



Challenges to Develop and Implement Resource Management Plans: *the Idaho Power Company Experience*

Anthonie M. Holthuijzen
Idaho Power Company

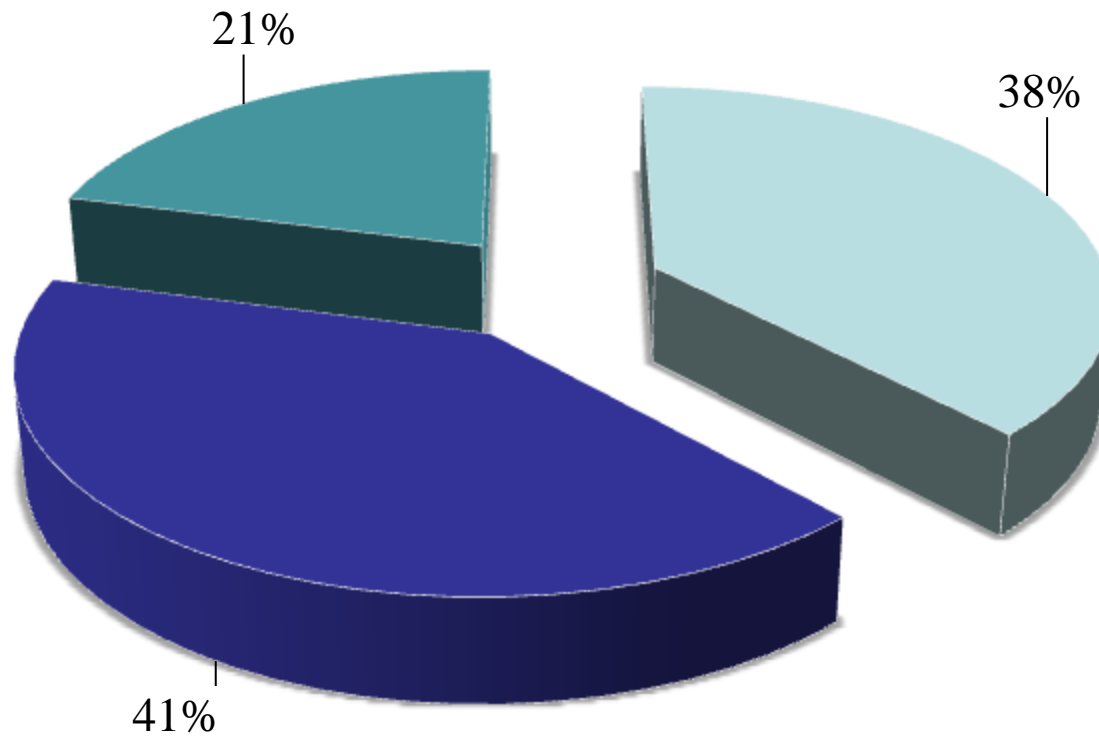
THE SNAKE RIVER & IDAHO POWER'S HYDROELECTRIC SYSTEM

Total Hydroelectric Capacity - 1,706,715 Kw (Kilowatts)



2008 Energy Sources IPC

■ Hydro ■ Thermal ■ Purchased Power



IPC Hydro Licenses Issued or Pending

Hydro Facilities	Nameplate MW	Application Submitted	New License Issued
American Falls	92.3	1973	1975
Milner	59.4	1984	1988
Twin Falls	52.9	1983	1991
Shoshone Falls	12.5	1997	2004
Upper Salmon	34.5	1995	2004
Lower Salmon	60.0	1995	2004
Bliss	75.0	1995	2004
CJ Strike	82.8	1998	2004
Malad	22.0	2003	2005
Swan Falls	27.2	2007	2011?
Brownlee	585.4	2003	Pending
Oxbow	190.0	2003	Pending
Hells Canyon	391.5	2003	Pending

Competing Business Models

- **In-House Staff vs Consultants Developed Plan**
 - In-House Staff
 - Institutional Expertise and Experience
 - Flexibility
 - Unique Regulatory and Business Environment
 - Long-term Commitment (25–30 years)
 - Consultants
 - Quickly Assemble Team of Experts
 - Flexibility
 - Lack of Accumulated Institutional and Resource Knowledge
 - Challenges in Controlling Contracting Costs
 - Assurance of Long-Term, Sustained Quality Contracting Services



Competing Business Models

- **Decision-Drivers**
 - IPC's Reliance on Hydropower Resources (35–55%)
 - Long-Term Commitment to Process
 - Licensing Timeline: 10–15
 - Compliance Timeline: 30–45 years
 - Building and Retaining In-House Knowledge
 - Flexibility In Staffing and Planning

