessed for U.S. negotiations? Will the Power Group research and assess this issue?
4. Is there a need to conduct economic modeling to identify the impact of changes in river operations to various regional economic interests? If so, who could provide this service and what is the Power Group's role?
5. How will the Power Group position itself in the context of "ecosystem" interests? Will the Power Group proactively oppose efforts to use the Treaty as another regional fish forum?
6. Will the Power Group endorse an outreach strategy that supports the work of the federal system and other hydropower operators in protecting fish outside the Treaty context? What type of information is needed to show that river operators have continued to invest millions for fish and environmental protection outside the Treaty construct?

7. Can the Power Group accurately assess Canada's position with the U.S. in terms of Treaty leverage? Should the Power Group engage with Canadian power interests to better determine their positions and how they are weighing power and ecosystem interests in that country? Could that help inform the Power Group position?
8. Can the Power Group marshal additional resources to advocate for the economic aspects of Treaty reform (power benefits/flood control/navigation)? In order for the Power Group to achieve its goals with regard to U.S. prioritization of competing *internal* interests (ecosystem versus power ) and *external* interests (U.S./Canada), the Power Group must strengthen its voice by engaging a broader cross-section of political constituents (beyond ratepayers).
9. How will the Power Group react to the U.S. Entity's initial recommendation? How will the Power Group engage the Bonneville Power Administration and the U.S. Army Corps of Engineers?
10. Will the Power Group use the U.S. Entity's high-level recommendation to ask members of Congress to raise questions about desired U.S. (internal) goals in terms of the "ecosystem/flood control/power/navigation" debate and U.S. (external) goals in terms of negotiations with Canada?
11. Can the Power Group identify the opportunities/risks of regional decision-making versus the Department of State process? Can an outreach strategy be nimble enough to accommodate a possible shift in the Power Group's preferred "structure" of negotiations?
12. How will the Power Group deal with a rejection of its position in the context of an international Treaty? What is the mitigation plan?

Please note that the individuals listed in the "cc" line of this email are currently on the "Strike Team" email list. If anyone else would like to join the Strike Team (and thus receive invites to various future conference calls, etc.) please let me know.

Suzanne Grassell  
Governmental Affairs Program Manager  
Chelan County PUD  
(509) 264-1010  
[suzanne.grassell@chelanpud.org](mailto:suzanne.grassell@chelanpud.org)

**Memorandum**

To: The Columbia River Treaty Power Group  
FR: The CRT "Strike Team"  
RE: Recommended Outreach Strategy  
Date: May 28, 2013

**Overall Outreach and Communications Strategy**  
*(to be informed by answers to strategic direction questions)*

This outreach strategy is broken into five major sections focusing on 1) the U.S. Entity; 2) a 90-day regional plan (states, tribes, and local); 3) the congressional delegation; 4) administration officials; and 5) the media.

*1) U.S. Entity Engagement*

- The Power Group should request a meeting with BPA Administrator Bill Drummond during which CEO-level representatives from the group proposed improved two-way information sharing with BPA. (14 days)
  - a) Be prepared to provide detailed commentary on the U.S. Entity's *Draft Recommendation*.
  - b) Write a letter to the U.S. Entity asking for specific clarification on how the Power Group can be engaged in the Treaty review process going forward and emphasizing that the current avenues are insufficient. (14 days)
  - c) Suggest regular meetings with BPA with staff at various levels (technical and policy).
  - d) Urge BPA to increase its own public affairs effort in a substantive manner.

*2) Implement a 90-day Regional Outreach Plan*

- States. To date, Northwest states have been represented at the Sovereign Review Team by Northwest Power and Conservation Council members. It is time for representatives of the Power Group to meet with Governors' offices and members of state legislatures about how Treaty negotiations could affect state economics and jobs (30 days)
  - a) Educate states and local governments about the infeasibility and economic damage of the ecosystem alternatives. The iteration 2 studies show that many of the ecosystem alternatives harm the region through flood damage, reduced reliability from lost generation, and dramatically increased power costs.
  - b) Use existing outreach matrix to manage outreach assignments and ensure coverage.
- Tribes. The disparity between the CRT Power Group and tribes may decrease the impact that the congressional delegation can have on the Department of State as the CRT Power Group and tribes lobby U.S. negotiators from opposing sides. Increased tribal outreach could potentially narrow these differences; at a minimum, making an effort to engage tribes could demonstrate that the Power Group attempted to participate in a regional solution before going to Washington, D.C. (30 days)

- *Constituents.* Currently, the congressional delegation is hearing about this issue from utility executives, tribes and lobbyists. To create a real impact in D.C., the Power Group needs to bring this issue home to "real constituents." The region's congressional delegation need to hear about the Treaty from a cross section of interests that share a concern about the economic aspects of the Treaty. This would help change the dynamics of the debate, which has put river and power users on the defensive against those pushing for additional ecosystem mitigation.
  - a) Broaden the Power Groups' stakeholder presence by educating and engaging large customers, local units of governments and elected officials, and influential third party groups (business groups, Rotaries, etc.). Explain the impacts of the CRT on electricity costs to mobilize them on behalf of the Power Groups' position. (60 days)
  - b) Each member of the Power Group should get 10 to 20 people from their community to make a contact with a Member of Congress. (60 days)
  - c) Utilize these groups to engage the media (see media outreach below). (60 - 90 days)

### *3) Engage the Congressional Delegation*

- Members of Congress and congressional staff have a baseline of information about the Columbia River Treaty but will need continued education as key decision points come into focus. In addition to continued education, however, the Power Group should encourage Congress to be more proactive in terms of publically hearing constituent viewpoints and influencing the U.S. Entity and State Department. Some offices and committee staff have offered to help raise awareness and/or provide oversight over the formation of the recommendation and the approach by the Department of State.
  - a) Ask offices to urge the U.S. Entity to provide a strong draft recommendation that is a reasonable starting point for a widely- supported regional recommendation. The timing for this approach would be prior to the release of the draft recommendation.
  - b) Support a neutral, fact-finding approach for members of Congress to formally inquire into the Treaty in a bipartisan manner (could possibly include regional or D.C. hearings, but more recognizance is needed in this area before the Strike Team can make an affirmative recommendation). (Not before 90 days).
  - c) Evaluate other avenues -- i.e. a congressional colloquy, delegation visits with Administration officials, or eventual Appropriations report language (TBD)
  - d) Draft a "Dear Colleague" letter general enough to get broad support from the Northwest congressional delegation but pointed enough to get the attention of the Departments of State and Interior. The letter will be particularly important if the U.S. Entity's draft recommendation falls short of an appropriate starting point. (Fall - between the release of the draft recommendation and the final recommendation delivered to State in late 2013).

### *4) Meet with Administration Officials*

- With Capitol Hill engaged, it is increasingly important to meet with the key agencies in addition to BPA and the U.S. Army Corps of Engineers. The timing of most of these meetings would be following the release of the U.S. Entity's draft recommendation. The Power Group should consider inviting some large Northwest customers in addition to Power Group members when arranging these meetings.

- a) Meet with staff from the Department of State in the region, or set up separate meetings in Washington, D.C. Matt Rooney is still the lead, but staff change and have varying levels of expertise and familiarity with the Treaty.
- b) Meet with leadership at the Department of Interior and make sure the delegation is aware of the agency's effort to insert itself into negotiations. The Department of Interior is of particular concern as it appears (both in SRT meetings and in the Joint Federal meetings in D.C.), that the Fish and Wildlife Service, the Bureau of Indian Affairs, the United States Geological Survey are asserting themselves over the Bureau of Reclamation with a view that DOI should be the agency "looking out" for ecosystem concerns deliberations and becoming a de facto "third leg" of the U.S. Entity.
- c) The Power Group should determine whether the Council of Environmental Quality will become active on this issue.
- d) Continue individual utility outreach/meetings and report to the Power Group (Outreach Matrix)

### 5) *Engage the Media*

- To date, the Power Group has not had a coordinated communications plan. Media outreach has been conducted on an individual basis.
  - a) Consider supplementing individual member efforts by coordinating media resources and providing either a Power Group spokesperson to members who prefer not to speak with the press. Such a spokesperson should have the confidence of the Power Group (be "endorsed") and be able to respond to media questions in real time. (14 days) Continue to write opinion editorials. (Ongoing)
  - b) Utilize newsletters, letters to the editor, bill stuffers, etc. to educate the public on the Columbia River Treaty. (Ongoing)
  - c) Ask each member of the Power Group to conduct a forum on the Treaty in their local community that would achieve some press coverage (and possibly a related opinion editorial). (30 - 90 days)
  - d) Provide a public affairs tool kit for utility managers and public affairs staff to supplement the existing leave-behind document as the need to respond to public and media inquiries increases. (45 days)
  - e) Promote the Columbia River Treaty Power Group website and provide additional, fresh content whenever possible (links to opinion editorials, etc.).

---

**From:** Bill Drummond (b) (6)  
**Sent:** Saturday, July 13, 2013 11:04 PM  
**To:** 'Tony Williams'  
**Subject:** RE: CRT/other issues

Sounds great. Let's talk on Monday. Enjoy the rest of your weekend.

Bill

-----Original Message-----

**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Saturday, July 13, 2013 11:41 AM  
**To:** Bill Drummond  
**Subject:** Re: CRT/other issues

Hey friend - not to worry. you have big fish to fry for sure. i am free from 10 am to 2pm on Monday.

i actually talked to Sandy yesterday about getting on your calendar for a call. if you can talk monday, great. if not, sandy and i will make it happen.

also, i'm trying to get you and sonya together with my dc partner, jeff bjornstad. he was patty's chief (as well as larsen's and adam smith's). you two should know each other.

now, go back to enjoying your weekend!

Sent from my iPhone

On Jul 13, 2013, at 2:23 PM, "Bill Drummond" (b) (6)

> Tony;  
>  
> With deepest apologies, I obviously missed last week and this week  
> blew up when I was instructed to go to Washington with 8 hours notice.  
> Tough times at BPA with some nasty internal stuff. I don't remember  
> seeing this in the job description!  
>  
> Anyway, I am in the office on Monday, at a retreat on Tuesday and then  
> a redeye back to D.C. Tuesday night for the rest of the week. Do you  
> have any time on Monday?  
>  
> Regards,  
> Bill  
>  
> -----Original Message-----  
> **From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
> **Sent:** Saturday, July 06, 2013 8:41 AM  
> **To:** Bill Drummond

> Subject: Re: CRT/other issues  
>  
> Tuesday afternoon sounds great. Have a great visit to Montana!  
>  
> Sent from my iPhone  
>  
> On Jul 6, 2013, at 10:19 AM, "Bill Drummond" (b) (6) wrote:  
>  
>> Tony;  
>>  
>> Sorry yesterday didn't work out. I went to a meeting with Senator  
>> Wyden and then the rest of the day got away from me. I will try to  
>> call you on Monday or Tuesday, especially the latter. Does Tuesday  
> afternoon work for you?  
>>  
>> Bill  
>>  
>> -----Original Message-----  
>> From: Tony Williams [mailto:tony.williams@washington2advocates.com]  
>> Sent: Friday, July 05, 2013 10:21 AM  
>> To: Bill Drummond  
>> Subject: Re: CRT/other issues  
>>  
>> Hey Bill - could i try you early afternoon?  
>>  
>> i like your Montana "no cell service plan" a lot..  
>>  
>> Sent from my iPhone  
>>  
>> On Jul 4, 2013, at 6:49 PM, "Bill Drummond" (b) (6) wrote:  
> wrote:  
>>  
>>> Thanks, Tony. Are you working tomorrow? I will be around if you  
>>> want to talk then. Otherwise, I head to Montana on Saturday and  
>>> will be there through Tuesday, much of it without cell service  
>>> (which is one of the reasons I find it so attractive).  
>>>  
>>> Anyway, let me know when it would be convenient for me to call.  
>>>  
>>> Happy 4th of July.  
>>>  
>>> Regards,  
>>> Bill  
>>>  
>>> -----Original Message-----  
>>> From: Tony Williams [mailto:tony.williams@washington2advocates.com]  
>>> Sent: Wednesday, July 03, 2013 4:13 PM  
>>> To: (b) (6)  
>>> Subject: CRT/other issues  
>>>  
>>> Bill -(b) (6) when the SRT

>>> initial draft was released. I've spent the last three days talking  
>>> to a variety of people about the draft, and will write up a report  
>>> in the next  
>> day or so.  
>>>  
>>> Bottom line: the heavy emphasis in the report on "ecosystem management"  
>>> certainly got people's attention, and has stirred the pot. I will  
>>> pull together some thoughts, share them with you, and then we should  
>>> talk about how I can help you keep things moving in the right  
>>> direction over the next  
>>> 60 to 90 days.  
>>>  
>>> Also, I had lunch with Matt Steurwalt yesterday. Good lunch...some  
>>> things to share with you. And I have some stuff to share with you  
>>> from the Hastings shop and what they are hearing re: Wash state  
>>> possibly taking a different tone on Bi-Op issues than what was done  
>>> when Gregoire was Governor. Lots of interesting stuff to discuss.  
>>>  
>>> I will write up something for you and will hope to connect via phone  
> soon.  
>>>  
>>> Best,  
>>>  
>>> Tony  
>>>  
>>> [Tony]  
>

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Tuesday, July 16, 2013 6:49 AM  
**To:** Bill Drummond  
**Subject:** RE: attorney recommendations

Heads up -- apparently DOE has sent a statement to The Oregonian this morning that has the potential to make things worse...SB tipped me...but she hasn't seen it because they didn't share it with her...crazy.

The world (meaning industry and others) went nuts on this yesterday afternoon... (b) (6)

-----Original Message-----

**From:** Bill Drummond (b) (6)  
**Sent:** Monday, July 15, 2013 9:03 PM  
**To:** Tony Williams  
**Subject:** RE: (b) (6)

Thanks, Tony.

Bill

-----Original Message-----

**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Monday, July 15, 2013 3:38 PM  
**To:** (b) (6)  
**Subject:** FW: (b) (6)

Bill - see below. (b) (6)

TW

**From:** Vander Stoep, Kari L. [mailto:kari.vanderstoep@klgates.com]  
**Sent:** Monday, July 15, 2013 6:30 PM  
**To:** Tony Williams  
**Subject:** (b) (6)

(b) (6)

[Redacted]

(b) (6)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Tuesday, July 16, 2013 6:53 AM  
**To:** Baskerville,Sonya L (BPA) - DKN-WASH  
**Subject:** RE: Re:

I have been a bit frustrated by the gossip mongers...purely calling me to gossip about it...ok -- back to work, right?!?

-----Original Message-----

**From:** Baskerville,Sonya L (BPA) - DKN-WASH [mailto:slbaskerville@bpa.gov]  
**Sent:** Tuesday, July 16, 2013 9:51 AM  
**To:** Tony Williams  
**Subject:** Re:

Mine too. And I've received 2 this morning and it's not even 10:00a!

Sonya Baskerville  
BPA National Relations  
(b) (6)

----- Original Message -----

**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Tuesday, July 16, 2013 09:46 AM  
**To:** Baskerville,Sonya L (BPA) - DKN-WASH  
**Subject:** RE:

Thank you...amazing how poorly this is being handled...my phone rang off the hook starting about 2pm yesterday...industry types calling to say "what?!?" I also heard from a few staff...will check in later this morning.

-----Original Message-----

**From:** Baskerville,Sonya L (BPA) - DKN-WASH [mailto:slbaskerville@bpa.gov]  
**Sent:** Tuesday, July 16, 2013 7:37 AM  
**To:** Tony Williams  
**Subject:**

If you talk with our friend today, let him know that apparently DOE sent a statement to the Oregonian. I don't know what it says, but according to my source it is going to make all of our friends freak out even more.

Sonya Baskerville  
BPA National Relations  
(b) (6)

From: Sandy (b) (6)  
Date: July 19, 2013 4:38:50 PM PDT  
To: (b) (6)  
Subject: Fwd: Some thoughts

Confirm you received. Thanks.

Sandy

*Sent from my Verizon Wireless 4G LTE DROID*

----- Original Message -----

Subject: Some thoughts

From: Tony Williams <tony.williams@washington2advocates.com>

To: (b) (6)

CC:

I am thinking about BPA and how we communicate with our congressional delegation, and other public stakeholders who are in shock over what has happened in the last week. We need to find an opportunity to lead our supporters towards some goals and activities that will help us through the existing situation, as well as prevent bad things from happening that will be impossible to un-do someday down the road when the pressure is off.

This email is meant to give you a flavor as to what's in my mind, and then we can talk more by phone and then again in person about goals, what we can do, what we can't do, and how we move forward.

In terms of public affairs goals, I see three:

1. Find a forum, or receive clearance from DoE, for the BPA version of the story to be told and told soon. Perhaps the delegation could help us get our story out.
2. Ensure the region that the lights are on at BPA, and that from a power management standpoint, it's business as usual.
3. Prevent DoE from achieving its goals of having D.C in charge of BPA.

In terms of what to do, my brain is here:

1. We need to inform the congressional delegation about how unusual this process has been. They need to understand that a normal process would have gone something like this: management alert from IG, no immediate public proclamation or statement, meeting to discuss an IG's initial findings and what might be in their actual report vs. what's in the management alert, response from the agency to the issues raised by the IG, and then the release of a report that includes comments from the agency. The fact that BPA was given little to no chance to respond to these charges, and that there hasn't even been a report issued yet is very troubling. Our delegation needs to understand how unusual this process is and how BPA has been treated as "guilty as charged." How do we get our story out? Or, how do we get the delegation asking the right questions of DoE so that the chances of our story getting are improved? I believe we can energize certain key Members of the delegation to help us get these facts out.

a. As we talk about this one, I would appreciate knowing more about the kinds of questions that DoE is asking, and what problems/issues they are focusing their attention on.

2. We need to be thinking about how we create some kind of problem-solving commission here in the region that would take a look at what has happened and make its recommendations as to what should happen in the future. I'm thinking a few goals with this commission: a. it gives our delegation something to do that would keep as much of this investigation in the region vs. in D.C.; b. we need one person who understands energy and BPA and we need another who is a prominent veteran so that BPA's regional interests are protected and the vets community knows their issues are being taken seriously; c. we need two people who "get" that the goal of the commission is to solve this problem vs. using this issue as an opportunity to re-create BPA. Right now, I'm thinking the two best people to lead such a commission would be (b) (6) and (b) (6)

(b) (6). Let's talk. I could see Senators Murray and Wyden pushing this idea forward.

