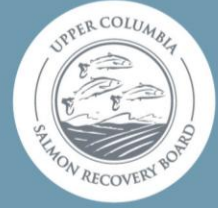


Working to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the Upper Columbia Region.



DRAFT AGENDA

UCSRB Directors’ Meeting

[Douglas County Transportation & Land Services Building](#)

140 19th St. NW A, East Wenatchee, WA 98802

Thursday, February 26, 2026

9:00 AM – 3:00 PM

[Join Virtual Meeting](#)

Meeting ID: 856 9347 3170 Passcode: 982106

Time	Topic	Presenter
9:00 am	Welcome and Introductions	Chair Shannon Adams
9:05 am	Regular Business Approve February 26, 2026 Board Meeting Agenda Approve December 4, 2025 Board Meeting Summary	Chair Adams Directors Directors
9:10 am	Public Questions and Comments	
9:15 am	Finance and Operations <ul style="list-style-type: none"> • Overview of Financial Reports • Disbursement and revenue summaries for November, December 2025 <ul style="list-style-type: none"> ◦ Questions and discussion Approve disbursement and revenue summaries for November and December 2025 Nomination(s) for a second Board member to participate in the Financial Committee <ul style="list-style-type: none"> • IRS/August Edge issue <ul style="list-style-type: none"> ◦ Questions and discussion 	Shelly McMullen Directors Directors Directors Shelly McMullen Directors
10:00 am	Contracts - Status and Updates <ul style="list-style-type: none"> • CTCR 2026 contract Review and approve CTCR contract <ul style="list-style-type: none"> • Draft BPA contract FY 2026-27 Review and approve BPA contract 2026 UCSRB Small Grants <ul style="list-style-type: none"> • Questions and discussion 	Amanda Ward Directors Directors Amanda Ward Directors

10:15 am	<ul style="list-style-type: none"> - Resolution 26-01: Formalize UCSRB Bylaws revision, approved at Board meeting, December 4, 2025 • Approve and sign Resolution 26-01 to formalize approved amendments to UCSRB Bylaws <ul style="list-style-type: none"> • Board manual update 	Amanda Ward Directors
10:20 am	<ul style="list-style-type: none"> New CAC member – Wenatchee • Approve new Chelan County CAC member 	Ariel Edwards Directors
10:30 am	Break	
10:40 am	<ul style="list-style-type: none"> Salmon Days 2026/ WSC meeting • Questions and discussion 	Ariel Edwards, Leslie Selgestad, Amanda Ward Directors
10:55	<ul style="list-style-type: none"> Science Summit, 21-22 January, 2026 • Questions and discussion 	Ryan Niemeyer Directors
11:10 am	<ul style="list-style-type: none"> Annual Report for NOAA • Review, questions and discussion <p>Approve 2024 Annual report</p>	Ariel Edwards, Ryan Niemeyer Directors Directors
11:25 am	<ul style="list-style-type: none"> Draft Adaptive Management Report • Review, questions and discussion 	Meghan Camp Directors, UCSRB staff
Noon	Lunch	
1:00 pm	<ul style="list-style-type: none"> Changing climate - challenges ahead Questions and discussion 	Ryan Niemeyer Directors
1:30 pm	Steelhead Overshoot Behavior in the Upper Columbia and its Relevance to Recovery	Keely Murdoch, Yakama Nation
2:10 pm	A Vision for Integrated Flood Resilience	Kas Guillozet, Senior Director, Watersheds, BEF
2:50 pm	<ul style="list-style-type: none"> Items for future Board meetings • Interest for a Board tour of Wells dam – April (?) • Presentations, topics of interest, more information required, etc.? 	UCSRB staff and Directors
3:00 pm	Wrap-Up and Adjourn Meeting	Chair Adams

December 4, 2025

Draft UCSRB Board of Directors Mtg. Summary

Douglas County Transportation & Land Services Building – East Wenatchee, WA

9:00 am to 3:00 pm



Formal Approvals

Item	Action-Decision
Agenda for December 4, 2025 Board of Directors Meeting	Approved
Summary for September 25, 2025 Board of Directors Meeting	Approved
Approve and sign revenue and disbursement summaries August – October 2025	Approved
Ratify Board Chair’s signature on RCO FY2025-27 Contract Amendment 2	Approved
Approve and sign YN FY25-26 contract.	Approved and signed
Approve UCSRB By-Law amendments	Approved
Approve Personnel Manual amendment	Approved
Approve the Operations Manual amendments	Approved
Approve proposed dates FY 2026 Board meetings (including Executive and Finance Committee meetings)	Approved

