

Project Management Plan

A. Executive Summary

The project management plan responds directly to the requirements listed in the FOA. In this plan we explain how we will complete the request work under Topic B, including:

- WREZ Phase 3 completion
- WREZ Phase 4 completion
- Wildlife Pilot Projects
- Carbon sequestration mapping related to variability of renewable energy
- Providing input into Topic A of the FOA
- Analyzing impacts of water availability on the ability of the West to meet future energy demand.

The goal of this project is to provide the Western Governors and PUC Commissioners with information that will allow them to fully understand how the Western Interconnection can achieve a clean, secure, reliable and reasonably priced electricity generation and transmission system, while facilitating state participation in the transmission planning process. This will be accomplished by identifying various demand scenarios, including, but not limited to, high energy efficiency, RPS requirements, and demand response, the essential characteristics of the future generation and transmission system, including transmission efficiency enhancements, and by developing generation/transmission scenarios that will meet demand and achieve those characteristics. This will provide the governors and the PUC commissioners with the ability to understand the advantages and disadvantages of any respective scenario, and the impacts that scenario will have on the economies, natural resources, and landscapes of the West. This will allow the governors, PUCs and other Western stakeholders to develop comprehensive, integrated, and effective plans for achieving Western energy goals. The process we will use will facilitate participation by Western state and provincial public utility commissions and energy officials in the Western Interconnection in both the scenario analysis and transmission planning activities that will be undertaken in Topic A. The encompassing stakeholder process will greatly improve the quality of information available and lead to increased interconnection-level coordination on all levels. We will rely heavily on the diverse stakeholders who are part of the energy picture, including PUCs and utilities; NGOs and other citizen organizations; elected officials at all levels of government; and state, local and federal agencies.

In our response we have clearly laid out the specific process and activities that will allow us to complete the work. At the end of this process, we will have an unprecedented level of regional information and analysis that can be used by stakeholders and decision-makers to influence future policy on energy development.

Finally, we have clearly listed all the specific reports and analyses that will be associated with the project and the dates for their completion.

B. Risks and Mitigation Options

- Building consensus with a diverse and wide stakeholder base necessitates patience and negotiation skills. This may impede reaching critical deadlines and milestones.
 - Mitigation: WGAs experience in negotiation is extensive, given the issues and projects undertaken by the organization. The program directors will focus on identifying potential obstacles prior to becoming an issue and will enlist facilitators to act as ‘independent’ mediators to resolve conflicts early on in the process.
- Organizing LSEs to identify their preferred zones and develop agreement among them and the respective regulators.
 - Mitigation: WIEB will oversee a consultant who will convene a wide group of regulators and LSEs to review existing procurement schedules and desired resource planning schedules to coordinate procurement schedules that coincide with potential transmission development schedules. By incorporating numerous players, risk is diversified.
- The deadlines outlined are based on a timely commitment from contractors and National Labs in meeting the milestones outlined in this proposal.
 - Mitigation: Once the award is made, WGA will begin securing appropriate contractors via competitive bidding, making special effort to secure contractors that have the appropriate staff in place commence work on the transmission planning objectives immediately. Furthermore, the WGA has already commenced discussion with several National Labs to coordinate deadlines. The goals outlined will be articulated to all participants throughout the process to ensure timely implementation. WGA will maintain and update a project planning website for all project participants.
- The project relies heavily on state agency and public utility commissions input. With continued state budget cuts that reduce the personnel available from energy agencies and regulatory commissions, there is concern associated with the ability for states and PUCs to participate in various technical meetings and activities. Increased participation from the states will enhance the regional support for the project outcomes.
 - Significant resources are allocated to the states to support travel to engage their participation in the numerous meetings. The project proposes to fund technical resources for consultants to assist states and provinces in understanding future technological problems and issues that are not known at this time. New issues and unforeseen topics will emerge over time and the states and provinces need flexibility to respond to these future contingencies. The proposal also solicits extensive technical expertise from the national labs to build collaboration and information from the states without tapping state employees. This leverages state input without taxing their payrolls.