3. We need to think about how we bring Steve Wright into the discussion. What is DoE thinking about him? Are they going to reach out to him and ask him questions? Do they believe he might be a resource to use in terms of solving the problems here, and putting in place systems that would prevent this from happening in the future? Steve is a huge BPA resource – it would be real nice to bring him into this whole drama.

4. How long does Bill remain bottled? At some point, releasing him to give his version of events could be very helpful...again, perhaps the delegation can help w unbottling him.

So, you see where I'm going. Right now, the delegation is reacting as you would expect politicians to react – they are chasing the shiny bauble (vets and whistleblowers)

Highlighting tool unable to engage final sentence. Should be green; subject to discretionary release.

and commenting on it...they aren't thinking about the broader issues of concern to their constituents (i.e. preserving BPA's statutory authority) because no one is leading them there. I realize BPA is hamstrung in its ability to lead people right now, but we have allies who can, and we should think about how we employ them.

Best,

Tony

unknown.jpg ~

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Monday, July 22, 2013 9:21 AM  
**To:** Bill Drummond  
**Subject:** Re: Time to Talk

excellent - we will connect.

Sent from my iPhone

On Jul 22, 2013, at 12:17 PM, "Bill Drummond" (b) (6) wrote:

No worries. Seeing a friend for beer at 5:30 but free anytime before that.

Thanks,  
Bill

---

**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Monday, July 22, 2013 8:55 AM  
**To:** Bill Drummond  
**Subject:** Re: Time to Talk

Hey friend - great to hear from you. I would love to connect. i am in a board retreat today. Could i catch you late afternoon?

Sent from my iPhone

On Jul 22, 2013, at 11:39 AM, "Bill Drummond" (b) (6) wrote:

Tony;

Do you have some time to talk in the near future? I would like to chat with you about a few things and would appreciate your insights.

Let me know what works for you.

Thanks,  
Bill

---

**From:** Bill Drummond (b) (6)  
**Sent:** Tuesday, July 23, 2013 9:03 AM  
**To:** 'Tony Williams'  
**Subject:** RE: today

Sounds great.

-----Original Message-----

**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Tuesday, July 23, 2013 8:50 AM  
**To:** Bill Drummond  
**Subject:** Re: today

how 'bout 1115-ish?

Sent from my iPhone

On Jul 23, 2013, at 11:27 AM, "Bill Drummond" (b) (6) wrote:

> Works for me. About what time works for you?

>

> Bill

>

> -----Original Message-----

> **From:** Tony Williams [mailto:tony.williams@washington2advocates.com]

> **Sent:** Tuesday, July 23, 2013 8:04 AM

> **To:** Bill Drummond

> **Subject:** today

>

> bill - i'm sorry i missed you yesterday. can we connect late morning today?

>

> Sent from my iPhone

>

---

**From:** Bill Drummond (b) (6)  
**Sent:** Tuesday, July 16, 2013 9:29 AM  
**To:** 'Tony Williams'  
**Subject:** RE: Wash Post story

Thanks, Tony.

Bill

-----Original Message-----

**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Tuesday, July 16, 2013 8:58 AM  
**To:** (b) (6)  
**Subject:** Wash Post story

FYI - this just moved.

[http://www.washingtonpost.com/business/economy/energy-department-ousts-top-2-officials-of-bonneville-power-authority/2013/07/16/4b2bb744-ed8e-11e2-9008-61e94a7ea20d\\_story.html](http://www.washingtonpost.com/business/economy/energy-department-ousts-top-2-officials-of-bonneville-power-authority/2013/07/16/4b2bb744-ed8e-11e2-9008-61e94a7ea20d_story.html)

Best,

Tony

[Tony]

---

**From:** Sonya Baskerville (b) (6)  
**Sent:** Monday, December 02, 2013 8:44 PM  
**To:** Baskerville,Sonya L (BPA) - DKN-WASH  
**Subject:** FW: September Comms Plan Thoughts

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Date: Thu, 5 Sep 2013 18:59:54 -0400  
Subject: Re: September Comms Plan Thoughts  
From: (b) (6)  
To: [tony.williams@washington2advocates.com](mailto:tony.williams@washington2advocates.com)

Yep.

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Tony Williams  
**Sent:** Thursday, September 5, 2013 5:15 PM  
**To:** Sonya Baskerville  
**Subject:** Re: September Comms Plan Thoughts

sounds good - i'm less focused on where he does it...more focused on getting him out front in general on the issue...an op-ed would also be fine.

Sent from my iPhone

On Sep 5, 2013, at 5:11 PM, "Sonya Baskerville" (b) (6) wrote:

Just talked with Sarah. There hasn't been a huge number of RSVPs at this point, but they are still gathering that information. She wants to find out who is attending and whether his participation would be awkward given the way they have presented these before. She wants to think about it, but thinks there could be better opportunities. Thanks.

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** (b) (6)  
**Sent:** Thursday, September 5, 2013 4:34 PM  
**To:** Tony Williams  
**Subject:** Re: September Comms Plan Thoughts

Yes!

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Tony Williams  
**Sent:** Thursday, September 5, 2013 4:33 PM  
**To:** Sonya Baskerville  
**Subject:** Re: September Comms Plan Thoughts

excellent - let 's be a bit "pushy" together over the next month.

Sent from my iPhone

On Sep 5, 2013, at 4:29 PM, "Sonya Baskerville" (b) (6) wrote:

Very good. Also, I'm checking in with Sarah McNary on the biop briefing opportunity. Thanks.

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Tony Williams  
**Sent:** Thursday, September 5, 2013 4:13 PM  
**To:** (b) (6)  
**Subject:** Fwd: September Comms Plan Thoughts

Sent from my iPhone

Begin forwarded message:

**From:** Tony Williams  
<[tony.williams@washington2advocates.com](mailto:tony.williams@washington2advocates.com)>  
**Date:** September 5, 2013, 4:04:13 PM EDT  
**To:** (b) (6)  
**Subject:** FW: September Comms Plan Thoughts

Trying again – got kicked back to me the first time.

---

**From:** Tony Williams  
**Sent:** Thursday, September 05, 2013 3:04 PM  
**To:** (b) (6); (b) (6)  
**Subject:** September Comms Plan Thoughts

Elliott and Sonya – here are some thoughts on how we might approach several communications opportunities in September.

Ponder and let me know if you 'd like to talk more.

Best,

Tony

**From:** Sandy (b) (6)  
**Date:** September 5, 2013 3:54:51 PM PDT  
**To:** (b) (6)  
**Subject:** Fwd: September Comms Plan Thoughts

Email from Tony. Sonya also received. Read the part about you going to DC later in September. Heard from the Corp today that they are thinking another trip to DC may be necessary on Sept 19 & 20 to talk to DOS re Treaty. I let them know that you would be on leave those days but to let me know asap if that was a done deal. Waiting to hear back and will let you know.

Sandy

*Sent from my Verizon Wireless 4G LTE DROID*

----- Original Message -----

**Subject:** September Comms Plan Thoughts  
**From:** Tony Williams <tony.williams@washington2advocates.com>  
**To:** (b) (6), (b) (6), (b) (6)  
**CC:**

Elliott and Sonya – here are some thoughts on how we might approach several communications opportunities in September.

Ponder and let me know if you 'd like to talk more.

Best,

Tony

unknown.jpg ↪

BPA September 2013 Comms Plan memo.docx ↪

## MEMORANDUM

TO: Elliott Mainzer  
CC: Sonya Baskerville  
FR: Tony Williams  
DT: September 5, 2013  
RE: Ideas for September Communications Plan

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As we discussed last week, September provides a number of great opportunities for you to “lean in” publicly as Acting Administrator and help restore BPA’s regional leadership role. The key here is to engage in a balanced way so that you’re appropriately respectful of the current situation while also helping BPA move forward on critical issues at this moment.

With that balancing act in mind, I want to recommend some possible pro-active communications steps you could take in the coming weeks that would: 1. help re-assert BPA’s long-standing public position as the region’s problem-solving authority on difficult energy and natural resources issues; and, 2. appropriately establish your credentials on big BPA issues, which is both positive from a short-term and long-term perspective. In the short-term, these activities would give the agency some political breathing room in the region and in D.C. while the hiring audit issues are resolved, and in the long-term, it means a stronger BPA because our Deputy will be stronger and more experienced when Bill returns to work.

With all those key big picture things in mind, here are my thoughts on the opportunities in front of us and how we take advantage of them for good things:

**Columbia River Treaty** – the calendar is your friend here. You have a difficult balancing act here given the involvement of the State Department and other departments, so my best advice right now is to be super visible on Sept. 13<sup>th</sup>. Let’s be sure you find ways to be visible and making regular comments throughout the day so that people see you in a leadership role vs. being led by the D.C. types. In addition to being visible and picking your spots, I also think that we can leverage the bi-op rollout and the release of the next CRT draft to put you in positive and visible leadership positions. We should also discuss other regional forums that might create “visibility” opportunities on this issue in September.

**Biop rollout** – Sonya tells me the next stakeholder briefing is coming up soon. You should consider making brief remarks at that meeting, and also consider an op-ed for regional newspapers, and possible editorial board visits to The Oregonian and the Seattle Times. The point of being visible here is so that we can use the rollout as an opportunity to put some factual boundaries on the ecosystem management component that you’re dealing with on CRT. While you already know that the enviros will boo the updated biop, you will also get a lot of cheers from the river interests, and you will also get some positive comments from a bi-partisan group of our key Members of Congress. They want to see the biop implemented because they are tired of the issue, and they would love to see some boundaries put on CRT ecosystem management issues without them having to be the ones to do it (I’m thinking mostly of the Democrats here).

My brain tells me that it might be awkward to have you utilize the Sept. 13<sup>th</sup> meetings to forcefully frame the ecosystem management issue – if you do that, people might criticize for you over-stepping your bounds, and of being in the pocket of energy interests. However, if you use the biop rollout to frame those issues, I think you have a better chance of being heard, your chances of framing the ecosystem management issues in a positive way goes up because you are tying together two big government issues in one bow, and you will likely end up advancing the ball with the D.C. types because most of those who are working on the CRT issue are looking at everything through a “CRT only” lens vs. looking at these issues through a broader lens.

In the end, what I really like about “leaning in” on the Biop rollout from a communications standpoint is that it puts BPA back in regional problem solver mode. And my motives with this one aren’t really tied all that much to the cheers and criticism that will come from all corners when you make your comments – I’m more interested in seeing BPA in the news in its role as regional problem solver. We need to hit that button a lot in September.

**Wind ROD delay** – If these were normal times, BPA would put out a small statement, and it would make a little news in the papers and in Clearing Up, and that would be it. I think we need to be a little more forceful with this one so that the delay doesn’t feed the “BPA is afloat” narrative. I don’t think we need to go overboard, but this one might warrant a few pro-active press calls so that the news media gets that we’re leaning in on telling our side of the story, and you might also consider an email from you to CEO’s at impacted utilities.

From the media standpoint, I would focus on making some pro-active media calls to few key reporters who follow these issues closely (The Oregonian, Clearing Up, Seattle Times, etc). Again, the goal with any media outreach on this issue is less about the issue, and more about hitting that regional problem solver button as many times as possible in September.

**D.C. political trip/late September** – presuming there are not any limits on your ability to communicate with the regional congressional delegation, I think you should consider making a trip to D.C. in late September. The purpose of the trip would be to update NW Members of Congress on CRT, the biop, the wind ROD, and share your thoughts on congressional CRT hearings that Sonya and I expect to happen in October. Again, these meetings wouldn’t be about you, they would be about showing our “Board of Directors” that the agency is running smoothly, that you are managing from the balls of your feet, and that we’re operating as the regional problem solver on a variety of issues.

For now, those are my thoughts. I realize all of this could change in a moment if the IG report comes out soon. Please review and let me know if you want to talk further. I would also be happy to come down to Portland pronto to meet with you and your team about how we implement some of these ideas.

END

**From:** Elliot Mainzer (b) (6)  
**Date:** September 12, 2013 9:41:51 PM PDT  
**To:** Tony Williams <tony.williams@washington2advocates.com>  
**Subject:** Re: Checking in

Thanks, Tony. Let's talk these through on Saturday. I share your fears about reputation and have some comments to share about State's perspective on the Treaty. Let me know best time to connect. I am a very early riser. EM  
On Sep 12, 2013, at 9:11 PM, Tony Williams wrote:

Elliott – I just wanted to share a few thoughts with you as you head into tomorrow's public meetings.

First, I understand that we share (b) (6) and (b) (6) in common. Those are both good things. (b) (6)

[REDACTED]

OK, on to issues:

CRT: So, I'm sure you won't be surprised to learn that anxiety continues to build on the power side. They are hearing that State is totally aligned with the enviros and the Canadians...which is bad for the power interests. The power side is going to do their best tomorrow to shine a light on their issues, but clearly they need to engage even more strongly at a political level...or...hope that an empowered BPA, along with a strong political game plan in D.C., produces a more positive result. Candidly, the confidence level in BPA is low...not because of BPA...but because of ongoing issues involving a perceived takeover of BPA's authority by the powers-that-be in D.C. At the risk of being a broken record, I continue to be very concerned that BPA's reputation is going to take on more water unless we find some way within the existing situation to be on offense. I still think about your visibility as a critical way to prevent that water from coming on board.

Bi-Op: I'd still love to talk with you about this one. So, I raise Dan with you at the top because he and I talk regularly about a lot of this stuff. He and I have been thinking non-stop about how to get BPA out front on ecosystem issues in a positive way, and we still think that having you/BPA communicating strategically on the bi-op is something we should be discussing.

DoE: As I said in my voice mail, our friend, the former Administrator, continues to agitate on this one. He and I are talking tomorrow, and I will share his comments with you.

D.C. I'm going there next week and seeing lots of key people. I'd love to talk with before those meetings, which occur on weds and thurs.

In the end, all of the issues in this email are imminently manageable...I'm really more concerned about BPA's reputation and standing. I am very concerned that we've taken a bigger reputational blow than we can even imagine, and that with each passing day, it's going to make it more difficult for us to return our image to where it was prior to the IG's management alert. And, that's really what I want to discuss in more detail.

Last thing – I'm in Portland on Sept. 24<sup>th</sup>. I'm going to see if Peter Cogswell has time for coffee. He has expressed a desire to get to know me, and I'd like to do the same.

Lots of random thoughts...just sharing and thinking with you. Hang in there, friend. I'd like to do even more to help if possible.

Best,

Tony

<image001.jpg>

**From:** Tony Williams <tony.williams@washington2advocates.com>

**Date:** September 15, 2013 2:10:34 PM PDT

**To:** "Elliott Mainzer" (b) (6) <(b) (6)>

**Subject:** follow-up stuff

Elliott – thank you, again, for spending so much time with my yesterday morning. I have a few follow-up notes for you:

1. My contract: BPA is paying my firm \$75,000 per year to offer strategic political, policy and communications counsel. I am at your disposal in any way that you want.
2. The next month: I would like to be more closer to your team that is working on the political and communications challenges related to the upcoming report. I can get myself to Portland a few times between now and its release, and I am available to you and your team 24/7 for conf calls. I do a lot of this work with several of our clients, and am very used to be in crises situations. I can help you more, the more you integrate me into those efforts.
3. Please send me your Friday memos tomorrow if you can...or, of course, just have Sandy do it!
4. I will talk with Sonya first thing tomorrow morning.
5. I have calibrated Steve appropriately around any messaging he wants to send me for my D.C. trip. I will coordinate my messaging with Sonya so that I'm helping solve problems vs. creating more of them.

For now, I think that's it...I fly on Tuesday morning and come home Thursday evening. And I'm in Portland twice next week, and once the following week. I can work my schedule to accommodate a bunch of time with you and your team if it's necessary.

Best,

Tony

unknown.jpg ~

From: Tony Williams <tony.williams@washington2advocates.com>

Date: September 18, 2013 4:58:35 PM PDT

To: "Elliott Mainzer (b) (6)" (b) (6)

Subject: Comms Plan Thoughts

Elliott – we can talk tomorrow or Friday on the phone, but I wanted to get a note to you about a potential comms plan for the IG report. Sonya got together today and we spent some time talking about a BPA –focused comms plan for when the IG report is issued.

We can talk details another time, but here are the things we were thinking about:

- Will BPA's comments about the IG report be included in the final IG report that is released to the public? I sure hope the answer is yes, and I'm guessing you are working on that. They sure should be and that would help a lot with this comms plan.
- Who is writing your statement? You and BPA comms staff, or DoE staff?
- What limitations will be put on BPA staff in terms of who can communicate, who they can communicate with, and what can they say?
- We are hoping that BPA will be able to engage in a vigorous comms plan with various external audiences. In particular, we're thinking about these audiences:
  - The NW news media: Will you be able to have some kind of conference call with reporters so that you can answer questions, and focus on our message?
  - The congressional delegation: Will BPA be able to communicate directly with our congressional delegation?
  - Customers: Will our account execs be able to communicate directly with key customers?
- Will there be a detailed roadmap of next steps released along with the IG report that spells out how BPA will "reboot" the HR department?
- Will you be able to make a trip to D.C. to meet in person with our congressional delegation shortly after the report is released?
- Will we be able to encourage Members of our congressional delegation to

have some kind of hearing about the report and BPA's plans to fix all the identified problems?

For now, those are our thoughts...my hope is that there will be limited reins on you, so that you and other key BPA executives can communicate directly with a BPA-specific message vs. having DoE carry the messages for us.

Talk soon.

Best,

Tony

unknown.jpg ~

Message

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**From:** Tony Williams [tony.williams@washington2advocates.com]  
**Sent:** 9/23/2013 3:49:34 PM  
**To:** Cogswell, Peter (BPA) - DK-7 [/O=BPA/OU=BPASite1/cn=Recipients/cn=PTC2324]  
**Subject:** Re: For your review

oops - i will get you the attachment in just a few!

excellent - on 2pm tomorrow.

Sent from my iPhone

On Sep 23, 2013, at 11:40 AM, "Cogswell, Peter (BPA) - DK-7" <ptcogswell@bpa.gov> wrote:  
Hey Tony. Thanks much for the feedback, but I don't think you attached the doc with the track changes.