Present: Board Chair Commissioner Shon Smith (Chelan County), Vice Chair Shannon Adams (Yakama Nation), Treasurer Commissioner Randy Agnew (Douglas County), Charles “Chuck” Brushwood (Confederated Tribes of the Colville Reservation), Commissioner Andy Hover (Okanogan County), UCSRB Executive Director Amanda Ward, and UCSRB Staff: Ryan Niemeyer, Ariel Edwards, Shelly McMullen, Meghan Camp, Leslie Selgestad, Karen Berg

Others present: Brock Hoenes (WA Department of Fish and Wildlife), Mike Kaputa (Chelan County Natural Resources Department), Chris Fisher (Confederated Tribes of the Colville Reservation).

Remote: Rachel McClure (Northern District Manager for Congressman Dan Newhouse), Brent Paul (Trout Unlimited), Steve Martin (Snake River Salmon Recovery Board), Rachel Warren (Walla Walla Community College), Tom Kahler.

1. Welcome and Introductions

Chair Smith welcomed everyone to the meeting at 9:00 am and participants introduced themselves.

2. Regular Business

Chair Smith presented the draft agenda for the meeting and asked if there were any corrections or additional items to be added. No requests were noted.

Chair Smith asked if the Board approved of the December 4, 2025 agenda, all agreed.

The meeting summary from the September 25, 2025 Board of Directors meeting was shared. No corrections or updates were noted.

Chuck Brushwood made a motion to approve the September 25, 2025 Board of Directors meeting summary as presented. Randy Agnew seconded the motion, all approved.

3. Public Questions and Comments

Chair Smith asked if there were any public questions or comments. None were noted.

4. Finance and Operations

Shelly McMullen, UCSRB's new Accounting Manager, reviewed the UCSRB financial reports:

Budget vs. Actual

Based on the 18-month budget from July 2024 through December 2025.

- As of October 2025 - 82% of the budget period.
- End of year is 12/31/2025 with \$292,934 remaining in the FY24-25 budget.

A question was asked about the Outreach Activities budget, including travel and website.

- The website developer, Northwest Web Development, was paid for additional work dealing with website issues following transfer from 3 Sherpas.
- There are likely to be no further travel costs this year.
- Chelan County Outreach looks to be over budget. It is likely to be an invoice timing issue, but Shelly will investigate.

Current Grant Activity

BPA – Contract has been extended through February 2026. Budget is 50% spent at 74% through the grant period.

CTCR –SOW for the next contract (FY2026) is submitted. We are waiting for CTCR confirmation.

USFS – This contract has been spent down.

TWS – This award has been spent down. An additional \$5,000 from TWS will be forthcoming in the near future.

DNR – A small contract for \$10,000 is now active for NCWFHC activities.

RCO LE/Admin – Both new FY25-27 contracts are now active.

WSU –On track.

YN –New contract FY25-26 received this week.

Statement of Financial Position

As of October 31, 2025. There is a net income decrease of \$52,684.70 that should even out in the new year, possibly due to Ryan being on PFML. Commissioner Hover noted that we are also down in Current Assets and Accrued Revenue this year.

Operating Reserve Activity

Reporting January 2025 through October 2025. Previous Accounting Manager's termination payouts are reflected in this report. There is also a \$60 transaction from a Science Summit registration fee.

Draft 2026 Budget

RCO LE FY25-26 is \$325,000, with an estimation of FY26-27. Commissioner Hover questioned the \$321,000 overage. Amanda said we have some flexibility with these funds. Although we don't yet know about the FY26 federal budget PCSRF is still a funding source with bipartisan support. Commissioner Smith asked why the website is budgeted at \$6,000. Amanda said that the NCWFHC website is set up differently to the UCSRB's and therefore needs work so both function in a similar way.

Disbursement and revenue summaries for June - August 2025

Disbursements totaled \$424,066 for August 1 – October 31, 2025. \$75,000 was transferred to savings in October 2025. Chair Smith requested a Money Market summary. It was noted that small grants, facilitator training for Karen and the budget workshop attended by Amanda and Julie were all reflected on the August 2025 Disbursement report.