C. Milestone Log

Task Number	Title	Task Completion Date (Calendar Year)				
		Original Planned	Revised Planned	Actual	Percent Complete	Progress Notes
	Revise PMP	1 st Qtr 2010				
1.a.	WREZ 3					
1.a.1.	Preferred zones	1 st Qtr 2010				
1.a.2.	Interviews	2 nd Qtr 2010				
1.a.3.	Procurement schedules	2 nd Qtr 2010				
1.a.4.	Barriers	2 nd Qtr 2010				
1.a.5.	LSE/PUC discussions	4 th Qtr 2011				
1.a.6.	Monitoring	4 th Qtr 2013				
1.b.1.	WREZ 4 – siting					
	Case study analysis and workshop presentation	4 th Qtr 2010				
	Permitting Forums	4 th Qtr 2010 3 rd Qtr 2011				
1.b.2.	WREZ 4 – cost allocation					
	Study on cost allocation options	3 rd Qtr 2010				
	Stakeholder process to evaluate right sizing on cost allocation	2 nd Qtr 2011				
	Regional response recommendations on interconnection-wide cost allocation	2 nd Qtr 2012				
2.b.	Carbon sequestration					
	Final map and report	1 st Qtr 2012				
3.	Wildlife Decision Support Systems					
	Finalize selection of pilot projects and sign contracts with states	2 nd Qtr 2010				
	Quarterly update from states on pilot progress	2 nd , 3 rd , and 4 th Qtrs 2010				
	Final report on pilot findings	2 nd Qtr 2011				
4-6	Input into Topic A					
4-6.1	Steering Committee <ul style="list-style-type: none"> Adopt procedures Operation 	1 st Qtr 2010 4 th Qtr 2014				
4-6.b.1	Input to scenario development	2 nd Qtr 2010 2 nd Qtr 2012				

4-6.b.2	Technical work	4 th Qtr 2014				
4-6.b.3	Study results	3 rd Qtr 2011 3 rd Qtr 2013				
4-6.b.4	Sub-regional Planning	4 th Qtr 2014				
4-6.b.5	Integration of variable generation	4 th Qtr 2014				
4-6.b.6.	Existing grid use	4 th Qtr 2014				
4-6.b.7	Resource planner forum	1 st and 3 rd quarters of each year				
7.	Water					
7.a	Water Availability Assess	4 th Qtr 2010				
7.b	Energy – Water Model	2 nd Qtr 2012				
7.c	Electricity Gen Scenario	2 nd Qtr 2012				
7.d	Policy Report	4 th Qtr 2012				

D. Funding and Costing Profile

	2010	2011	2012	2013	2014	Total
Task 1a						
Salary/Fringe	18,890	19,526	1,803	1,864	-	42,084
Consultants	224,106	177,307	61,402	52,116	-	514,931
Travel	92,800	92,800	-	-	-	185,600
Other Direct	15,500	15,500	7,500	-	-	38,500
Indirect	12,000	12,360	1,061	1,093	-	26,514
Total	\$ 363,296	\$ 317,493	\$ 71,766	\$ 55,073	\$ -	\$ 807,628
Task 1b						
Salary/Fringe	110,011	113,702	46,483	40,582	-	310,779
Consultants	200,000	225,000	125,000	-	-	550,000
Travel	43,200	32,800	17,600	-	-	93,600
Other Direct	24,850	21,450	24,250	4,000	-	74,550
Indirect	75,400	77,662	32,888	29,504	-	215,454
Total	\$ 453,461	\$ 470,614	\$ 246,221	\$ 74,086	\$ -	\$ 1,244,382

Task 1c						
Salary/Fringe	78,542	86,526	77,066	62,931	34,484	339,550
Consultants	35,000	87,500	70,000	17,500	-	210,000
Travel	17,600	18,400	17,600	9,600	6,400	69,600
Other Direct	1,750	1,750	1,750	1,250	16,250	22,750
Indirect	59,000	64,890	58,350	43,709	25,887	251,835
Total	\$ 191,892	\$ 259,066	\$ 224,766	\$ 134,991	\$ 83,021	\$ 893,735
Task 2b						
Salary/Fringe	12,127	12,532	9,783	-	-	34,442
Consultants	-	-	-	-	-	-
Travel	3,200	5,600	-	-	-	8,800
Other Direct	500	4,000	-	-	-	4,500
Indirect	9,000	9,270	7,426	-	-	25,696
Total	\$ 24,827	\$ 31,402	\$ 17,209	\$ -	\$ -	\$ 73,438
Task 3						
Salary/Fringe	15,266	15,724	-	-	-	30,991
Consultants	3,429,125	229,125	-	-	-	3,658,250
Travel	4,800	4,800	-	-	-	9,600
Other Direct	-	-	-	-	-	-
Indirect	14,880	15,326	-	-	-	30,206
Total	\$ 3,464,071	\$ 264,976	\$ -	\$ -	\$ -	\$ 3,729,047
Task 4 - 6						
Salary/Fringe	47,085	48,669	47,242	45,665	12,619	201,279
Consultants	1,438,097	1,437,958	1,217,616	1,054,029	940,415	6,088,115
Travel	9,600	9,600	9,600	9,600	3,200	41,600
Other Direct	-	-	-	-	-	-
Indirect	30,000	30,900	29,705	28,411	7,879	126,895
Total	\$ 1,524,782	\$ 1,527,127	\$ 1,304,163	\$ 1,137,704	\$ 964,113	\$ 6,457,888
Task 7						
Salary/Fringe	37,098	53,215	54,994	-	-	145,306
Consultants	252,478	152,487	127,487	-	-	532,452
Travel				-	-	48,000