Also, I can make 2:00 tomorrow work. So book that. I can meet you downstairs in the lobby and we can grab a cup of coffee or whatever.

Peter

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**From:** Tony Williams [mailto:tony.williams@washington2advocates.com]  
**Sent:** Saturday, September 21, 2013 9:09 AM  
**To:** Cogswell, Peter (BPA) - DK-7  
**Subject:** RE: For your review

Peter – this is really great work...I made a few edits that are in track changes...feel free to accept any you like and ignore those that you don't like.

Here's what I like best about this plan – it's incredibly comprehensive. I think this will help DoE see why it's in their interests to have BPA lead this effort – there is a lot to do. Also, I like the tone. We need the chance to fall on our sword, so to speak, to those who work with us every day – our customers, our stakeholders, and our elected officials. It's critical to this process for all of those individuals to hear directly from us.

I think this looks good. Nice job.

On another note, I will be in Portland on Tuesday...presuming Tuesday is not the day of release, I'm wondering if you had time for me to come by and visit with you in the early afternoon...like 2pm or so? If not, we can always just catch up on the phone.

TW

**From:** Cogswell, Peter (BPA) - DK-7 [mailto:ptcogswell@bpa.gov]  
**Sent:** Friday, September 20, 2013 3:34 PM

**To:** Tony Williams

**Subject:** FW: For your review

Hey Tony:

Per our conversation yesterday, here is latest draft.

Peter

(503) 230-5227

Message

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**From:** Tony Williams [tony.williams@washington2advocates.com]  
**Sent:** 9/23/2013 3:54:09 PM  
**To:** Cogswell, Peter (BPA) - DK-7 [/O=BPA/OU=BPASite1/cn=Recipients/cn=PTC2324]  
**Subject:** RE: For your review  
**Attachments:** Communication strategy post IG report 9-2013 FINAL DRAFT with TW edits.doc

Here you go!

BTW, I told EM this morning that I thought this was really good...I say that I thought it was overly deferential in the opening graphs...I understand the tightrope you guys are walking there...so, just be sure you think that through...if the overly deferential approach is what we need to do, do it...but if you can back off there a bit, I would consider doing that.

Otherwise, great work.

See you tomorrow!

**From:** Cogswell, Peter (BPA) - DK-7 [mailto:ptcogswell@bpa.gov]  
**Sent:** Monday, September 23, 2013 11:40 AM  
**To:** Tony Williams  
**Subject:** RE: For your review

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**From:** Cogswell, Peter (BPA) - DK-7 [<mailto:ptcogswell@bpa.gov>]

**Sent:** Friday, September 20, 2013 3:34 PM

**To:** Tony Williams

**Subject:** FW: For your review

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Per our conversation yesterday, here is latest draft.

Peter

(503) 230-5227

(b) (5) [Redacted]

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**DRAFT 9/20/13**

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" "	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

**From:** Tony Williams <tony.williams@washington2advocates.com>

**Date:** October 1, 2013 3:31:13 PM PDT

**To:** "Baskerville, Sonya L (BPA) - DKN-WASH" <slbaskerville@bpa.gov>,  
"Cogswell, Peter (BPA) - DK-7 (ptcogswell@bpa.gov)" <ptcogswell@bpa.gov>, "Elliott  
Mainzer (b) (6)" (b) (6)

**Subject:** Gov't shutdown impacts on the energy industry

Team BPA – attached is a memo our team put together about the government shutdown and how it effects federal agencies in the energy space. You guys know much more about this than we do, but I thought you might like to see what we're sending our other clients in this space. In addition, we're working on a memo that is more political in nature that will be sent out soon to all of our clients. Please give me a shout if you have any questions or need any additional information. Talk soon.

Best,

Tony

unknown.jpg →

W2A Shutdown Impact on DOE FERC (2).docx →

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**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Monday, October 07, 2013 1:47 PM  
**To:** Tony Williams  
**Cc:** Nina Collier; Jeff Bjornstad; Kristen Michal; Jason Daughn; J Vander Stoep; Kraig Naasz; Larry Ehl  
**Subject:** W2A Update: Week 2 of the Gov't Shutdown  
**Attachments:** image003.jpg; Jeff and Tony's take week 2.pdf



**W2A UPDATE**  
**October 7, 2013**

**Jeff and Tony's Take: Federal Government Shutdown Week 2:**

As the Federal government shutdown begins week 2, we wanted to share you with some vision on how this mess could get resolved. As we discussed last week, given the lack of negotiations and the continued instance on a very vocal minority in the Senate and House to tie any deal to delaying Obamacare, this shutdown was going to last more than a couple of days. Today is day 6 of the shutdown, but on the horizon is another important deadline that could drive a short term resolution: Oct 17th, the date our nation reaches our national debt ceiling.

*Jeff's Take:*

This past weekend on the various political shows, you could see the Republicans (not all) moving off the message of delaying Obamacare to the message of debt and deficits. That is a very important step to resolving the current government shutdown mess. The Republicans are stronger when they talk about reducing government spending and paying down our national debt. I will allow my esteemed business partner, Mr. Williams, to discuss how the Republicans in Congress must learn how to declare victory on reducing government spending. I want to suggest it is time for President Obama to be bold and push action on the so called Grand Bargain.

The Grand Bargain is a plan to reduce our federal deficits through a combination of tax reform (lower the corporate tax rate/eliminate some deductions), curb the growth of Social Security and Medicare by implementing chained CPI, and investing in our country's infrastructure (bridges and roads) to drive the economy at a 3.0 to 3.5 percent annual growth.

President Obama correctly is not negotiating on efforts to repeal his signature health care law. That law will either work or not and only time will tell. However he can, and I argue must, put out a detailed Grand Bargain to move our country beyond this crisis to crisis governing. In 2011, the President and Speaker Boehner came close to a first Grand Bargain that would have reduced federal spending by over 4 trillion dollars. That deal did not get enough support because of an ongoing policy puzzle that is not resolved; the President wants a balanced package of more revenue (tax dollars) and entitlement curbs (chained CPI), but the vast majority of Republicans (not just the Ted Cruz's of the world) are adamantly opposed to any new taxes. This is the debate that is needed and will be central to the path forward on resolving the current shut down and raising the debt ceiling. In 2011, President Obama did negotiate with the

Republicans in Congress and that led to the Budget Control Act and a reduction federal spending of \$2.1 trillion dollars in federal spending over the next 10 years. Of course that was just a down payment on long overdue spending cuts to attack our federal deficit problems. President Obama must use his bully pulpit to sell his willingness to curb entitlements on his part of a big deal and the Republicans must figure out a way to give the President and Democrats some new revenue for a balanced way to pay down our outrageous annual deficits and keep the economy growing. The President going public to show he will chain CPI on entitlements is not without risk, it will alienate his Democratic base, but given he is not running for election again, he must be bold and make the case on a Grand Bargain.

*Tony's Take:*

I think Jeff raises a lot of good points in his comments, but I guess I'm starting to feel some of my "Republican instincts" coming out as I watch the President and shake my head. I have made clear that I am not impressed with Ted Cruz and the other Tea Party types who have only political game plans, and no clear policy game plans. Every night, I feel a lot of empathy for Speaker Boehner as he tries to find the sweet spot in this whole mess – I can guarantee you that he'd love to pull together an old-school compromise, but that just isn't going to happen without a political center developing.

And guess who can create the political center? Yes, that's right, Jeff, the President.

But here's the challenge – as bad as it is to watch the R's in Congress, I am equally unimpressed with the President. I really have no clue what he stands for, or what he wants out of this whole episode.

I love the idea of a Grand Bargain, but for that to happen, the President has to push for it, and he can't just do it by dumping on the R's – he will have to call out Harry Reid and Nancy Pelosi at the same time, which I just don't see happening.

So what do the R's do? My gut says that they focus their health care message more on fixing Obamacare than gutting it. Remember, the President and his staff are routinely open to making changes in the ACA. Republican's should point out where it's a mess, and then they should keep their focus completely on the tax and spending side of this whole debate.

The debt limit issue is a perfect opportunity to gain more victories on the tax and spending side of this whole debate – keep highlighting those issues, make the Dems defend the President's record on the deficit and debt (which they really don't like to do...if they did, they would have passed budgets in the House and Senate every year he's been President vs. not even proposing them), and then be heroes by passing a debt limit extension that has more teeth in it on the tax and spending side.

Whenever the R's are talking about the overall size of government and how the deficit and debt have skyrocketed under President Obama, the Dems in Congress squirm, and independent voters signal their support for R's. And every time, the R's launch a jihad against the President that seems more about politics vs. policy, they end up back on the defensive.

A major victory for the R's is right there in front of them – will they take it?

END

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** October 8, 2013 1:11:00 PM PDT  
**To:** "Elliott Mainzer ((b) (6) [REDACTED])" ((b) (6) [REDACTED]), "Sonya Baskerville((b) (6) [REDACTED])" ((b) (6) [REDACTED])  
**Subject:** FW: PGP Admin: DOE IG Audit Summary

FYI

**From:** Yount, Tracy [mailto:Tracy.Yount@chelanpud.org] **Sent:** Tuesday, October 08, 2013 3:33 PM  
**To:** Tony Williams  
**Subject:** FW: PGP Admin: DOE IG Audit Summary

**From:** Therese Hampton [mailto:thampton@publicgeneratingpool.com] **Sent:** Tuesday, October 08, 2013 12:04 PM  
**To:** April Owen; Avatare, Janne; Berg, Anna; Bill Gaines; Essex, Bob (Cowlitz); 'Bob Mack'; Brad Hawkins; Brenda White; Brenna Moore; CAPPER Megan; Carrington, Gregg E.; Chris Roden; CHURCHMAN Dave; Coates, Ted - External Email; 'Craig Collar'; Dan Bedbury; Dean Sutherland; Donald McMaster; Erin Erben; Huhta, Gary (Cowlitz); Holly Dohrman; Owen, Hugh; Jacobs, Charleen; Jaspers, Janet; Jason Heuser; Jeff Johnson; Smith, Jeff; Jim Smith; John Jordan; KAH Anne; Karen Willner; Kathryn McMahan; Kathy Loveland; Nordt, Kevin (Grant); Kimberly Gentle; Lisa Rennie; Lynn Latendresse; Margaret M. Anderson; Matlock, Jessica; Mike McClenahan; Monica Petterson; Nancy Van Hoven; [ngarcia@ci.tacoma.wa.us](mailto:ngarcia@ci.tacoma.wa.us); Pat McGary; Randalynn Hovland; Robert Geddes; Robinson, Chris; Rod Noteboom; Roger Gray; Ron Ihrig; Salmon, Sheila; Sandy Hunt; Stacy Davis; Steve Klein; Wright, Steve; [tmetcalfe@ci.tacoma.wa.us](mailto:tmetcalfe@ci.tacoma.wa.us); Tony Webb - GM; Wayne Nelson; [wdoobbins@dcpud.org](mailto:wdoobbins@dcpud.org); Yount, Tracy  
**Subject:** PGP Admin: DOE IG Audit Summary

Just for your information (and not for broader distribution) is my general summary of the DOE IG Report on BPA Personnel Practices.

### **Status of BPA Executives**

- The IG recommends that DOE evaluate the actions of management and other officials at BPA and determine whether disciplinary or other administrative actions are appropriate.
- DOE responds by saying "the Department will evaluate the totality of

the investigative information, as well as its own information, and make appropriate determinations.” There is no indication of timing associated with their decision.

### **Major IG Findings:**

- **RETALIATION:** The IG concluded that the disciplinary action against two human capital management employees appeared to amount to retaliation. One of the actions was taken despite specific direction from the Department’s Deputy Secretary to not take any retaliatory action against Bonneville HCM whistleblowers.
- **RESTRICTIVE SELECTION CRITERIA:** The IG asserts that the selecting official for a senior position closed a vacancy announcement [for which a veteran was at the top of the best qualified list] and then re-announced the position with additional, restrictive qualification criteria which it knew or had reason to know the veteran could not meet.
- **OPPOSITION TO REPORTING:** Bonneville failed to report internal audit findings of erroneous appointments and coordinate with DOE on appropriate remediation.
  - In June 2012, Bonneville conducted an internal review of its competitive hiring cases between November 2010 and May 2012 and identified 13 erroneous appointments and other impacts. An August 2012 report by a third-party reviewer confirmed the findings.
  - In September 2012, the same third-party reviewer concluded that the practice associated with category rating was not explicitly prohibited. This third-party determination was contrary to interpretation by a Bonneville attorney.
  - Based on the new third-party review, in October 2012, an HCM official sent a letter to DEO stating that “we have identified no situation where we believe corrective action is required.”
  - The IG audit indicates “there was internal disagreement about whether they had actually done anything wrong.”
- **BPA ASSERTION OF EXEMPTION:** Bonneville consistently asserted exemption from Department human resources policies. Bonneville’s position is that historical legislation and authorities allow it to function independently from the Department when it comes to its human resources

function. A May 2013 Department of Energy Office of General Counsel review concluded that Bonneville's authority with regard to personnel actions is derived from the Secretary of Energy's authority.

**Next Steps:**

- RECONSTRUCTION: At least 1,200 hiring case files need to be reconstructed by DOE, DOE contractor and OPM staff. BPA will pay the staffing costs associated with reconstruction which the IG Audit estimates to exceed \$3 million. This estimate includes \$200,000 to train Bonneville human resource staff for OPM recertification. This estimate does NOT include the salary costs associated with the new hires that may result from the reconstruction process.
- BPA "GET WELL PLAN": Bonneville is working with DOE on the development of this plan. It will be submitted to DOE no later than November 12, 2013. The target date for accomplishing the plan is September 30, 2014.

I see 3 key follow-up items now that the report has been released:

1. BPA Personnel Actions – It is unclear at this time when DOE will make decisions on personnel.
2. Reconstruction – Our interest in a transparent reconstruction process that assures the appropriate remediation and understanding of costs is important.
3. BPA Human Resource Authorities – It is clear that there is a difference of opinion about BPA's human resource authorities. This is an important point of clarification and it is important to retain BPA's flexibility to attract and hire the appropriate technical expertise.

PPC is working on outreach to the delegation and their response to the report. I will coordinate with Scott Corwin and others to assess the appropriateness and timing of any letters/communications.

Thanks, Therese.

**Therese Hampton, Executive Director  
Public Generating Pool**

(360) 210-7325 office | (b) (6)

thampton@publicgeneratingpool.com

<http://www.publicgeneratingpool.com/>

**From:** Elliot Mainzer (b) (6)  
**Date:** October 12, 2013 7:02:38 AM PDT  
**To:** Tony Williams <tony.williams@washington2advocates.com>  
**Subject:** Re: some thoughts

I am up and about. You can reach me at (b) (6).

On Oct 11, 2013, at 6:25 AM, Tony Williams wrote:  
This is the first story that actually lowered my blood pressure. Good stuff and progress with Wyden.

Sent from my iPhone

On Oct 11, 2013, at 8:14 AM, "Elliot Mainzer" (b) (6) > wrote:

Assuming you saw this from the comics section...

[http://www.oregonlive.com/business/index.ssf/2013/10/bpa\\_mainzer\\_tells\\_employees\\_h\\_e.html](http://www.oregonlive.com/business/index.ssf/2013/10/bpa_mainzer_tells_employees_h_e.html)

On Oct 10, 2013, at 7:47 AM, Tony Williams wrote:  
Amen - from a policy standpoint, i would also like to dig in a little bit on the substance pieces of the IG report.

Talk to you sat morning.

Sent from my iPhone

On Oct 10, 2013, at 8:21 AM, "Elliot Mainzer" (b) (6) wrote:

Looking forward to our call tomorrow at 7am. This is a good initial list to talk off. I'll also want to touch on policy a bit as the Big Three -- Treaty, Oversupply, and EIM -- are live, big stakes items and we want to maximize the probability for incremental success on each topic.

On Oct 9, 2013, at 11:25 AM, Tony Williams wrote:  
E – OK, my head is getting more clear on a few things...a few thoughts to share pre-call and/or over breakfast this weekend:

We continue to have two parallel tracks that need attention:

Track 1 Projects/Short-term Crisis Management

- Deal with the moment

- Reputation management
- Internal communications/morale building
- Rebuild trust with DoE/OPM/OMB
- Implement change
- Ongoing work managed well

#### Track 2 Projects/Long-term policy objectives

- Leadership transition
- Look forward/never have something like this happen again
- Internal morale/strong leadership
- Prevent intrusion

Key things to keep in mind:

1. Congressional delegation reality: this is not the 80s, 90s and early 00s when the delegation would rally together and fix stuff for BPA. New reality is that there are so many issues in front of these folks, and they are all driven by the every-changing 6-hour news cycle. Also, staff leadership is different than it was 10 to 15 years ago.
2. Outside Groups: their influence is relatively limited, and challenged by the delegation reality.
3. News cycle: the 6-hour reality means that the "global nature" of this story will peter out soon. Also, The O is only news org following this closely and they don't even home deliver 7 days per week now. The Seattle Times buried a 5-inch story today in the comics section. There will be more coverage, but it will be bit-by-bit vs. a steady stream of big-time regional news coverage.
4. Maintaining focus on managing the internal crisis is critical...as is figuring out how to pivot from the short-term crisis and into a more long-term leadership role.

These thoughts are driving my thinking today. I'd prefer to work directly with you, Sonya and Peter. But I also want to work in the most effective/helpful way. I think given the new realities of public affairs issues are managed these days, it makes more sense for me to continue working

directly with BPA. But I'd like to talk that through with you.

Talk soon.

Best,

Tony

<image001.jpg>

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** October 12, 2013 9:43:02 AM PDT  
**To:** Elliot Mainzer (b) (6)  
**Subject:** Re: to do list

Sounds good - time to focus on soccer games and college football.

Sent from my iPhone

On Oct 12, 2013, at 12:30 PM, "Elliot Mainzer" (b) (6) wrote:

Good stuff. Thx much. I will review this over the weekend and will be in touch Mon to sched some whiteboarding.  
EM

On Oct 12, 2013, at 8:55 AM, Tony Williams wrote:

E – great conversation. I appreciate your trust and look forward to helping you get through the next phase.