Commissioner Hover made a motion to approve the Disbursement and Revenue Summaries for August – October 2025. Chuck Brushwood seconded the motion and all approved.

5. Contracts – Status and Updates

RCO LE FY2025-27

Chair Smith previously signed RCO FY2025-27 contract Amendment 2 which rolls \$254,585 PCSRF FY24 funds into FY25.

Commissioner Hover made a motion to ratify the Chair’s signature on the RCO FY2025-27 Amendment 2. Commissioner Agnew seconded the motion and all approved.

DNR Grant

DNR grant for \$10,000 received to fund NCWFHC facilitation. Additionally, the Community Foundation of North Central Washington confirmed an award of \$15,000 for NCWFHC facilitation. Commissioner Hover asked about the possibility of NCWFHC members contributing towards facilitation costs and will follow up on this at their next meeting. It was noted that, if necessary, Karen’s time can also be funded out of RCO funds.

YN FY25-26

The Yakama Nation FY25-26 contract was recently received and needs Board approval.

Commissioner Hover made a motion to approve the YN FY25-26 contract. Chuck Brushwood seconded the motion and all approved.

CTCR

Options to increase the original SOW have been submitted and we are in waiting mode for this potential contract.

BPA FY25-26

The timeframe for the BPA FY25 contract was extended to the end of February, and we are currently working on the next SOW and budget.

6. Snake River Salmon Recovery Board Assistance

Steve Martin of the SRSRB and Rachel Warren of Walla Walla Community College joined remotely to discuss the possibility of the UCSRB providing bookkeeping assistance to the SRSRB. Currently, SRSRB staff are considered to be employees of Walla Walla Community College. Steve is working to set up

SRSRB as a 501(c)3 nonprofit organization. State auditors have identified a conflict of interest in the bookkeeping services provided to SRSRB by WWCC. While WWCC would remain as the primary fiscal agent, UCSRB would assist by processing the monthly invoices/vouchers. The expected time commitment is not large.

There was discussion as to whether this opens UCSRB up to any financial liability or legal commitments. Commissioner Agnew suggested setting up a separate account for transactions and seeking a legal opinion regarding potential legal issues. Commissioner Hover recommended a financial statement audit to be completed by an independent CPA every 2-3 years to cover our liability. Commissioner Smith asked if Shelly has the bandwidth to take on this task. Amanda and Shelly both said yes.

Chuck noted we do not need to take formal action on this initial request. Board members agreed and Steve said he would move ahead to draft a contract to be presented for approval at the next UCSRB Board meeting in February.

7. UCSRB Operations Manual and By-Laws

Amended sections of the By-Laws were presented to the Board with both the original language and amended language. Section 6 included specific dates, times and locations for both Board and RTT meetings. Section 8 included the Executive Director being notified in writing of alternate representatives attending meetings. Section 11 included designating the Board Chair to call special meetings if decisions need to be made between scheduled meetings. It also included amended RTT language.

Commissioner Hover made a motion to approve the amended By-Laws. Commissioner Agnew seconded the motion and all approved.

An updated grievance process in the Personnel Manual was presented to the Board. Amanda included a diagram of the grievance process, and the procedures are now outlined in specific steps. Commissioner Hover asked who the “reviewer” would be should outside assistance be needed. It was determined that it would be decided by the Board Chair.

Commissioner Hover made a motion to approve the updated Grievance Process section of the Personnel Manual. Chuck Brushwood seconded the motion and all approved.

The Operations Manual was presented with an updated table of contents, added conflict of interest section and disclosure of public records policy.

Commissioner Hover made a motion to approve the Operations Manual updates. Chuck Brushwood seconded the motion and all approved.

It was decided by the Board that the December Board meeting would serve as the official Annual Business meeting going forward. This includes voting on Board positions for the following year. Board members would step into their new roles at the first meeting of each new year. The proposed meeting dates for the 2026 Board meetings (including Executive Committee and Finance Committee meetings) were presented to the Board. Commissioner Hover may have a conflict on September 9.

Commissioner Hover made a motion to approve the proposed dates for the 2026 Board meetings. Commissioner Agnew seconded the motion and all approved.