	18,400	13,600	16,000			
Other Direct	3,750	3,750	12,500	-	-	20,000
Indirect	27,200	39,346	40,530	-	-	107,076
Total	\$ 338,926	\$ 262,398	\$ 251,511	\$ -	\$ -	\$ 852,834

Total Budget						
Salary/Fringe	319,019	349,893	237,371	151,043	47,103	1,104,430
Consultants	5,578,806	2,309,377	1,601,505	1,123,645	940,415	11,553,748
Travel	189,600	177,600	60,800	19,200	9,600	456,800
Other Direct	46,350	46,450	46,000	5,250	16,250	160,300
Indirect	227,480	249,754	169,960	102,716	33,765	783,676
Total	\$ 6,361,255	\$ 3,133,075	\$ 2,115,636	\$ 1,401,854	\$ 1,047,134	\$ 14,058,954

A large portion of the funding for this proposal covers travel for state employees to travel to the multiple technical and policy meetings. Of the travel funding request, 50% will be in support of states participation in Topic B. Furthermore, \$3,200,000 was requested for pilot projects under the wildlife component. The pilot projects are to fund states efforts to build DSS systems identifying key wildlife corridors. The above budget does not reflect the time and efforts of state participation in Topic B. This project will rely heavily on state involvement from PUC Commissioners, state energy advisors, state wildlife agencies, and local and regional siting agencies, all who are integral to the process in contributing in-kind time and expertise. The in-kind contribution of these participants is too vast to provide a precise calculation. We estimate the amount would be at least three times the budget requested from DOE.

2010




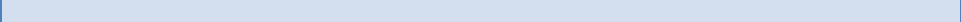
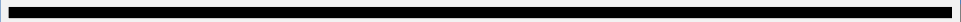

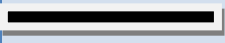


2011

2012

2013

2014

Project Timeline	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Task 1a.																				
Common zones & workgroup creation																				
Coordinated Procurement Schedules & Monitoring																				
Task 1b.																				
Permitting Case Studies																				
Regional response recommendations for siting																				
Siting forums on best practices																				
Transmission corridors reviews & webcasts																				
Cost allocation study and presentation																				
Stakeholder process to evaluate right sizing & cost allocation options																				
Develop regional response to cost allocation recommendations																				
Task 2																				
Incorporation of Carbon Sequestration mapping and analysis																				
Task 3																				
Pilot Projects selected and underway																				
Pilot Findings report																				

Tasks 4 - 6	
Form committee and outreach to states and provinces	
Identify policy input drivers for WECC	
Scenario development	
Participate in Technical work groups facilitate sub-regional planning groups and review transmission plans	 
Identify lower integration cost opportunities through forums&studies	
Collaboration btwn LSEs and stakeholders on electrical transmission and generation	
Task 7	
Assess water supply availability in relation to energy development	
Evaluate electricity generation scenarios in energy-water model	
Develop policy to promote coordination in energy and water development	

F. Success Criteria at Decision Points

Task 1a: WREZ Phase 3

Success criteria for Phase 3 are the identification of renewable areas of interest to multiple LSEs, executing discussions among LSEs and their PUCs on their interest in coordinated procurement and barriers and ways to overcome barriers to coordinated procurement, and reaching agreements on coordinated procurement.

Task 1b. WREZ Phase 4

At the end of Phase 4, we will have a consensus among all key stakeholders regarding siting and cost allocation recommendations. This consensus will be expressed as a series of policy recommendations that, with the endorsement of the Governors, will expedite efforts to build transmission on a regional basis.

Task 3: Wildlife DSS development

By the end of the first year, several of the state pilot projects should be near completion. These sample projects will demonstrate how state DSS systems can be coordinated to inform regulatory agencies in the siting of interstate and intrastate development projects; specifically regional transmission.

Tasks 4-6: Input into Topic A

For the Input into Topic A, success measures are organizing the State/Provincial Steering Committee, reaching agreement on priority areas of input into Topic A (e.g., scenario development, integration of variable generation, efficient use of existing transmission), delivering such input, and participating in Topic A study work.

Task 7: Energy –Water Nexus

By second quarter 2012, WGA and the WSWC will have a comprehensive assessment of water availability in the West with updated projections of energy development impacts. This assessment will provide a basis for applying an evaluative model to the water impacts associated with various generation/transmission scenarios, and can influence policy recommendations for the Western Governors' to approve and implement throughout the Western region. We ultimately will develop a set of recommendations that ensure that electricity generation is compatible with water resource availability.