So, here is a mix of next steps, and things that need to be considered for next steps:

- Steve W message – I will help him as much as possible on that one. BTW, I'm having dinner with him Monday in Wenatchee. We might want to talk again before that one.
- Audiences for him to consider:
  - BPA employees/retirees
  - Department of Energy
  - The regional power community
  - The delegation/Governors
  - The news media
- Offense
  - Let's work with the Department to positively redefine the DoE-BPA relationship
  - EM focus on building trust and collaboration with Secy's office
  - Need an education process for the region to understand this entire reset process – this will be an important message effort for BPA to undertake
  - Part of the comms plan/issue management plan here needs some work around defining "three buckets" of how the BPA-DOE relationship works

- Bucket 1 – BPA has to give some kind of deference to DOE on issues where DOE has liability: let's definite that

- Bucket 2 – 50-50s (define issues where each side has some skin in the game)

- Bucket 3 – BPA is in charge

- Leadership issues

- NonRe department has political exposure

- Future of the Administrator – we didn't talk about this much, but your status will be a huge piece of ongoing "gossip" for many months to come/we need to be thinking about the comms plan around all of that intrigue

- (b) (5)

[REDACTED]

- Mainzer D.C. trip – let's work together on your message/and some relationship-building ideas whenever you make that trip

- Jaime – yes to your plan...at some point, I think both you and Jaime would benefit from having Jaime and I talk. She and I are very close...we trust each other very much. Ponder.

- Customers

- (b) (6) are leaning in on the reconstruction process – let's work together to help them be as constructive as possible

- One idea I didn't run by you: I am thinking the customers should consider a short-term contract for an experienced political/policy operative consultant who could help them through this period in time. My idea is that

- they hire (b) (6). I would like to make this suggestion to (b) (6)

- (b) (6) a lot,

- and think he could really help them do constructive things during this process. Ponder that one.

- Other stuff

- I'm thinking about you and broader communications – when is the time for you to do some public things like give a speech to a big group like the Portland City Club? Or go to The O and sit down with the editorial board?
- Let's connect at some point on Treaty. Folks are definitely restless there...and they will get more restless starting next week now that the IG report is out.
- If you and Peter and the rest of your team would like me to participate in a whiteboard issue management/comms plan session, I'd be happy to come down for that. I do tons of those with clients.

For now, I think that's it. Talk again soon.

BTW, no shine here...you're doing a great job in a very difficult situation.

Best,

Tony

<image001.jpg>

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** October 13, 2013 1:42:16 PM PDT  
**To:** Elliot Mainzer (b) (6)  
**Subject:** RE: Lots of pain to go around, but some glimmers of hope.

When we talk about Ted S, we can also talk about the Publisher, Chris Anderson...he and I are good friends...we share OSU in common...he was a Board colleague of mine...we should also talk about Jim Piro...yes, go enjoy that sunshine!

-----Original Message-----

**From:** Elliot Mainzer (b) (6)  
**Sent:** Sunday, October 13, 2013 4:40 PM  
**To:** Tony Williams  
**Subject:** Re: Lots of pain to go around, but some glimmers of hope.

Agreed. We'll want to talk about me finally sitting down with Sickinger and further nurturing the relationship. Gorgeous day here. Recharging batteries. Talk to you tomorrow. E

Sent from my iPad

On Oct 13, 2013, at 12:45 PM, Tony Williams  
<tony.williams@washington2advocates.com> wrote:

You know -- in some respects, this is how we would have written the editorial...take the punishment like an adult...and put together an adult response re: the future...it's very good news to know that we haven't "lost" The Oregonian...remember, the LBJ line about Vietnam..."when I lost Cronkite, I knew I had lost the country." Or something to that effect...well, the same would be true for BPA if we lost The O. And we haven't.

Turning the corner...one inch at a time.

-----Original Message-----

**From:** Elliot Mainzer (b) (6)  
**Sent:** Sunday, October 13, 2013 8:50 AM  
**To:** Tony Williams  
**Subject:** Lots of pain to go around, but some glimmers of hope.

[http://www.oregonlive.com/opinion/index.ssf/2013/10/its\\_the\\_ugly\\_moment\\_of\\_truth\\_f.html](http://www.oregonlive.com/opinion/index.ssf/2013/10/its_the_ugly_moment_of_truth_f.html)

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**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Thursday, October 17, 2013 3:19 PM  
**To:** Miller,Lori E (CONTR) - DKR-7  
**Subject:** Re: Meeting with Elliot, Sonya, and Peter

even better!!!

Sent from my iPhone

On Oct 17, 2013, at 6:16 PM, "Miller,Lori E (CONTR) - DKR-7" <[lemiller@bpa.gov](mailto:lemiller@bpa.gov)> wrote:

Great! How about 4:00 p.m.?

Elliot just had a cancellation.

---

**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Thursday, October 17, 2013 2:38 PM  
**To:** Miller,Lori E (CONTR) - DKR-7  
**Subject:** Re: Meeting with Elliot, Sonya, and Peter

i can make that work.

Sent from my iPhone

On Oct 17, 2013, at 5:37 PM, "Miller,Lori E (CONTR) - DKR-7" <[lemiller@bpa.gov](mailto:lemiller@bpa.gov)> wrote:

Hi Tony,

We were trying for time tomorrow at 8:30 a.m., but that's not going to work for Sonya. How about 4:30 p.m. tomorrow? I hate to do that to you on a Friday afternoon!

If that doesn't work we will head back to the drawing board.

Talk to you soon!

Lori Miller  
Regional Relations  
Bonneville Power Administration  
DKR-7  
☎ (503) 230-5228  
CRGT

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Thursday, October 17, 2013 4:23 PM  
**To:** Miller,Lori E (CONTR) - DKR-7  
**Subject:** Accepted: Whiteboard Session with DC

# Non-responsive

Begin forwarded message:

**From:** Tony Williams <[tony.williams@washington2advocates.com](mailto:tony.williams@washington2advocates.com)>

**Date:** October 15, 2013 7:13:38 AM PDT

**To:** Elliot Mainzer (b) (6)

**Subject:** RE: to do list

Great comments/feels like there is some offense in there! we need to definitely talk about my dinner last night. I provided a lot of therapy.

(b) (6) is still consulting...he'd be a perfect top dog at BPA if you got permanent. I will let you know how the convos go.

**From:** Elliot Mainzer (b) (6)

**Sent:** Tuesday, October 15, 2013 6:59 AM

**To:** Tony Williams

**Subject:** Re: to do list

Hey there. Wanted to provide a little bit of feedback here. See below.

On Oct 12, 2013, at 8:55 AM, Tony Williams wrote

E – great conversation. I appreciate your trust and look forward to helping you get through the next phase.

So, here is a mix of next steps, and things that need to be considered for next steps:

- Steve W message – I will help him as much as possible on that one. BTW, I'm having dinner with him Monday in Wenatchee. We might

want to talk again before that one.

- Audiences for him to consider:
  - BPA employees/retirees
  - Department of Energy
  - The regional power community
  - The delegation/Governors
  - The news media

**HOPE THE DINNER WENT WELL. SORRY WE DIDN'T HAVE A CHANCE TO CONNECT BEFOREHAND.**

- **Offense**
  - Let's work with the Department to positively redefine the DoE-BPA relationship
  - EM focus on building trust and collaboration with Secy's office
  - Need an education process for the region to understand this entire reset process – this will be an important message effort for BPA to undertake
  - Part of the comms plan/issue management plan here needs some work around defining “three buckets” of how the BPA-DOE relationship works
    - Bucket 1 – BPA has to give some kind of deference to DOE on issues where DOE has liability: let's definite that
    - Bucket 2 – 50-50s (define issues where each side has some skin in the game)
    - Bucket 3 – BPA is in charge

**AM THINKING/HEARING THAT PONEMAN MAY BE INTERESTED IN MAKING A VISIT TO THE REGION. THIS CAN BE A CENTRAL ORGANIZING PRINCIPLE FOR THAT MEETING. DETAILS TO COME**

- **Leadership issues**
  - Legal department has political exposure
  - Future of the Administrator – we didn't talk about this much, but your status will be a huge piece of ongoing “gossip” for many months to come/we need to be thinking about the comms plan around all of that

intrigue

(b) (5)  
[Redacted text block]

- o Mainzer D.C. trip – let’s work together on your message/and some relationship-building ideas whenever you make that trip. **YES. THINKING EARLY NOVEMBER. WILL SPEAK WITH JAMIE IN NEXT 48**
- o Jaime – yes to your plan...at some point, I think both you and Jaime would benefit from having Jaime and I talk. She and I are very close...we trust each other very much. Ponder.

• Customers

- o (b) (5), (b) (6) are leaning in on the reconstruction process – let’s work together to help them be as constructive as possible. **HAD GOOD DIALOGUE WITH CORWIN YESTERDAY. WILL WORK TOGETHER THIS WEEK TO DESIGN CUSTOMER WORKSHOP ON RECONSTRUCTION PROCESS.**
  - One idea I didn’t run by you: I am thinking the customers should consider a short-term contract for an experienced political/policy operative consultant who could help them through this period in time. My idea is that they hire (b) (6). I would like to make this suggestion to (b) (5), (b) (5) (b) (6) a lot, and think he could really help them do constructive things during this process. Ponder that one. **I ONLY HEAR GOOD THINGS ABOUT (b) (6) SO WOULD TRUST YOUR INSTINCTS ON THAT ONE. WHAT IS HE UP TO NOW?**

• Other stuff

- o I’m thinking about you and broader communications – when is the time for you to do some public things like give a speech to a big group like the Portland City Club? Or go to The O and sit down with the editorial board?

**SOON. I REALLY LIKE THE IDEA OF THE CITY CLUB AS A WAY TO REACH OUT TO THE COMMUNITY AND CLEAR THE AIR**

o Let's connect at some point on Treaty. Folks are definitely restless there...and they will get more restless starting next week now that the IG report is out. **YES. GOVT SHUTDOWN HAS BEEN DISRUPTIVE. I WILL BE CHECING IN WITH THE TREATY TEAM THIS AM TO SEE WHERE THINGS STAND, ESPECIALLY WITH RESPECT TO EMERGING DIALOGUE BETWEEN TRIBES AND PUBLICS.**

o If you and Peter and the rest of your team would like me to participate in a whiteboard issue management/comms plan session, I'd be happy to come down for that. I do tons of those with clients. **I LIKE THE IDEA. WILL DISCUSS WITH COGS TODAY.**

For now, I think that's it. Talk again soon.

BTW, no shine here...you're doing a great job in a very difficult situation. **THX. ITS CALLED HIPPOCRATIC MANAGEMENT! THX FOR ALL YOUR INPUT!**

Best,

Tony

<image001.jpg>

# Non-responsive

**From:** Cogswell, Peter (BPA) - DK-7

**Sent:** Friday, October 18, 2013 05:56 PM

**To:** Baskerville, Sonya L (BPA) - DKN-WASH; Mainzer, Elliot E (BPA) - D-7; Tony Williams <tony.williams@washington2advocates.com>

**Subject:** Draft regional letter for your review

Hey:

Here is the draft letter. Lot of good work on this by a few different folks, this draft has been reviewed and revised by Milstein. I left his comments in for perspective.

I just read it again. I like it.

Go Ducks...and, errrr, Beavers *and* Bears?! I am not sure where to go with that one this weekend given different allegiances....

PTC

DRAFT EM Letter to region-revised.docx ↵

Dear citizens of the Pacific Northwest,

You may have heard a great deal in the last few months about what has gone wrong at the Bonneville Power Administration. I'm writing today to tell you what we are doing to make things right, and to recommit to our core vision of serving the Northwest with a reliable electrical system, low rates consistent with sound business principles, responsible environmental stewardship and accountability to the region.

I'm sure you know of the news that recent investigations by the Department of Energy Inspector General and others found that BPA engaged in prohibited personnel practices. These included manipulating applicant ratings in ways that discriminated against veterans and others, failing to disclose what had occurred and failing to take corrective action. They also included indications of retaliation against staff who raised questions. There is no excuse for this. I know I speak for other BPA employees when I say that we are terribly disappointed and embarrassed by what happened, especially because it came at the expense of men and women who had risked their lives to serve our country.

It is now up to us to address these issues with the trust and accountability that you have every right to expect. As Acting Administrator and Chief Executive Officer of BPA, I have repeatedly stressed to our employees my three central objectives going forward:

- Remain committed to our mission and customers.
- Take care of our workforce.
- Actively correct the shortcomings of our human resources operation and make clear BPA's absolute commitment to a workplace free of retaliation.

These remain my priorities and I am confident that we will deliver on each of them.

We are now working closely with the Department of Energy and Office of Personnel Management to reform and rebuild our personnel operation. This involves substantial retraining of staff, new processes and procedures and the careful review of cases where violations may have occurred. It's not just a matter of repairing what went wrong, but strengthening our operation so it can never happen again. We will do this as quickly and cost-effectively as we can, but we will not be satisfied until our human resources office lives up to the highest standards of conduct and treats all employees and applicants, veterans and otherwise, with the respect and dignity that they deserve.

In addition, I have appointed Greg Delwiche, senior vice president of power services, to conduct a thorough review to assure that we have appropriate controls and oversight for each and every policy and program that carries compliance obligations. Greg has held several executive positions within BPA and is well-versed in our diverse operations. His job in this role is not

Comment [mm1]: I think you need some brief, tangible examples of how we're fixing things. Don't just tell people we're fixing and expect them to believe us, show them how. It has more impact.

Comment [mm2]: I would name Greg. He is well known and I believe widely respected by customers, so it helps to know who it is.

merely to make sure that we are following the rules, although of course we must. It is also to more diligently protect BPA and its customers from the kind of risk and severe consequences we now face because of what took place in our human resources office. A key component of this process will be independent and impartial review of areas beyond our personnel operations to be sure that they live up to the highest standards of conduct.

I am also committed to work closely with regional leaders and the Department of Energy to seek an independent and impartial review of areas beyond our personnel operations to be sure that they also live up to the highest standards of conduct. We owe it to our employees and the region to eliminate any trace of the "culture of intimidation and mistrust" that one report referred to. I have worked at many levels throughout BPA and that phrase does not reflect the BPA I know. It pains me personally to hear it, and I am determined to be sure that no BPA employee experiences anything like it again.

Another difficult issue remains: the future of Bill Drummond, who became BPA's 19<sup>th</sup> administrator in February, and Chief Operating Officer Anita Decker. Unfortunately, I cannot provide any information about that, which is the purview of the Department of Energy. I can tell you that Claudia Andrews, formerly BPA's Chief Financial Officer, is now serving as acting Chief Operating Officer and I am grateful for her assistance in recent months.

Comment [mm3]: I would argue for bringing this up, even if it's only to say you can't say anything. It's on everyone's mind and it seems disingenuous to ignore it.

Comment [BPA\_USER4]: I am leaving this in for EM consideration, but I do not think we can really say it.

We are all aware of the many ways that BPA, as the Northwest's largest supplier of electricity, touches the lives of every resident in the region. We have worked with the region to overcome adversity before. The Northwest pulled together and BPA carefully reexamined and revised its own practices as we pulled out of our steep financial deterioration following the West Coast power crisis. Now we must overcome another kind of adversity. I believe that by again working together, asking and addressing the hard questions and remaining committed to our core values and vision of serving the Northwest, we can carry on as strong or stronger than before.

Even as attention has surrounded our human resources problems, our dedicated staff has continued advancing many regional priorities including reevaluation of the Columbia River Treaty, strengthening the transmission system, development of innovative energy efficiency programs and protection of fish and wildlife. All of us at BPA believe strongly that our success on these fronts is inseparable from the success and prosperity of the region. We ask for your support in the days ahead, and we intend to be worthy of it.

**From:** Tony Williams <tony.williams@washington2advocates.com>

**Date:** October 23, 2013 6:47:30 AM PDT

**To:** "Elliott Mainzer (b) (6) [REDACTED] (b) (6) [REDACTED]", "Sonya Baskerville (b) (6) [REDACTED] (b) (6) [REDACTED]"

**Subject:** **Steve Wright Statement**

FYI -- This was given to the Wenatchee World yesterday morning. It should be up on their website sometime today. I think it's very well done...his tone should be helpful.

Best,

Tony

unknown.jpg -

Wright open statement.doc -

I'm now into my second month on the job at CCPUD. I feel privileged to have the honor to serve the community. Yet I am a bit overwhelmed by just how many things need my attention. We have a fabulous hydropower system and are very strong financially but we have problems with the largest turbines at Rocky Reach dam, the water and wastewater businesses that need rate increases, and large scale additions of wind and solar across the west that can reverberate through to our rates as both a threat and an opportunity. I'm also spending lots of time getting to know the employees and the community. I am more than fully employed and my focus is here on Chelan County.

Yet, I have taken time to carefully read the recent DOE IG report on human resource practices at BPA, some of which occurred during my tenure as the Administrator. It is clear reading the report that mistakes were made that need to be corrected.

To those people who were treated improperly, especially the veterans who have served our country, to the BPA employees who are buffeted by this whirlwind as well as to the BPA customers who will now unnecessarily incur costs associated with the remedy, I apologize for the errors that happened on my watch. This is deeply distressing to me. I wish I would have identified these issues earlier and done something about it. I'm particularly proud to have worked with many high performing veterans at BPA who represent approximately a quarter of BPA's employees.

To those who wonder why this happened, I would note the following quote from the IG report about BPA's efforts to develop a new human resources service delivery model.

*"A Bonneville official said that in hindsight, Bonneville could have done a better job managing the change to its human resource business model and that the pendulum had swung too far in trying to change human resources to a service-oriented organization. We concluded that achieving a better balance between services and compliance might have prevented the problems that Bonneville must now address."*

This conclusion seems right. While I did not make the specific decisions that are the focus of the report, we were attempting to establish a new model for human resource management at BPA that focused on providing value to stakeholders. I believe the actions described in the report, for the most part, were well intended and not malicious, yet lacked sufficient attention to also assuring compliance with regulations.

There was an ongoing effort at many levels to assure BPA has a talented, streamlined workforce to carry out the mission effectively and efficiently. This is important because it is BPA's employees who unlock the incredible value in the federal hydro and transmission system for the people in the Pacific Northwest.