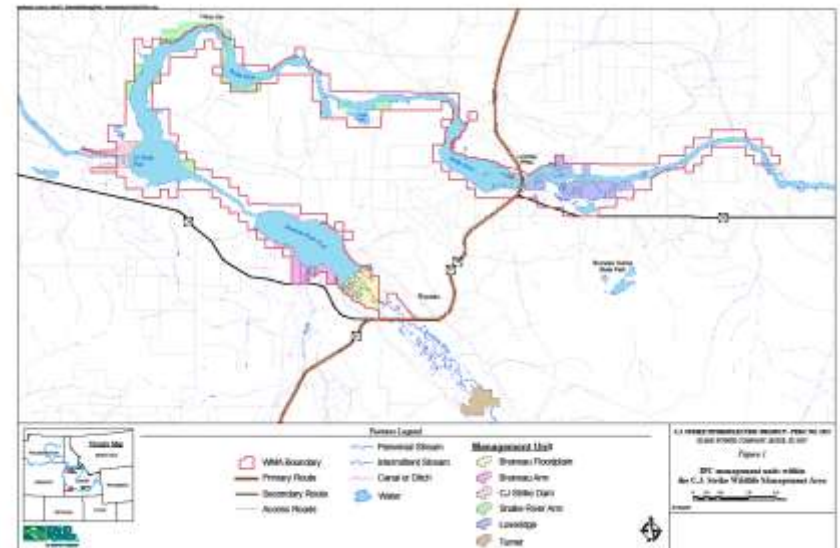
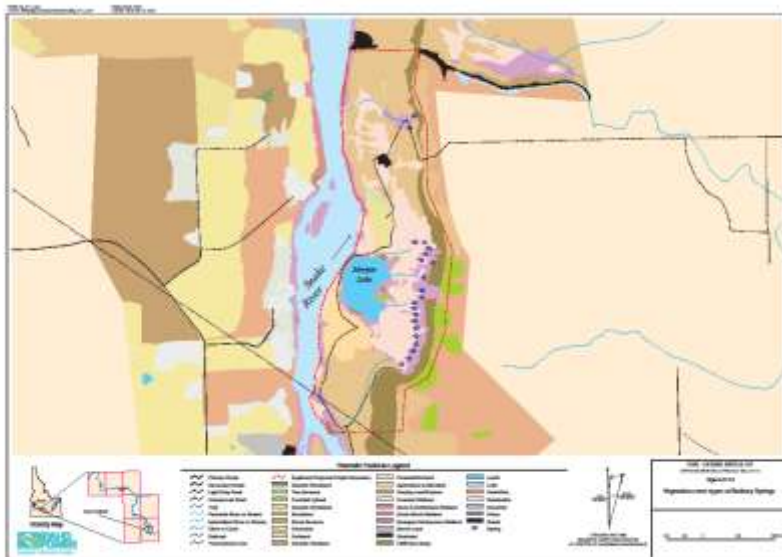
IPC-Owned Mitigation Acreage and FERC-Approved Resource Management Plans

Hydro Project	Mitigation Acreage	Resource Management Plans
Milner	23	Y
Upper Salmon Falls	170	Y
Bliss	875	Y
CJ Strike	3,305	Y
Swan Falls	440	Y
Hells Canyon Complex	22,541	N
Total	27,354	

Develop and Implement Resource Management Plans

• Mitigation Land Options

- IPC-Owned Land vs Acquiring Mitigation Lands
- In-House Management vs Agency Management
- Fee-Owned vs Easement



Develop and Implement Resource Management Plans

- **Components of Resource Management Plans**
 - Coordination and consultation with resource agencies
 - Constraints and opportunities
 - Listed Species and State Sensitive Species
 - Cultural Resources
 - Recreation (e.g., parks, access sites)
 - Traditional use of properties
 - Access for hunting and fishing
 - Livestock grazing

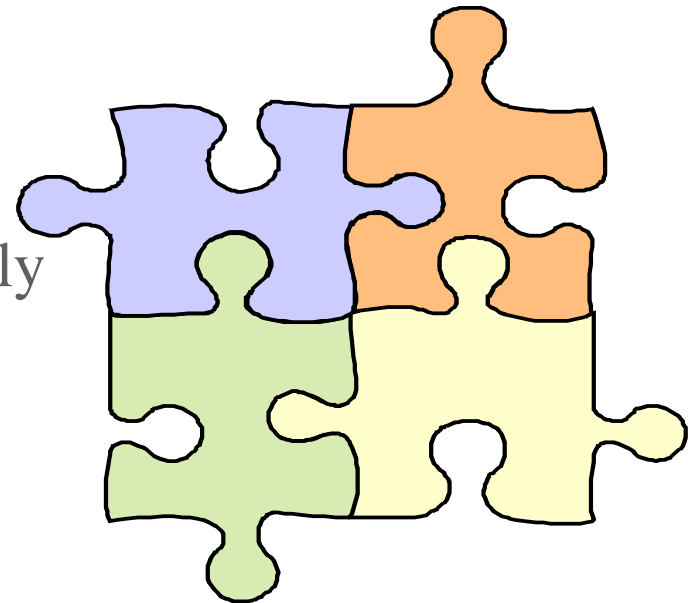
Develop and Implement Resource Management Plans

- **Plan Implementation**

- Budget
- Hire staff
- Develop Infrastructure
 - Office
 - Equipment
- Oversight: Create Management Advisory Committee (MAC)
 - Agencies and adjacent private land owners
 - Clear authority and objectives of MAC
 - Agreed rules of engagement
 - Annual work plans

Keys to Success

- **Organizational Structure consistent with Relicensing and Compliance Objectives**
 - Changing organizational dynamic at Idaho Power
 - Staff needs changed – science-based to land mgt based
 - Capital to O&M budget transition
 - Compliance process focus
 - Other utilities may need to support relicensing and compliance concurrently



Keys to Success

- **Building Professional Resource Staff**

- Terrestrial
- Aquatics
- Fisheries
- Recreation
- Cultural
 - Growth from 4 to 70 employees since the 1990s



Keys to Success

- **Other Resource Needs:**
 - GIS Staff and Technical Support
 - Professional Planner
- **Close Cooperation among Legal-, Legislative-, and Environmental Staff**



Keys to Success

- **Accumulate In-House Institutional and Environmental Knowledge**
 - Continuity of Data Collection and Reporting
 - Respond more quickly and flexibly to changing issues and opportunities
 - Build trust with agencies and regulators
 - Develop long-term partnerships
 - Recognized as subject matter experts (Snake River)

July 2007



July 2009



Keys to Success

- **Engage Local Interest Groups and Employees**
 - Meet local needs and interest
 - Be part of local community



Lessons Learned

- Avoid over-development of plan
- Adaptive management—built-in flexibility
- Engage and develop partnerships with regulatory agencies
- Engage local community—public relations