A service based human resource philosophy supports BPA's ability to focus its resources on the actions that are desired by the stakeholders that are paying BPA's costs. BPA has a unique business model in the government in that its revenues come from ratepayers, not from appropriations. The BPA Administrator needs the capability to make commitments to stakeholders and manage the resources to deliver on those commitments. BPA needs human resource executive leadership that is embedded inside BPA, working with managers to assure BPA has the right people and the right number of people to do the job. In this respect, the IG report seems incomplete because it includes scant reference to the statutory language requiring the BPA be operated separate and distinct within DOE.

The effort to focus on human resource management at BPA needs to be rebalanced to assure compliance with regulations, while assuring the mission will be accomplished through an effective human resource strategy.

This report provides an opportunity for me to learn and I am taking advantage. I came to my new job with many skills, but I challenge myself to be a continuous learner.

To forestall the inevitable questions I would just note that as to the issues associated with whistleblowers, I do not have knowledge beyond what I read in the report.

I deeply regret that this problem exists. I hope it will be fixed in a manner that provides fair compensation to disadvantaged veterans while allowing BPA to remain transparent, responsive and accountable to the Northwest. In short, fairness and local control should be the goals.

I would also ask that observers keep in mind the substantial successes in recent years that are the product of the many talented people at BPA who are focused on serving the Northwest. The agency and all its people deserve to be judged in this larger context.

With that said, I return to the mission of CCPUD focusing on improving the quality of life for the people of Chelan County.

*Steve Wright*

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Friday, October 25, 2013 3:50 PM  
**To:** Andrew Munro; Bill Drummond; Bob Geddes; C Berrie; Chris Yetter; Collins Sprague; Don Medley; Greg Pulliam; Gregg E. Carrington; James Allen; Janet Kelly; Jeff Smith; Jessica Matlock; Joe Lukas; John Janney; Knitte; Martha Whiteman; Nina Odell; Nordt; Peter Denes; Shaun Seaman; SM; Sonia Baskerville; Steve Wright; Suzanne Grassell; Tony Webb; Tracy Yount; Wayne Wright; Will Einstein  
**Cc:** Tony Williams; Nina Collier; Jeff Bjornstad; J. Vander Stoep - vanderstoep.com; Katie Drewel; Kristen Michal; Jason Daughn; Kraig Naasz  
**Subject:** October Energy Update  
**Attachments:** October 2013 Energy Update.pdf



## October 2013 Energy Update

Dear Energy Clients,

Welcome to W2A's first energy issues newsletter. As we looked at our client base and the issues that impact the Northwest at both a broad and deep level, we kept coming back to energy. There is a lot happening, and we want to ensure we are communicating all of that to you on a more regular basis.

The result of that thinking is this newsletter. We're going to send this to you on a regular basis. We don't want to repeat information that you already know, but we do want to highlight those issues that are both getting traction inside "energy expert" world and among the political class in D.C. that impacts you on a regular basis.

In addition to the issues overview, I will start each issue with some general thoughts about the top issues of the day, and why I think it's important (or not). As with all of our communications, we want your comments, ideas and suggestions.

For Issue No. 1, I want to share some comments about the BPA Inspector General report that has garnered so much news in the past couple of months. I won't go into detail about the inner machinations since you've all

read the news reports. Instead, I will focus on the future and what I think are the important issues for you to be thinking about in the coming months.

Regardless of your views on BPA, let me just say that we are damn lucky to have this resource in the Northwest, and we should all be thinking about how we can help the agency regain its footing. We all need to remember that pretty much every region in the country wishes they had a BPA, and we also need to remember that this agency has the capacity and flexibility to solve problems in the region in a way that most federal agencies simply can't.

I think the agency still has some hard days ahead, and I also think that pretty soon the agency will begin to work out of this difficult period and begin to move forward. As you all know, we work for BPA, and I hope we will continue to work for BPA in the years to come. We love the work for BPA because it's region-wide, and it generally involves complicated issues and broad problem-solving.

There are few easy issues at BPA because every tough issue generally has "friends" on all sides of it, so that means you just have to slog through the details and come up with the outcome that is best for the region.

Let me close with this – every time I'm in BPA-HQ, I'm impressed by the people who work there, I'm impressed by their commitment to the region, and I'm impressed by how much they really love their jobs. I think BPA will come out of this period changed but also in a place where leadership will be able to effectively and positively serve our region for many years to come. I'd love your thoughts and impressions, so please send them.

### **Pacific Coast Leaders to Announce Landmark Agreement on Climate Policy**

A media advisory from Governor Inslee's office and the [Pacific Coast Collaborative](#) announced a news conference to share a new West Coast climate change agreement. The news conference will be held in San Francisco on Monday, October 28, at 4pm PT. Governors Brown (CA), Inslee (WA), and Kitzhaber (OR) will be joined by BC Premier Christy Clark and business, labor, and environmental leaders for the event. W2A will be keeping a close eye on the announcement.

### **Finding the Sweet Spot in DC**

The House passed a bill this week that is a glaring sunspot of optimism and bipartisanship amid the gloom of the recent acrimonious budget debate.

A whopping 413 House Members voted for the Water Resources Reform and Development bill (WRRDA). Only three – three! – House members voted against the bill. No one predicted that vote margin. A coalition of conservative (e.g., Heritage) and budget hawk (e.g., Taxpayers for Common Sense) think tanks strongly opposed the bill. Most observers expected 30 to 40 "no" votes. At least one prominent leader of the Tea Party groups spoke on the floor in support of the bill, citing Congress's constitutional role in providing infrastructure.

Of perhaps greater significance: the Rules Committee rejected amendments from Republicans wishing to reign in EPA and from Democrats wishing to preserve the status quo of environmental regulations on water projects.

Last May, 83 Senators voted for their version of the bill (WRDA), with only ten Senators voting no.

*So to recap: only 17 Members of Congress voted against a bill that authorized funding for projects, was opposed by conservative and budget hawk think tanks and environmental groups, and curbed some environmental regulations.*

What are the implications for energy legislation? Clearly, it is possible for Republicans and Democrats to cooperate and pass infrastructure legislation. Last year, Congress passed a surface transportation bill by with broad bipartisan support. There is interest in the Senate in bringing the bipartisan Shaheen-Portman energy efficiency bill back to the Senate floor. To the degree that energy legislation can be viewed as an infrastructure issue, and not an environmental issue, there is hope. When energy legislation is supported by the U.S. Chamber and other business organizations, there's hope even if conservative think tanks oppose the legislation.

This causes us to reflect that it may be worth spending more time enlisting broader business association support for certain federal energy-related legislative proposals. It could be beneficial to ensure that Chambers and business organizations throughout the northwest (e.g., Association of Washington Business, Seattle Rotary, Washington Roundtable and counterparts in Oregon, Alaska and Idaho) are *adequately and regularly* informed about our perspective on key legislative priorities (e.g., Columbia River Treaty) and the potential impact on northwest businesses and jobs.

### **Columbia River Treaty Update**

The Columbia River Treaty Review is underway with the U.S. Entity working to develop its recommendations to modernize the Treaty post-2024. The review process is in anticipation of the renegotiation beginning next year. The U.S. Entity has been seeking regional consensus among stakeholders during the review process.

Initially drafted in the 1960s, the Columbia River Treaty (CRT) was designed to optimize hydropower production and coordinate flood risk management between the U.S. and Canada in the Columbia River Basin. The agreement has provided stable resource management and affordable, reliable electricity.

In addition to the original priorities, the need for ecosystem protection and management has arisen as another major priority of both the U.S. and Canadian Entities. The review will also likely need to address the water supply, recreation, and navigation needs and include some built in flexibility for addressing climate change, the Endangered Species Act and new technology. As discussions move forward on the U.S. Entity's recommendation, it is clear that there also needs to be emphasis placed on addressing the imbalance of power benefit sharing with the Canadian Entity.

Power producers and stakeholders in the U.S. are participating in the review process and seeking to find the appropriate balance of all of these priorities. The public comment period ends this Friday, October 25, and the U.S. Entity expects to forward its final regional recommendation by December 2013.

**W2A is monitoring this process closely. If you have questions or need additional information, please don't hesitate to contact us; we're here to help.**

### **Climate Legislative and Executive Workgroup Update**

Since passage of Senate Bill 5208 during the 2013 legislative session, state lawmakers and Governor Inslee have been meeting as the Climate Legislative and Executive Workgroup (CLEW) to develop recommendations

for the state to reduce greenhouse gas (GHG) emissions. The CLEW recommendations are being developed to help Washington State to achieve the emission targets set by [legislation in 2008](#).

The workgroup, which includes the Governor, Representatives Joe Fitzgibbon (D-Burien) and Shelley Short (R-Addy), and Senators Kevin Ranker (D-Orcas Island) and Doug Ericksen (R-Bellingham), has been meeting a couple of times each month with the goal of having their recommendations ready by the end of the year. This month, they held a pair of public hearings in Spokane and Seattle to gather feedback from constituents across the state. A final public hearing will be held in December in Olympia.

Existing policy focused on GHG emission reduction is proving effective, but additional steps will be necessary to achieve the reduction goals identified in the 2008 legislation. Inslee has indicated that he'd like to see an overall cap on carbon-fuel emissions. Other suggestions for reducing GHG emissions include a low-carbon fuel standard for transportation, the phase-out of coal-fired electricity supplies, increased energy efficiency in existing buildings, and additional investments in clean energy. More information on potential policy proposals is available in the [CLEW Workplan](#).

Members of the group have also indicated a strong interest in learning more about the cost and effectiveness of the recommendations. Even as conversation moves forward to address climate change issues, the impacts to customers and industry must be taken into account. Recommendations from the group must be prioritized to ensure the greatest benefit for each dollar spent, but specific cost numbers have not yet been presented.

**GHG emissions reduction and energy efficiency policy have wide-ranging impacts for energy producers and consumers. As discussions move forward, public comments can be shared with CLEW via [email](#).**

### **EPA Continues Work on Climate Change**

There have been few dull moments this fall for the Environmental Protection Agency as the agency moves forward on President Obama's Climate Action Plan. In September the agency rolled out [new proposed emissions standards](#) for new power plants. The agency proposed rule for controlling greenhouse gasses (GHGs) emissions set separate standards for new natural gas plants and new coal plants. Of particular concern for coal fired plants is the proposed reliance on carbon capture technology that isn't fully commercially available as of yet. That carbon capture technology would be needed in order to reduce emissions enough to reach the agency's proposed goals. The proposal has drawn fire from both sides of the aisle. House Energy and Commerce plans to hold a hearing October 29<sup>th</sup> titled "EPA's Threat to Affordable, Reliable Energy." We expect ongoing oversight on this issue from Congress, and as we head into 2014 look for coal-state Democrats to distance themselves from the administration on this one.

Next up is the agency's proposed rules for limiting GHGs from existing power plants. EPA's Administrator Gina McCarthy has indicated the proposed rules will look to set national standards but allow each state to set individual goals and will examine each state's electricity infrastructure. The agency has begun to conduct a series of eleven listening sessions around the country. **A session will be held [November 7th in Seattle at the Jackson Federal building](#).** EPA is asking participants to register in advance. The EPA is expecting to issue the proposed rules in June 2014.

**END**

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** November 2, 2013 12:32:29 PM PDT  
**To:** Elliot Mainzer (b) (6)  
**Subject:** Re: Press yesterday

i like what you did here...i want you able to rip off more of these band aids so that we can remain focused on moving forward . (b) (6)  
(b) (6) i will send you a few substantive thoughts before the weekend is over. there are lots of good things going in your world and i want to be sure we're doing everything we can to capitalize on them.

TW

Sent from my iPhone

On Nov 2, 2013, at 11:30 AM, "Elliot Mainzer" (b) (6) > wrote:

Thought the Oregonian piece ([http://www.oregonlive.com/business/index.ssf/2013/11/bpas\\_acting\\_chief\\_offers\\_first.html](http://www.oregonlive.com/business/index.ssf/2013/11/bpas_acting_chief_offers_first.html)) and Clearing Up were ok. Tansey really drilled me to the wall on the retaliation thing and at the end of the day I had to trust my instincts and acknowledge that it went on. Not that it was Anita and Bill consciously retaliating, but the stuff that went down in HCM under Roy was simply indefensible. I anticipate that there may be some folks upset with me for making that statement, but we need to own the problems.

How are things? Sorry the So Cal Bettys beat your Beavs last night. Let's catch up soon.

EM

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** November 5, 2013 6:05:15 AM PST  
**To:** Elliot Mainzer <(b) (6)>  
**Subject:** RE: Monday thoughts

E – thanks for the responses...I especially like “make it happen.” I’ll get on that today during my flight to D.C.

Attached is the outline I sent to Sonya – I can get more specific on deliverables and benchmarks once I get a little direction and feedback from you guys.

TW

**From:** Elliot Mainzer (b) (6) **Sent:** Monday, November 04, 2013 11:12 PM  
**To:** Tony Williams  
**Subject:** Re: Monday thoughts

## COMMENTS EMBEDDED BELOW

On Nov 4, 2013, at 7:03 AM, Tony Williams wrote:

Good Monday morning, Elliott – I wanted to throw a few things at you to start the week, and then maybe we can catch up on the phone at some point.

- I am going to be in D.C. this week...arrive tomorrow night and come home Friday. I am going to see a bunch of delegation staff and other folks while I’m there, and I will certainly come home with some intel for you. I am also going to try and get on Sonya’s dance card.

- Delegation letter – I know you know about this one. I have seen it...it’s better than I thought, but I’d like to try and soften the first few graphs a bit...it’s a little hotter than I would like...but the rest of the letter is much better than I thought, so I might just need to grin and bear it. I will coordinate with Sonya. I AM OK WITH SOME HEAT AND HOPING THAT THE DEPARTMENT WILL FIND A CLEAN EXIT FROM THE NEW REPORTING REQUIREMENTS AT AN APPROPRIATE TIME.

- 60-90 day comms plan – I talked with Sonya about this last week...we have a lot of good stuff going and lots of good potential stuff brewing...I still think it's a good idea to figure out how to put all of this together in a plan mode, and have it connect to the calendar. In just a few minutes of talking, we talked about several events that have potential to make news and/or help us move forward on the Mainzer "Get Well" plan...here are the things that jumped out at me that would be great for inclusion in a comms plan:

- Meeting with customers

- CRT hearing in DC

- Delegation letter

- DoE general counsel confirmation hearing (next week)

- Rate case/oversupply/other stuff that needs to be mapped out and included in a plan

- Mainzer visit to D.C. (early December???)

- Mainzer speech to Portland civic leaders group

- Mainzer regional tour – there is life outside of Portland.....

- Secy Soliz visit (perhaps early January to tie up everything and pronounce us on a course for good health?)

- Bottom line – we should come back together as a team and talk about a 60 to 90 day comms plan...I can work with Peter to help pull that together...as you can see, I like written plans. I think they make a big difference when you're in "campaign mode", which you definitely are right now. **MAKE IT HAPPEN**

- TW 2014 contract – so, I just want you to know that my contract is up at the end of this month. I have sent an outline to Sonya for a 2014 draft agreement. Would you like me to share that with you and Peter or shall I let her run point? My goal is to have an agreement that reflects what I'm doing now – providing strategic comms and exec counsel to you, Sonya and Peter. It includes a modest bump in my retainer...essentially takes it back to where it was when I first started working for BPA...\$7500 per month/\$90K per year. One thing I didn't include was spending more time with you on message, media training, etc. If you're going to become The Guy, I recommend that you have someone outside who can help you with all of that...as you can see, being The Guy is a big job. You have people on the inside who can help you with that, but they will likely pull their punches vs.

an outsider who is paid to punch, cajole, console, cheer, etc. Ponder all of that and then we can talk some more. **I'D LIKE TO SEE THE OUTLINE, DO A QUICK CONSULT WITH MY TEAM AND THEN CONFIRM. FEELS RIGHT, WANT TO MAKE SURE WE HAVE A FEW KEY OBJECTIVES AND WORKSTREAMS OVER THE MONTHS AHEAD.**

\

**TALK TO YOU SOON.**

Have a great week...and let's talk soon.

Best,

Tony

<image001.jpg>

BPA 2014 Proposal draft outline.docx ↶

Duplicate  
Attachment

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**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Wednesday, November 06, 2013 12:20 PM  
**To:** Cogswell, Peter (BPA) - DK-7  
**Cc:** Baskerville, Sonya L (BPA) - DKN-WASH; Miller, Lori E (CONTR) - DKR-7  
**Subject:** Re: 90 day comms plan

PERFECT!

Sent from my iPhone

On Nov 6, 2013, at 3:00 PM, "Cogswell, Peter (BPA) - DK-7" <[ptcogswell@bpa.gov](mailto:ptcogswell@bpa.gov)> wrote:

The 13th is our all managers meeting, a lot of us are out all day. Suggest we do something initially by phone and then we refine in person later in the month. How does that sound?

---

**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Wednesday, November 06, 2013 12:10 PM  
**To:** Cogswell, Peter (BPA) - DK-7  
**Cc:** Baskerville, Sonya L (BPA) - DKN-WASH  
**Subject:** Re: 90 day comms plan

Excellent - my sked is a mess the next couple of weeks. i know i could be there in person on nov 25 or nov 26 but we need to meet sooner. i could change my sked on nov 13 and be there that day but thats really it til later in the month.

Of course, i can always make phone work but i'd love to be there in person.

Thoughts?

Sent from my iPhone

On Nov 6, 2013, at 12:32 PM, "Cogswell, Peter (BPA) - DK-7" <[ptcogswell@bpa.gov](mailto:ptcogswell@bpa.gov)> wrote:

Hey Tony. We are working up something sort of similar to this, Elliot had asked for a rolling 30/60/90 day calendar for similar purposes. Doug Marker is coordinating. I would like to pull the four of us together (and maybe a few others) to make sure we capture all the different meetings, opportunities, etc. We also should pull Elliot's calendar and follow up with AEs and others on things like utility association annual meetings, etc.

So look for something soon getting us together to chat. Any chance you will be in PDX in next 7 - 10 days?

---

**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Tuesday, November 05, 2013 05:35 PM  
**To:** Baskerville, Sonya L (BPA) - DKN-WASH; Cogswell, Peter (BPA) - DK-7  
**Subject:** 90 day comms plan

Sonya and Peter – I am wondering if we can pull together a draft 90-day calendar that would outline all kinds of strategic comms opportunities that deserve some quality

planning and thinking. Ever since we had that strategic comms conf call a couple of weeks ago, I've been thinking more about the need for a draft calendar that would help us manage activities from a public affairs and communications standpoint. As I talk to the two of you and to Elliott, I just see all kinds of events, meetings and other opportunities out there that would give us the opportunity to show how BPA is leaning in on EM's "get well" strategy on hiring issues, and also highlight how many "normal business" activities are going on each and every week.

Of course, not every issue mentioned will be an opportunity – some might be issues that we need to prepare for so that we are thoughtful in how we respond.

Here are some examples that I think should be included in such a plan (of course, by the time we write a plan, they will have already happened...so these are really just examples to stimulate conversation):

- o Meeting with customers this week
- o CRT hearing in DC
- o The Delegation letter that could be coming soon on hiring practices
- o DoE general counsel confirmation hearing
- o Rate case/oversupply/other stuff that needs to be mapped out and included in a plan – I know there is lots of this stuff coming together in the coming weeks
- o Mainzer visit to D.C. (early December???)
- o Mainzer speech to Portland civic leaders group
- o Mainzer regional tour – there is life outside of Portland.....we should talk about a road trip for EM throughout the NW and focus in on key media markets where he could talk about the future of BPA
- o Secy Soliz visit (perhaps early January to tie up everything and pronounce us on a course for good health?)

And I know that I'm missing several other things here. I am wondering if the three of us could have a conf call soon to build on the conversation we had two weeks ago, and then go deeper into planning mode so that we can create a 90-day outline that would help the two of you and EM manage the gazillion things that will be going on in the coming months from a strategic comms standpoint. If it helps, I'd be happy to help create that draft document. Ponder and let me know what you think.

What do you think?

Best,

Tony

<image001.jpg>

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** November 7, 2013 7:36:54 AM PST  
**To:** Elliott Mainzer (b) (6)  
**Subject:** Fwd: 90 day comms plan

you asked. your team is gonna make it happen.

see below. a call will happen soon and then a mtg.

Sent from my iPhone

Begin forwarded message:

**From:** "Cogswell, Peter (BPA) - DK-7" <ptcogswell@bpa.gov>  
**Date:** November 6, 2013 at 12:32:40 PM EST  
**To:** "'tony.williams@washington2advocates.com'" <tony.williams@washington2advocates.com>, "Baskerville, Sonya L (BPA) - DKN-WASH" <slbaskerville@bpa.gov>  
**Subject:** Re: 90 day comms plan

Hey Tony. We are working up something sort of similar to this, Elliot had asked for a rolling 30/60/90 day calendar for similar purposes. Doug Marker is coordinating. I would like to pull the four of us together (and maybe a few others) to make sure we capture all the different meetings, opportunities, etc. We also should pull Elliot's calendar and follow up with AEs and others on things like utility association annual meetings, etc.

So look for something soon getting us together to chat. Any chance you will be in PDX in next 7 - 10 days?

**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Tuesday, November 05, 2013 05:35 PM  
**To:** Baskerville, Sonya L (BPA) - DKN-WASH; Cogswell, Peter (BPA) - DK-7  
**Subject:** 90 day comms plan

Sonya and Peter – I am wondering if we can pull together a draft 90-day calendar that would outline all kinds of strategic comms opportunities that deserve some quality planning and thinking. Ever since we had that strategic comms conf call a couple of weeks ago, I've been thinking more about the need for a draft calendar that would help us manage activities

from a public affairs and communications standpoint. As I talk to the two of you and to Elliott, I just see all kinds of events, meetings and other opportunities out there that would give us the opportunity to show how BPA is leaning in on EM's "get well" strategy on hiring issues, and also highlight how many "normal business" activities are going on each and every week.

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- o Rate case/oversupply/other stuff that needs to be mapped out and included in a plan – I know there is lots of this stuff coming together in the coming weeks
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comms standpoint. If it helps, I'd be happy to help create that draft document. Ponder and let me know what you think.

What do you think?

Best,

Tony

image001.jpg ↪

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** November 7, 2013 6:56:48 AM PST  
**To:** Elliot Mainzer (b) (6)  
**Subject:** RE: seattletimes.com: Starbucks aims to hire 10,000 vets, active-duty spouses over 5 years

Yes to a catch up...i will try you Friday and will do more snooping today.

-----Original Message-----

**From:** Elliot Mainzer (b) (6)  
**Sent:** Thursday, November 07, 2013 12:00 AM  
**To:** Tony Williams  
**Subject:** Re: seattletimes.com: Starbucks aims to hire 10,000 vets, active-duty spouses over 5 years

Would be cool. Let' try to talk in in person the next couple of days. Will be interesting to hear if you get a feedback loop on the PPC meeting today. EM On Nov 6, 2013, at 9:13 AM, Tony Williams wrote:

Interesting. Here's an outside the box idea. (b) (5), (b) (6)  
(b) (6) Not kidding. (b) (6) Just a thought.

Starbucks aims to hire 10,000 vets, active-duty spouses over 5 years

[http://mobile.seattletimes.com/story/today/2022197551/track-ip\\_news\\_li te-1.2.2-./](http://mobile.seattletimes.com/story/today/2022197551/track-ip_news_li te-1.2.2-./)

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Sent from my iPhone

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**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Friday, November 08, 2013 3:49 PM  
**To:** Cogswell, Peter (BPA) - DK-7  
**Cc:** Miller, Lori E (CONTR) - DKR-7  
**Subject:** Nov. 25th

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Peter – I am wondering if we can block out time together for comms planning on Nov. 25<sup>th</sup> on either one of these two time blocks:

10am to 11:45am.

2pm to 4:30pm

Ponder and let me know what you think. Also, I'll be working in my office all next week except for Friday when I'm running off with my bride for a long weekend together. Let me know if you want to have a phone meeting to talk through some initial planning stuff.

Best,

Tony

 **TONY WILLIAMS**  
*Partner & Chairman*  
p 425.467.6900 x225  
c (b) (6)  
[www.washington2advocates.com](http://www.washington2advocates.com)

From: Tony Williams <tony.williams@washington2advocates.com>

Date: November 8, 2013 3:48:25 PM PST

To: "Elliott Mainzer (b) (6) [REDACTED] <(b) (6) [REDACTED]>

Subject: End of week update

Elliott – happy Friday. I just landed in Seattle. Here are a few notes for you as we end the week. I look forward to catching up on the phone soon:

- PPC meeting – everything I have heard has been positive. It sounds like the DOE lawyer did a very good job of reducing people's blood pressure. Also, people appreciated the orchestration that had gone on so that you spoke first and set the table...and then other messages from D.C. seemed to support the view that you truly are in charge of the agency, and not our friends in D.C. Best I can tell, (b) (6) [REDACTED] is going to take the position of chief crank for the customers – he is going to be laser focused on the cost issue – while others are going to be more measured in what they say and do (PPC leadership/(b) (6) [REDACTED]...and then others will be doing what they can to be openly supportive of BPA (Snoho, etc). I'd like hearing all of that...sounds to me like they are thinking strategically...if all of them were cranky, or pro-BPA, that probably wouldn't work...so I like that they are thinking this way. Also, it sounds like the customers are again rallying around the notion of getting on with it in terms of leadership – make you permanent. The announcement this week about Greg D was also tonic to people's ears. So, all in all, it sounds to me like progress is being made, and that blood pressures are dropping. Let's keep it that way if possible.

- CRT – everyone in D.C. seems pretty happy with the hearing yesterday in Wyden's committee. It went as expected, and so I guess that's why people feel good. There is a lot of chatter right now about the tribes and Interior. Interior surprised the NW Senate offices yesterday afternoon by telling them that they wanted to brief Senators on the CRT. Clearly, this comes from the tribes who seem to be very nervous about where things stand. There is a lot of energy right now being expended to prepare for next week's meeting between the Power Group and the tribes...there have been individual meetings, and now there will be one that includes more people. Let's hope that goes well. The Power Group is feeling much better about the latest draft recommendations, and so is the Hill. There seems to

be some political consensus developing around where things stand now – so much so that I think there will be no delegation letter written that takes a shot at ecosystem management. Blood pressures seem to be dropping on that issue, as well, which is probably why Interior and the tribes are possibly ramping up.

- December/DC trip – there is clearly a strong appetite for you to come to D.C. and meet individually with the delegation. That literally comes up in every meeting I have – “when is Elliott coming to D.C.?” I told people that you were working on getting there soon, which seemed to satisfy everyone I talked with.
- Communications planning – had a good round of emails with Peter about doing some planning by phone early next week and then doing something in person later in the month. It sounds like there is a lot happening on that front right now inside the building. I’m hoping we can have a “calendar/plan” produced soon.

For now, I think that’s it. Let me know if there is a good time soon to grab you on the phone. I can put some more texture around all of this via phone.

Best,

Tony

unknown.jpg –

From: Tony Williams <tony.williams@washington2advocates.com>

Date: November 11, 2013 2:29:03 PM PST

To: "Elliott Mainzer (b) (6)" (b) (6)

Subject: phone call follow-up

Elliott – thank you for a great call this morning.

I have a couple of follow-up things for you:

1. I love the idea of your four-issue outline – can you run through your four items again? I have to admit that I was focused on listening this morning vs. writing notes. You were on fire. How 'bout I work with Sandy to find time on your calendar for an in-person powwow sometime in the next couple of weeks?
2. Former Admins/Senior Execs "Club" – you got me thinking about that a bit today. That group is going to be critical to your overall success over the next six months. You don't necessarily need them cheerleading for you, but we don't want them booing you either. I am glad you're thinking about them, and how to message with them. I am going to put some more thought into that effort. I'd like to also talk with you about what kind of kitchen cabinet you have in place...you could actually have a couple...an internal one...and a couple of external ones...the "former BPA big shot" community could become a group that you lunch or breakfast with a couple of times per year.
3. Outreach – I love your outreach plan...get out among 'em. That will be great – and your gut is right...it has NOT been done in a very very long time...with employees, customers and opinion leaders.
4. Issue thoughts – I like where your head is on issue management. We really really need to have comms all coordinated with where your head is. I hope to help you make progress on that this week.

More to come. Go forth..(b) (6)

Best,

Tony

unknown.jpg ~

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**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Tuesday, November 12, 2013 2:50 PM  
**To:** Miller,Lori E (CONTR) - DKR-7  
**Subject:** RE: Nov. 25th

Great – thank you!

---

**From:** Miller,Lori E (CONTR) - DKR-7 [<mailto:lemiller@bpa.gov>]  
**Sent:** Tuesday, November 12, 2013 5:47 PM  
**To:** Tony Williams  
**Subject:** RE: Nov. 25th

They are both unavailable tomorrow but we can make Thursday from 11 a.m. to Noon work!

I'll send something.

---

**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Tuesday, November 12, 2013 2:40 PM  
**To:** Miller,Lori E (CONTR) - DKR-7  
**Subject:** RE: Nov. 25th

Great – I've got it down.

So, I know Sonya is on vacation next week, so if we want to squeeze it in before she leaves, here is what I've got:

Tomorrow:

9am to 11am PST  
230pm to 4pm PST

Thursday  
11am to Noon PST  
330pm to 530pm PST

And, unfortunately, my Friday is booked because I was running off for the weekend with my wife!

So, if the three of us can't find a way to talk this week, we can always plug her in by phone on the 25<sup>th</sup>, and Peter and I can talk next week. I know he wanted to have a convo before we got together on the 25<sup>th</sup>.

Am I making sense? Don't we love scheduling?

---

**From:** Miller,Lori E (CONTR) - DKR-7 [<mailto:lemiller@bpa.gov>]  
**Sent:** Tuesday, November 12, 2013 5:34 PM  
**To:** Tony Williams  
**Subject:** RE: Nov. 25th

Hello Tony,

Yes, that will work with his calendar. I will send you an Outlook notice.

Do you have a moment to check your calendar for some time to schedule a phone call with Peter and Sonya prior to the 25<sup>th</sup> or should we make this meeting with Peter and Sonya?

See you on 11/25 at 2:00 p.m.

Lori

---

**From:** Tony Williams [mailto:[tony.williams@washington2advocates.com](mailto:tony.williams@washington2advocates.com)]

**Sent:** Tuesday, November 12, 2013 2:27 PM

**To:** Miller, Lori E (CONTR) - DKR-7

**Subject:** Nov. 25th

Lori – I'm wondering if Peter has availability on Monday, Nov. 25th for me to drop by around 2pm that day?

Best,

Tony

**WA**  
**2A**  
**TONY WILLIAMS**  
*Partner & Chairman*  
p 425.467.6900 x225  
c (b) (6)  
www.washington2advocates.com

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Tuesday, November 12, 2013 3:58 PM  
**To:** Miller,Lori E (CONTR) - DKR-7  
**Subject:** Accepted: 30-60-90

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Tuesday, November 12, 2013 2:59 PM  
**To:** Miller, Lori E (CONTR) - DKR-7  
**Subject:** Thursday 11am

Would you mind re-sending that invite? I think I did something weird...such as accidentally deleting it vs. accepting it. Lordy.

Thank you!

Best,

Tony

**WA**  
**2**  
**TONY WILLIAMS**  
*Partner & Chairman*  
p 425.467.6900 x225  
c (b) (6)  
[www.washington2advocates.com](http://www.washington2advocates.com)

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Tuesday, November 12, 2013 3:58 PM  
**To:** Miller, Lori E (CONTR) - DKR-7  
**Subject:** Accepted: 30-60-90

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** November 12, 2013 7:40:25 AM PST  
**To:** Elliott Mainzer (b) (6)  
**Subject:** **Fwd: News from The Hill: Bill Clinton: Obama should let people keep health plans**

You're not the only leader who has to think about how he handles the "former" community...

Sent from my iPhone

Begin forwarded message:

**From:** The Hill <news@thehill.com>  
**Date:** November 12, 2013 at 10:24:58 AM EST  
**To:** <tony.j.williams@att.net>  
**Subject:** **News from The Hill: Bill Clinton: Obama should let people keep health plans**  
**Reply-To:** <news@thehill.com>

---

---

## News from The Hill:

**Bill Clinton: Obama should let people keep health plans** *By Jonathan Easley*

President Obama should change the healthcare law so that people can keep their existing health insurance plans, former

In an interview with [OZY.com](http://OZY.com), Clinton said Obama should honor his promise that people could keep their plans under C

"I personally believe, even if it takes a change in the law, that the president should honor the commitment the federal go keep what they've got," Clinton said in an interview at [OZY.com](http://OZY.com).

**[Read the story here.](#)**

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The Hill | 1625 K St. NW | Washington | DC | 20006

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** November 17, 2013 2:33:12 PM PST  
**To:** Elliot Mainzer (b) (6)  
**Subject:** Re: end of the week report

will do - talk later.

Sent from my iPhone

On Nov 17, 2013, at 5:24 PM, "Elliot Mainzer" (b) (6) wrote:

That should work well. Just try me on my cell.

On Nov 17, 2013, at 11:57 AM, Tony Williams wrote:

Hey Elliott - what about connecting around 8pm. Would that work? Early tomorrow is also good. your choice.

Sent from my iPhone

On Nov 15, 2013, at 7:58 PM, "Elliot Mainzer" (b) (6) wrote:

Great stuff Tony. If you are going to be back home Sunday eve, perhaps we could touch base on these and other topics.

EM

On Nov 15, 2013, at 11:07 AM, Tony Williams wrote:

Elliott - (b) (6)

(b) (6) while we fly, I thought I'd check via email with some thoughts for you about the past week.

- I feel so much better about your world right now. I know Tuesday had to be horrible at a personal level, and I hope you weathered that ok. You are doing a great job of leading the agency, and the regional blood pressure seems to be dropping. I hope you feel the same.
- Given that dynamic, my head keeps focusing on the future, and how you keep pushing the agency to "we're back, things have changed, and you will like what you see at BPA." Let's work harder to get on offense.
- Towards that end, I had a great call yesterday with Pete and Doug about the 30-60-90 comms plan. I think you will have something to look at on that next week. They have asked me to pull together some public affairs/outreach thoughts about Washington state for that plan. I am thrilled with the request, and will work on that on Monday. We talked about

a wide variety of public affairs activities that need to be captured in one place, and then executed by the organization. Also, I'm meeting with them in person on Monday, November 25<sup>th</sup> to really finalize things. I am optimistic here that we can put some good stuff together that will lead to good activities.

- Your schedule – it sounds like we need to talk about that a bit. (b) (6)

[REDACTED]

[REDACTED] I'd love to be part of the strategic team you put in place that creates, and helps manages your schedule (there should be a weekly meeting about your schedule)...or, perhaps, I should be less presumptuous, and say I'd like to be part of a discussion with you and your senior team about how a more strategic approach is taken to your schedule.

- (b) (6) – I had a great lunch with him, and we talked in great detail about you, your approach, and the prospect of you creating a “young guns” kitchen cabinet that is populated with “young” (hey, you're under 50, so that makes you young) energy executives and leaders who could help you create the new/modern BPA. For now, I'll just have that be a teaser while I work on a memo...but I'm already thinking about your legacy, and how you could be the BPA leader who took the agency and the energy opinion leader class into the modern age. To me, that would be a very cool legacy for you, and also one that is hugely important to the region.

- My contract – let me close with boring business stuff. I just want to remind you that my contract runs out at the end of the month. Would you like me to re-produce my memo with a handful of specific deliverables on it that would form the scope of work? I could add those deliverables to the memo I sent you a couple of weeks ago. I am re-attaching that memo to this email. If you want, I can get a revised memo to you on Monday.

- Dec. 2<sup>nd</sup> – I'm on your calendar for a relatively short in-person meeting

to talk message with you. Just an FYI. I'm looking forward to actually being the same room with you.

- D.C. next week – I'm back there for a couple of days next week. I'll keep my ear to the ground for anything interesting to share. Do you know when you're going?

There you go – that's where I'm at on Friday. My BPA juices are flowing. I smell opportunity.

Best,

Tony

<image001.jpg>

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Monday, November 18, 2013 4:20 PM  
**To:** Marker,Douglas R (BPA) - DKR-7  
**Cc:** Cogswell,Peter (BPA) - DK-7  
**Subject:** RE: Draft%2030-60-60%20November%202013((Autosaved-303355221462571488))

El Perfecto! Thank you.

---

**From:** Marker,Douglas R (BPA) - DKR-7 [<mailto:drmarker@bpa.gov>]  
**Sent:** Monday, November 18, 2013 7:19 PM  
**To:** Tony Williams  
**Cc:** Cogswell,Peter (BPA) - DK-7  
**Subject:** RE: Draft%2030-60-60%20November%202013((Autosaved-303355221462571488))

Try this. It looks like a may have linked to an internal file location instead of attaching the document itself.

---

**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Monday, November 18, 2013 4:12 PM  
**To:** Marker,Douglas R (BPA) - DKR-7  
**Subject:** RE: Draft%2030-60-60%20November%202013((Autosaved-303355221462571488))

Hey Doug – I can't open the file that you attached...is it a word document?

BTW, I'm working on the Washington state outline as we speak...should have it soon.

---

**From:** Marker,Douglas R (BPA) - DKR-7 [<mailto:drmarker@bpa.gov>]  
**Sent:** Friday, November 15, 2013 7:56 PM  
**To:** Cogswell,Peter (BPA) - DK-7; Tony Williams  
**Subject:** Draft%2030-60-60%20November%202013((Autosaved-303355221462571488))

Peter and Tony – This is what I've been compiling as a 30-60-90 for both issue milestones and to start compiling opportunities – you'll see the second week in December as an example. Also added room at the end for targeted opinion leader forums (such as City Club), communication opportunities (An energy efficiency project celebration for example) and ed boards.

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** November 20, 2013 5:52:18 AM PST  
**To:** Elliot Mainzer (b) (6)  
**Subject:** RE: 30-60-90 Document/Washington state opps document

Good thoughts...I'll start working on some thoughts about your remarks for early December...I won't actually write remarks, I'll focus more on talking points and ideas, so that you can do things in your own voice.

So, the last graph is the whole reason I want to work closely with you, and it's why I've been kicking around the "young guns" idea in my head...I think you have an opportunity to be a true transformational leader at BPA because you can be the bridge to the future. It's also the logical step for BPA and its Administrator to take after the last several months of pain, and it also helps the agency have a modern and true north purpose beyond what it does now...yes, there is so much opportunity!

**From:** Elliot Mainzer (b) (6) **Sent:** Wednesday, November 20, 2013 7:47 AM  
**To:** Tony Williams  
**Subject:** Re: 30-60-90 Document/Washington state opps document

I think this is definitely headed in the right direction and I look forward to a chance to sit down with you, Peter and the crew to discuss. I would add to this list the oversupply rate case ans I think I should be doing some advance work within the limits of ex parte to try to soft land that decision and need to think about the best way to accomplish it. Also, I could use some advice on key messages surrounding my talks at WAPUDA and ORECA in early December.

My instincts are taking me to a place where my emerging wrap is around the four biggies that I discussed with you last week and then stepping back and thinking (without overdoing it) about our place in history and the opportunities before us. We are just coming off the 75th anniversary of BPA and that was a very backward looking exercise. We are also seeing in many ways the expiration and end-of-life-cycle of the major initiatives we put into place 50 years ago (Columbia River Treaty,

capacity additions on FCRPS, PNCA, Interties etc) and we face the question of what the next 50 years will look like? Where do we want to be as a region? What are our key values and objectives? What kind of power system do we want to have and how best can we position BPA for success? This could really feed into that ethic of modernization that I could bring to my Administratorship. As I like to say, we are living in a time that is fraught with opportunity!

On Nov 18, 2013, at 5:23 PM, Tony Williams wrote:

Take a look at these when you get a chance and let me know if you like the general direction we're going with this stuff.

**From:** Tony Williams **Sent:** Monday, November 18, 2013 8:23 PM  
**To:** Marker, Douglas R (BPA) - DKR-7 ([drmarker@bpa.gov](mailto:drmarker@bpa.gov)) **Cc:** Cogswell, Peter (BPA) - DK-7 ([ptcogswell@bpa.gov](mailto:ptcogswell@bpa.gov)) **Subject:** 30-60-90 Document/Washington state opps document

Doug and Peter – attached are a few thoughts I posted in Doug's document..Doug, that is a great start...I really like the format...this has real potential to be a great living document for events and opportunities.

The second attachment is an initial outline on key markets, events and organizations that would form the base of a strategic engagement plan for Washington state. Let me know what you think of that, and what more I can do to help. I'm available for a phone call this week if you want, or we can "talk" throughout the week via email, and then I will see you both next Monday.

Best,

Tony

<image001.jpg>

<Draft 30-60-60 November 2013 with TW  
edits.docx><BPA Washington state engagement strategy  
outline.docx>

**Draft of November 18, 2013**

**30-60-90 Look Ahead at BPA Issues and Communication Opportunities**

**November, 2013**

Issues	Status	Key Points
<b>NW Council Fish and Wildlife Program Amendments</b>	<b>Comments on proposed amendments due November 20</b>	<b>BPA seeks alignment with Accords partner in support of BiOp habitat and dam passage performance standards</b>  <b>Spill test proposed by Oregon counter-productive given success of passage at surface spillways and passage routes</b>
<b>Energy Efficiency Post-2011 review</b>	<b>Kickoff meeting November 22, 2013 – process will run through summer 2014 for any changes to be in place by beginning of FY 2015</b>	<b>A public process to review and consider improvements to BPA's EE policies and implementation that were put in place in 2011..</b>  <b>Now that BPA and public utility customers have experience operating under tiered rates for a full rate period, it is time for this review.</b>  <b>Customer and stakeholder review will identify issues of importance during meetings this winter.</b>
<b>Northwest Power Pool Market Assessment</b>	<b>Members of the NWPP Executive Committee will receive recommendations in on whether or not to move forward to the next phases of a Northwest based energy imbalance market.</b>	<b>The first phase of the market assessment found enough regional benefits to continue moving forward.</b>  <b>This second phase is considering significant governance, policy and technical issues to determine if this regional effort should move forward.</b>

30-60-90 Look Ahead at BPA issues

Draft of November 15, 2013

December, 2013

Issue	Status	Key Points
Technology Roadmap	To be presented at Utility Partners meeting at BPA December 5, 2013	Leadership in technology innovation
CRT final recommendation	U.S. Entity (BPA and Corps) file final recommendation for Treaty future mid-December	<p>The Treaty is a model of international coordination</p> <p>The power benefits are not equitable shared.</p> <p>We need to assure a similar level of flood risk protection as is provided today</p> <p>Formalize and provide greater certainty for ecosystem actions already being undertaken so they complement the existing ecosystem investments in the region.</p> <p>We hope to achieve a collective net "win" for the Pacific Northwest.</p>
<b>Opportunities</b>		
NEAA Annual Meeting	Monday, December 2 5:00 pm – 7:00 pm Portland Armory	Speakers are: Susan Stratton; ED, NEAA Jim West, Ass't GM; Snohomish PUD Roger Woodworth; VP, Avista,
Oregon Rural Electric Co-Op Association Annual Meeting	December 3-5 Salem Convention Center Salem	Elliot scheduled to speak to Board on December 4
Washington PUD Association Annual Meeting	December 4-6 Spokane, Washington Northern Quest Resort and Casino	Elliot scheduled to speak on December 5
Mainzer/Kem D.C. visits for Treaty recommendation	Week of December 9-12	Opportunity to follow-up with delegation members on other

30-60-90 Look Ahead at BPA issues

Draft of November 15, 2013

		issues
Public Power Council Annual Meeting	Thursday, December 12 8:30 am - 1:30 pm	Lunch
Northwest RiverPartners Annual Meeting	Wednesday, December 11 5:30 p.m. Portland Airport Embassy Suites	Former Congressman Norm Dicks is keynote
Reconstruction benchmark statement/check-ins		

30-60-90 Look Ahead at BPA issues  
 Draft of November 15, 2013

January, 2013

Issue/Event	Status	Key Points
IPR Framework Meeting	Kickoff meeting January 7, 2014. Administrator and GMS participate as well as constituents	<p>The IPR is an open and public discussion of BPA's proposed expense and capital costs for the 2016-2017 rate proposal</p> <p>We want to focus on strategic issues that drive BPA's programs.</p>
Transmission segmentation cost allocation review	Ray Bliven and Rebecca Frederickson are preparing public process to respond to FY 14-15 Rate Case ROD on issue to begin approximately coincident with the IPR kickoff	
Oversupply Rate Case ROD	ROD deferred to January or February	
BIOp remand filing	NOAA files with U.S. District Court for Oregon by January 1	<p>Our recent Comprehensive Evaluation shows that many BIOp survival improvement targets are already being met.</p> <p>Our draft 2014-2018 Implementation Plan is responsive to the court by setting out specific tributary habitat projects to reach fish survival improvement targets by 2018.</p> <p>ESA-listed fish are doing better now than when they were first listed. The percentage of naturally produced fish has increased.</p>
<b>Opportunities</b>		
(ph for off-year state legislative sessions)		
Various state of state speeches by Governor.s		r

30-60-90 Look Ahead at BPA issues  
Draft of November 15, 2013

Possible Secretary Moniz Visit to region		
President's SOTU speech		
Reconstruction		
Benchmark/check-ins (N)		

**30-60-90 Look Ahead at BPA issues**

**Draft of November 15, 2013**

**February, 2014**

<b>Issue/Event</b>	<b>Status</b>	<b>Key Points</b>
<b>Capital Investment Review Public Process</b>		
<b>Release of President's Budget</b>		
<b>Opportunities</b>		
<b>Reconstruction benchmarks/check-ins</b>		
<b>Congressional budget hearings</b>		

**BPA Initiatives In Progress**

<b>I-5 Corridor Reinforcement Project</b>	<b>Working on Final EIS for release in late 2014. Expect energization in 2018</b>	
<b>Capital Investment Review</b>	<b>Preparing to seek public comment in February, 2014</b>	
<b>Southern Idaho Load Service</b>		
<b>Smart Grid and Demand Response</b>		

**Public Communication Opportunities**

**See what I've sent you for Washington state.**

**Key Opinion Forums:**

**Editorial Boards**

## Washington State: BPA Strategic Engagement Public Affairs Plan

**Goal:** To develop a "campaign" outreach and opinion leader engagement plan in key Washington state markets for Administrator Mainzer. We use the word "campaign" because it is our view that over the next year, it will be critical for Administrator Mainzer to have a vigorous pro-active, strategic engagement plan with key leaders from around the Northwest.

**Overview:** This outline is meant to drive discussion and help in the creation of a game plan for strategic communications and relationship-building activities in Washington state. In this outline, we have provided a list of key markets, and key activities/groups that could help drive a strategic schedule for Administrator Mainzer as he visits key communities throughout the Northwest. From here, we would envision a discussion that would lead to a strategic engagement plan in Washington state for 2014.

**Purpose of engagement:** Washington state has a diverse and growing economy that thrives from hydro. Washington state is also a leader in green power, energy efficiency, regulatory initiatives for renewable portfolio standards, and regional collaboration on greenhouse gas reductions. Our goal with this engagement strategy would be to help Administrator Mainzer develop relationships with key individuals and organizations that represent a cross-section of leaders from throughout Washington state.

- **Key markets for engagement**
  - Seattle
  - Bellevue-Redmond
  - Everett
  - Tacoma
  - Bellingham
  - Longview
  - Spokane
  - Yakima
  - Tri-Cities
  - Olympia
  - Wenatchee-Ephrata
  
- **Key Outreach Opportunities/Seattle**
  - Seattle Chamber of Commerce
  - Seattle Mayor and City Council/Seattle City Light Leadership
  - King County Executive
  - Seattle City Club
  - University of Washington leadership/relevant research teams
  - Port of Seattle (CEO and elected Port commissioners)
  - Seattle Times Publisher (family-owned newspaper)
  - Seattle Times Editorial Board
  - Washington State Business Roundtable (CEO group of top Wash state companies)
  - Puget Sound Business Journal
  - Environmental Organizations

- **Key Outreach Opportunities/Bellevue-Redmond/The Eastside**
  - Bellevue Downtown Association
  - Bellevue Rotary
  - Redmond Chamber
  - PSE Board of Directors and senior leadership
  - W2A-hosted meeting with key Eastside business and political leaders
  - Microsoft "Home Tour"/Meeting with executives
  - Tech Net-Seattle and Washington Tech Association Forum/Leadership meeting (Expedia, F5, venture capital firms, T-Mobile, etc)
  
- **Key Outreach Opportunities/Everett**
  - Everett Chamber
  - Snohomish Economic Development Council
  - Mayor of Everett
  - Snohomish PUD leadership
  - Everett Herald (Ed Page Editor is Peter Jackson, son of Scoop Jackson)
  - Boeing Washington state executive team
  - Everett Navy Homeport
  - Tulalip Indian Tribe (very influential tribe on salmon and water issues)
  
- **Key Outreach Opportunities/Bellingham**
  - Bellingham Cold Storage
  - Whatcom PUD leadership
  - Whatcom County Commission/Bellingham Mayor and City Council
  - Bellingham Chamber of Commerce
  
- **Key Outreach Opportunities/Tacoma**
  - Tacoma PUD
  - Tacoma Mayor and City Council
  - Tacoma-Pierce County Economic Development Board
  - Executive Council for a Greater Tacoma
  - Port of Tacoma Leadership
  - Weyerhaeuser Corporation senior executives
  - Tacoma News-Tribune
  - Joint Base Lewis-McChord Tour/Meeting with senior leadership
  
- **Key Outreach Opportunities/Olympia**
  - Governor Inslee
  - State Legislature Leadership
  - Department of Natural Resources Leadership
  - Department of Commerce Leadership
  - Washington state PUC
  - Leaders of key business and energy trade associations
    - AWB, WPUA, Farm Bureau, NFIB, etc
  - The Daily Olympian

- Key Outreach Opportunities/Longview
  - Weyerhaeuser Paper Mill
  - Port of Longview (lots of growth and new facilities in the last few years)
  - Cowlitz County Economic Development Council
  - Longview Chamber of Commerce
  - Longview Daily News
  - Longview Mayor and City Council
  - Cowlitz County Commission
  
- Key Outreach Opportunities/Spokane
  - Mayor (former State Director to Rep. McMorris-Rodgers)
  - City Council and County Commission
  - Greater Spokane, Inc. (the Chamber for Spokane and the entire region)
  - Avista Corp. senior executives
  - High-tech forum with key executives (Spokane is experiencing lots of growth in the high-tech industry...lots of 50+ employee companies)
  - Spokane Spokesman-Review
  - Three Network TV stations
  
- Key Outreach Opportunities/Tri-Cities
  - Hanford Tour/Relationship-Building
  - Pasco/Richland/Kennewick/Chambers of Commerce
  - Benton-Franklin PUD Leadership
  - Benton-Franklin County elected officials
  - Pasco-Kennewick-Richland city officials
  - TRIDEC (advocacy group for the Tri-Cities)
  - Tri-City Herald
  - Three network TV stations
  
- Key Outreach Opportunities/Yakima
  - Yakama Indian Nation (fish/electricity)
  - Yakima Herald-Republic
  - Three Network TV stations
  - Yakima Chamber of Commerce
  - Hispanic Business Community
  - Apple Industry leaders (NW Horticultural Association, Yakima Valley Growers-Shippers Association)
  
- Key Outreach Opportunities/Wenatchee
  - Chelan PUD
  - Wenatchee World
  - Alcoa
  - Chelan County Commissioners, Wenatchee Mayor and city council
  - Douglas PUD
  - Douglas County Commission
  - Agriculture industry leaders (apples, pears, cherries)

- Ephrata
  - Grant PUD
  - Grant County Commission
  - Agriculture industry leaders (Simplot, Lamb-Weston, potatoes, wheat, etc)
  - Port of Moses Lake (Moses Lake airport is a Boeing airplane pilot training facility and aerospace incubator)
  - BMW plant (BMW picked Grant County for a plant for low-cost green hydro)
  - Data centers (all the big tech companies are there)
  - Columbia Basin Development League
  - Columbia Basin Herald

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Tuesday, November 19, 2013 9:04 AM  
**To:** Marker,Douglas R (BPA) - DKR-7  
**Subject:** RE: Wash State Engagement Plan

Amen – so, I talked with him about that a lot on Sunday evening...I'm going to try and help him with that...he knows he needs it...let's be sure we talk about that more on Monday...he needs a "chief of staff" type person who has responsibility for managing that...he was definitely listening, and we're going to come back to that subject.

---

**From:** Marker,Douglas R (BPA) - DKR-7 [<mailto:drmarker@bpa.gov>]  
**Sent:** Tuesday, November 19, 2013 12:02 PM  
**To:** Tony Williams  
**Subject:** RE: Wash State Engagement Plan

The trick is going to be getting structure in prioritizing Elliot's schedule.

---

**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Tuesday, November 19, 2013 8:52 AM  
**To:** Marker,Douglas R (BPA) - DKR-7; Cogswell,Peter (BPA) - DK-7  
**Subject:** RE: Wash State Engagement Plan

Perfect – and if I think of more ideas, I will send an updated version.

---

**From:** Marker,Douglas R (BPA) - DKR-7 [<mailto:drmarker@bpa.gov>]  
**Sent:** Tuesday, November 19, 2013 11:49 AM  
**To:** Tony Williams; Cogswell,Peter (BPA) - DK-7  
**Subject:** RE: Wash State Engagement Plan

Thanks, Tony. Yes, this second version is more extensive. Great assemblage of opportunities. Peter and I are going to be together for much of the last half of the week for off-site strategic planning. I'll followup with him in prep for Monday. Look forward to seeing you.

Best,

Doug

---

**From:** Tony Williams [<mailto:tony.williams@washington2advocates.com>]  
**Sent:** Monday, November 18, 2013 5:33 PM  
**To:** Marker,Douglas R (BPA) - DKR-7; Cogswell,Peter (BPA) - DK-7  
**Subject:** Wash State Engagement Plan

Doug and Peter – I just want to be sure you got the right copy of the engagement outline for Washington state. I am not sure you got the latest version. Here it is just in case I sent you an earlier version.

Best,

Tony



**TONY WILLIAMS**

*Partner & Chairman*

p 425.467.6900 x225

c (b) (6)

[www.washington2advocates.com](http://www.washington2advocates.com)

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** November 20, 2013 5:47:20 AM PST  
**To:** Elliot Mainzer (b) (6)  
**Subject:** RE: Wash State Engagement Plan

I like the van image...that should keep us humble...yes, the key is going to be tiering opportunities and groups into priorities, taking a long-term view, and then working out your calendar like a candidate would. Let's talk soon about how we create a process to manage your schedule around things like this.

**From:** Elliot Mainzer (b) (6) **Sent:** Wednesday, November 20, 2013 7:37 AM  
**To:** Tony Williams  
**Subject:** Re: Wash State Engagement Plan

Great to have a map like this of key constituencies from the critical WA geographies. I should probably pick up a nice Westphalia van and do a two month tour of the region. Seriously, though, this is an excellent list but/and prioritization of key touchpoints and some calendaring would be a logical next step.

On Nov 18, 2013, at 5:32 PM, Tony Williams wrote:

Doug and Peter – I just want to be sure you got the right copy of the engagement outline for Washington state. I am not sure you got the latest version. Here it is just in case I sent you an earlier version.

Best,

Tony

<image001.jpg>

<BPA Washington state engagement strategy outline.docx>

---

**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Sent:** Wednesday, November 20, 2013 4:31 PM  
**To:** Marker,Douglas R (BPA) - DKR-7  
**Subject:** RE: Proposed Dates to Engage Steve Wright

Doug – there is lots of good stuff in there. BTW, I got some real positive feedback from EM on what we're doing here. We also talked some more this more about scheduling/calendar prioritization...he is listening and definitely seems excited to be out there in front of people a lot in the coming year. He also made mention of the 75<sup>th</sup> Anniversary and how he wants to tie some messaging from all of that into his general messages that he hopes to deliver in the coming months. I think we're going to have a lot of fun next year.

TW

---

**From:** Marker,Douglas R (BPA) - DKR-7 [<mailto:drmarker@bpa.gov>]  
**Sent:** Wednesday, November 20, 2013 4:20 PM  
**To:** Tony Williams  
**Subject:** Proposed Dates to Engage Steve Wright

Tony – I remembered we did various event identifications for Steve Wright to give presentations about BPA's 75<sup>th</sup> last year. I have several more now but just wanted you to be aware.

**Proposed Dates to Engage Steve Wright/Bill Drummond**

**Tentative Scheduled Proposed**

	Portland/Salem/Vancouver	Coastal Oregon	Boise	Idaho Falls	Missoula	Kalispell	Seattle	Spokane	Tri-Cities	DC/other
<b>January</b>										
<b>February</b>	Feb. 4, 2012 U.S. Science Bowl lunchtime address Speaker: Steve Wright Feb. 7, 2012 Quarterly Public Interest Grp mtg Feb. 14, 2012 Speaker: Steve Weiss								Feb. 17, 2012 PUC Evening Event Speaker: Steve Wright Feb. 17, 2012 PUC Evening Event Speaker: Steve Wright	
<b>March</b>						March 17, 2012 PUC annual meeting Kalispell, MT Speaker: Steve Wright POC: Ken [redacted]	March 31, 2012 Washington State Science Fair Bremerton, WA Speaker: Anna Decker		March 28, 2012 PUC Council Meeting Pasco, WA	March 4-8, 2012 PWA 4th Int'l Conference Washington DC Speaker: [redacted] POC: [redacted]
<b>April</b>					Still open/announcements Missoula City Field Missoula, MT Speaker: Bill Drummond or Steve Wright POC: Carl Knitz			April 16 Lake Roosevelt Forum Spokane, WA Speaker: Steve Wright POC: Rob Swedo		
								April 24, 5 pm Roosevelt Forum Annual meeting Bishop, ID 11:30 am Spokane		
								PUC - Ken Harstad/Tony Elliot		
<b>May</b>	May 12, 2012 Midstate Annual Meeting LaPine, OR Speaker: Steve Wright Possible. POC: Dan Boyer			May 14, 2012 Speaker: [redacted] Meeting Coeur d'Alene	May 21, 2012 WA/G&T Annual Meeting Missoula, MT Bill Drummond 11:00 am - 2:00 pm POC: [redacted] Norman		May 21, 2012 WA/G&T Annual Meeting Speaker: Steve Wright	May 14, 2012 Speaker: [redacted] Meeting Coeur d'Alene		

(Highlighting tool will not recognize all text on these pages; All text should be highlighted, indicating that it was all subject to discretionary release analysis.)

	Portland/Seaside/Vancouver	Coastal Oregon	Boise	Idaho Falls	Missoula	Kalispell	Seattle	Spokane	Tribal	Other
<b>June</b>			<b>June 10-12</b> Idaho Assoc. of Commerce and Industry Sun Valley (between Boise and Idaho Falls) Speaker: Steve Wright				<b>June 6, 2012</b> WRECA Annual Meeting Olympia, WA (Bill Drummond)  POC: Kent Lopez WRECA klopez@wreca.coop  <b>June 7, 2012</b> Snohomish PUD meeting Everett, WA (1 hour from Seattle)  <b>June 6, 2012</b> Seattle Club of Seattle Speaker: Steve Wright			
			<b>June 13</b> Energy Conference-NW Gas Association Speaker: Steve Wright							
<b>July</b>	<b>Summer 2012</b> OR Trail Electric Coop/Prairie City Source Prairie City, OR Speaker: Bill Drummond/Steve Wright						<b>Summer 2012</b> Kootenai Electric Celebration Hayden, ID			<b>July 12</b> ORECA mid-year meeting  <b>July 15-19, 2012</b> PNWER Annual Summit Saskatoon, Saskatchewan
<b>August</b>	<b>Aug 20</b> Bonneville Dam celebration Speaker: Steve Wright									
<b>September</b>		<b>Sept 20</b> OP (ID) (WA) (OR) Pacific City, OR Speaker: Steve Wright								
<b>October</b>	<b>Harvesting Clean Energy</b>  <b>PNWA 2012 Annual Convention</b> <b>October 3-11, 2012</b> Hilton Vancouver Washington, 301 W. 6th Street, Vancouver, WA 98660 POC: Kristin Meira									

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	Portland/Salem/Vancouver	Coastal Oregon	Boise	Idaho Falls	Missoula	Kalispell	Seattle	Spokane	Tri-Cities	DC/Other
	Oct. 2 PNOC Power Annual Meeting Portland OR Speaker: Steve Wright									
November	Fridays at 12:15 Portland City Club's Friday Forum Speaker: Steve Wright Nov. 2, 2012 PNOC Annual Mtg Speaker: Steve Wright						November Spokane Woodchuck Club Speaker: Steve Wright Nov. 28 WA Public Power Assoc. Annual mtg Bonar Senior Area Speaker: Steve Wright			
December	Dec. 3, 2012 WA PUD Assoc. Annual Mtg. Vancouver WA Dec. 7, 2012 WPUIDA Annual Conference-The Northwest Power Conference Speaker: Steve Wright Dec. 13, 2012 8:30-11:30 a.m. PPC Annual Meeting: Sheraton Inn, PDX						Dec. 1 Spokane Roundtable Speaker: Steve Wright		December Spokane Annual meeting Speaker: Steve Wright	



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**From:** Tony Williams <tony.williams@washington2advocates.com>  
**Date:** November 20, 2013 6:00:17 AM PST  
**To:** Elliot Mainzer (b) (6)  
**Subject:** RE: 2014 Scope and Deliverables

We are in the same place...my request is essentially for you to take a leap of faith with me...i am very sensitive to the cost issue given these times...I thought about that long and hard before I suggested the increase, and decided to ask for it because of the amount of work I'm already doing, how I see that growing, and what I see as a ton of activity and opportunity ahead...also, I have a good feel for this kind of thing...after 13 years of doing this, I have a strong internal sense of when I'm hitting it right for the client, and when I'm not giving them everything they want and need. I think we're off to a great start, and I just have this sense that we will have a good year together.

But...I do the same thing with my employees here at W2A...we have a service agreement with everyone who works here (even me)....they set out a series of deliverables for the year, and then we meet in December to go over the agreement...if they hit it out of the park, as they generally always do, it's a very happy conversation. If not, we scale things back. I would expect the same thing here – we've got a solid list of deliverables and expectations in place right now...that work will ebb and flow throughout the year...if we get to this spot next year, and look at the year ahead and see more ebbs than flows, then we adjust...or we might say it feels right, and looks right, so let's keep things where we are...or we may even see more flows than ebbs, and we might grow. It's why I like this work – I like to focus on what the client needs, and let that dictate things...it's pretty simple, but it also creates an environment of success and good feelings, which I like.

I will definitely be more present in the building, and will regularize (love that word) my time with Pete and Sonya...I'm happy with how things are progressing with Pete...Sonya and I have been at this for years, so that should be easy.

Good stuff – thank you so much for the opportunity to be on the team. I

really appreciate it. More than you know!

TW

**From:** Elliot Mainzer (b) (6) **Sent:** Wednesday, November 20, 2013 8:07 AM **To:** Tony Williams **Subject:** Re: 2014 Scope and Deliverables

I like it. I have a bit of trepidation about the cost increase. For me to feel comfortable with the proposed 90k spend, I think we need to have a regular pattern of interaction such that you are more formally integrated into the team and provide a regular stream of deliverables as opposed to being more of an on demand source of expertise. I think that is what you are proposing here. Building the briefings and regular Portland meetings into my calendar will be essential. I think you should also try to regularize your time commitments with Pete and Sonya. That should put us in safer territory with respect to cost. Let's run with this new approach and fee structure for a year and then evaluate deliverables and value at the end of FY14 and see if we need to dial back.

On Nov 18, 2013, at 4:06 PM, Tony Williams wrote:

Elliott – per our discussion last night...what do you think?

Best,

Tony

<image001.jpg>

<BPA 2014 Scope of work and Deliverables Outline Nov 2013.docx>

## W2A 2014 SCOPE OF WORK/DELIVERABLES PROPOSAL

The following outlines W2A's thoughts on our 2014 scope of work and key deliverables.

### SCOPE OF WORK

#### Executive Counsel

- On demand executive counsel to the Administrator, the Washington, D.C. office and the Chief Public Affairs Officer for all key external issues of importance to the agency.

#### Strategic Communications

- Opportunity creation/communications planning/event and message development in key non-Portland locations (Seattle, western Washington, Eastern Washington, Idaho and western Montana).
- Ongoing message development assistance for the Administrator.

#### Relationship-Building

- Relationship-building with key opinion leaders in the region and D.C. with priority given to energy industry representatives, business leaders and key elected officials.

#### Issue Management

- Issue management counsel on critical matters such as Columbia River Treaty, legislation in D.C. of importance to BPA, preserving core asset value and health, customer service and cost management, infrastructure modernization, regional transmission planning and coordinated operations.

### KEY DELIVERABLES

#### Elliott Mainzer (EM), BPA Administrator

- Political and policy forecasting/counsel
  - Regional and D.C. focus
  - Provide regular updates on key issues that impact BPA
- Organizational Counsel
  - Long-term planning and scheduling
  - Development of key issues and messages
    - Preservation of core assets, customer service and cost management, infrastructure modernization, transmission planning, coordinated operations, etc.
- Strategic communications counsel
  - Message development
  - Crisis management
  - Media relations counsel and assistance
- Networking and relationship-building
  - Development of long-term relationship-building program
  - Regional and D.C. focus
  - Regional kitchen cabinets

- **Sounding board on key issues**
  - Long-term issue management
  - Crisis management
- **Key deliverables**
  - TW to make monthly visit to Portland for planning sessions with EM
  - TW to be available for regular check-in calls with EM on key issues
  - TW integrated with EM team on key external issues and strategic communications
  - TW to help EM develop strong relationships with key Members of Congress and their top staff.
  - TW help EM develop "kitchen cabinet" groups around the region to provide ongoing advice and counsel on key issues
  - TW to help EM with ongoing messages for delivery to key audiences
  - TW to help develop ongoing opportunities for EM to appear in forums, give speeches to key groups, and meeting with top regional leaders on key BPA issues throughout the year
  - TW to make other W2A team members available on an as-needed basis for issues of importance to the Administrator and other top executives.
    - Jeff Bjornstad, W2A President of Federal Affairs, Washington, D.C
    - Kristen Michal, W2A Vice President for Policy Development
    - Katie Drewel, W2A Senior Associate

### **Sonya Baskerville (SLB), Manager National Relations**

- **Political and policy forecasting/counsel**
  - D.C. Focus: Congress, the Administration and key outside groups that focus on NW energy issues
  - Monitor political and policy developments that impact BPA
- **Intelligence gathering and issue management**
  - Thought partner with SLB on key D.C. issues
  - Provide regular updates, and be available to answer questions and educate Members of Congress and their staffs on issues of importance.
- **Sounding board on key issues**
- **Key deliverables**
  - Regular meetings in D.C. and by phone with SLB to discuss key activities in D.C. and in the region that impact BPA's ongoing advocacy and issue management efforts at the federal level.
  - Relationship support for SLB with key Members of Congress, congressional level who serve at the leadership level (Chiefs of Staff, State Director, etc), key White House and Administration staff who are involved in NW energy issues, and top energy industry organizations that engage at the federal level.
  - Integrate other W2A team members, where appropriate, into the BPA federal affairs program.

### **Peter Cogswell (PC), Chief Public Affairs Officer**

- **Political and policy forecasting/counsel**
  - **Regional and D.C. focus**
  - **Provide regular updates on key issues that impact BPA**
- **Development of strategic communications plans**
  - **Provide counsel and input on the development of BPA strategic communications plans**
- **Opportunity development**
  - **Thought partner with PC and public affairs office staff on external affairs opportunities**
  - **Emphasis and focus would be on helping create opportunities for BPA in non-Portland markets: Seattle, Spokane, Idaho, and western Montana**
- **Relationship-building and networking with key media and opinion leader contacts in non-Portland locations**
- **Key Deliverables**
  - **Regular in-person and phone meetings with PC and his key staff members to discuss ongoing strategic communications and public affairs projects.**
  - **Assistance in developing written plans, talking points, speeches and other content-driven materials.**
  - **Intelligence-gathering in the region about key energy issues, and other public affairs matters that impact BPA from a communications standpoint.**
  - **Assistance in creating public affairs opportunities in Washington state for key BPA executives throughout the year.**

### **Fee Structure**

**Our current fee for executive counsel only is \$75,000 per year, or \$6,250 per month. With the new scope of work outlined above, our fee for this work is \$90,000 per year, or \$7,500 per month.**

END

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**From:** Marker,Douglas R (BPA) - DKR-7  
**Sent:** Thursday, November 21, 2013 8:33 PM  
**To:** 'Tony Williams (tony.williams@washington2advocates.com)'  
**Subject:** FW: Tracking external events for executives: January 7 2014  
**Importance:** High

Tony – just an example of how things are working now for our discussion on Monday. FYI only – no action specific to this. It's a symptom

Best,

Doug

**From:** Klumpp,Elizabeth C (BPA) - DKR-7  
**Sent:** Thursday, November 21, 2013 9:40 AM  
**To:** Marker,Douglas R (BPA) - DKR-7  
**Subject:** Tracking external events for executives: January 7 2014  
**Importance:** High

Doug, you mentioned you are tracking external opportunities for BPA execs. FYI

**From:** Williams,John J (BPA) - DKR-BOISE  
**Sent:** Thursday, November 21, 2013 09:34 AM Pacific Standard Time  
**To:** Mainzer,Elliot E (BPA) - A-7; Delwiche,Gregory K (BPA) - D-7; Boardman,Sandy (BPA) - A-7  
**Cc:** Cogswell,Peter (BPA) - DK-7; Klumpp,Elizabeth C (BPA) - DKR-7  
**Subject:** Fw: January 7 2014

It has been customary for BPA's Administrator to attend and speak at the ICUA's legislative meeting in January.

Sandy, could you please check Elliot's availability. Thanks  
John

**From:** Will Hart [<mailto:whart@icua.coop>]  
**Sent:** Thursday, November 21, 2013 08:21 AM Pacific Standard Time  
**To:** Williams,John J (BPA) - DKR-BOISE  
**Subject:** January 7 2014

John,

I typically have BPA Administrator speak at my January meeting. Could you put in the request for Elliott or a sub to speak at my Jan. 7 meeting??

Thanks,

Will Hart  
Executive Director, Idaho Consumer-Owned Utilities Association  
PO Box 1898

Boise, ID 83701  
208-344-3873

**From:** Tony Williams <tony.williams@washington2advocates.com>

**Date:** November 22, 2013 8:32:18 AM PST

**To:** "Elliott Mainzer (b) (6)" (b) (6)

**Subject:** A few thoughts for you

E – thanks for your message last night. I just had a feeling that my contract wouldn't be so easy. A few thoughts for you as you try to work things out:

1. Don't come close to breaking any china over me.
2. You need someone filling the role I fill...if it can't be me, be sure you leave the door open to bringing in someone else. My recommendation would be (b) (6)
3. I would love to continue doing this work...I like the energy between you and me, and things are starting to click with Pete and Doug. I'm getting regular emails from the two of them about the outreach and strategic comms project...that is good and motivates me. That interaction with them, however, has further convinced me that you need a strategic talent working on all of this stuff for you and the agency. It would take you 12 to 18 months to get sign-off on the proper job title and a process to have that person internally, and that it might even take longer than that...so, that argues for an outside person helping elevate your team on this stuff. I hope that person can be me, but if not, let's talk about someone else for you.
4. At the same time, my company has been on a huge growth track the last three years (we've doubled the size of the company since 2010 from a revenue standpoint) and we're on track to have another growth year in 2014...given that, I must admit that I'm a little worried about the time commitment I am making to you and BPA over the next year. If the contract process ends up being easy, then my blood pressure will go down on that front. If the process ends up being hard, and you end up having to spend a chit to keep me on board, then that will increase my blood pressure in terms of this work, and that feels counter-productive to me. You want me approaching this work with joy, not obligation. If we're all happy, it will be fun, and you will end up getting more work than you're paying for.
5. If it doesn't work, give me the option of sending you an email telling you that I would prefer not to renew my agreement with BPA for 2014.

Just some thoughts...one thing about me is this – I loathe drama and I never want to be a square peg in a round hole. I hope it all works out.

Thanks for making the effort!

Best,

Tony

unknown.jpg –