Board positions for 2026 were discussed and approved:

- Chair - Shannon Adams. (nominated by Shon Smith)
- Vice-Chair – Andy Hover (nominated by Randy Agnew)
- Treasurer – Chuck Brushwood (nominated by Randy Agnew)

8. 2026 UCSRB Science Summit

Ryan Niemeyer updated the Board on the upcoming 2026 Science Summit. So far, 74 participants have registered and 19 abstracts submitted. Lorelei Krueger has finalized the Summit artwork. Remote participation by speakers is an option this year if necessary. In addition to the social hour during the poster session, there will be an 8 km Nordic ski race set up with prizes for the winner and a random participant.

Offers for sponsorship and donations totaling \$10,500 have been received to date. The estimated budget for facilities, audio and supplies, excluding staff time, is \$11,700.

9. ESA Rule Change

Ryan spoke regarding an ESA Rule Change that would modify the definition of “harm” to not include habitat modification. This would potentially affect our threatened species (bull trout and steelhead). Comments are open until Dec 22. Shannon Adams noted that the Yakama Nation is currently working on a comment to submit. The CTCR submitted a comment on the “regulatory definition of harm” earlier this year. The Board has no comments to consider.

10. Legislative Strategy Update

Leslie presented a draft legislative outreach strategy for the Board to consider. Four options included:

- 1) Visit Olympia every year,
- 2) Visit Olympia every short session (even years),
- 3) Visit Olympia every long session (odd years), and
- 4) No Olympia visits but engage legislators in site tours and local meetings during the off session.

Options for commenting and testifying on bills were also presented. Board members were asked three questions:

- 1) Which engagement option is best for 2026 and going forward?
- 2) What are the common legislative priorities for the UCSRB Board?
- 3) How to respond timely and organize comments/testimony on a bill?

Commissioner Hover noted that the Board often gets information on relevant bills late and asked who is responsible for tracking bills and bringing them to the Board. Leslie and Ariel said that they would track bills and email relevant information to the Board. Amanda asked what types of bills the Board would consider relevant for tracking. Commissioner Hover said anything regarding permitting accelerators and streamlining, avian and pinniped predation, changes to critical areas protection and funding.

Commissioner Agnew noted that District 13 (Malaga and Rock Island) should be included in the list of relevant districts. Commissioner Hover pointed out that in order to have effective direct messaging and impact, it would be easier to target a single ranking legislator and book them for a day for site tours. It was agreed that one-on-one informational meetings in the off session is the preferred choice for

engaging legislators in 2026. It was also suggested that we potentially coordinate with other salmon recovery boards when setting up meetings for the off session, especially in the Columbia Basin.

11. Presentations

Virtual Fencing, Okanogan County - Brent Paul. Trout Unlimited (remote)

Brent Paul presented on virtual fencing projects implemented in Okanogan. Virtual fencing is being used as an alternative to wire fences which are expensive to replace after a fire and are not very effective in keeping livestock out of riparian buffers and streams. Trout Unlimited has been involved for a little over a year and provides funding for this project. The goals are to address limiting factors by enhancing riparian cover, water quality and bank stability. Objectives include excluding cattle from sensitive riparian areas and riparian planting at extensively burned sites. Challenges include towers going down and collar batteries dying. Ultimately the project has benefited partnerships with agriculture practitioners, post-fire riparian restoration and reduced fencing costs. Chair Smith asked who paid for the system. Brent said that they received SRFB funding and some costs may be covered by the ranchers.

Elevated water temperature in the Okanogan River Basin, the effect upon native salmonids and management responses - Chris Fisher (CTCR)

Chris presented to the Board on rising water temperatures in the Okanogan River Basin. The presentation looked at basin characteristics, factors contributing to increased water temperatures, adult salmon migration challenges and how we can retain more water in the watershed. The water temperature threshold for salmon is 22 degrees Celsius and that was exceeded again in June 2025. Higher water temperatures have led to delayed sockeye migration and skewed run timing of sockeye. We can help retain more water in the watershed by decommissioning roads and establishing beaver dam analogues. Increased habitat restoration at higher altitudes is paramount for cooler water flowing downstream. Chris also talked about a feasibility study being done on the removal of Enloe Dam.

12. Suggestions for next Board Meeting Agenda items

The Board had no suggestions for the February Board meeting.

Chair Smith adjourned the meeting at 2:48 pm.

UCSRB

Budget vs. Actual - Total for All Programs

12/31/2025

July 2024 - December 31, 2025

As of 12/31/2025 = 100%

		Budget	Budget Remaining	% of Budget Utilized to Date
Grants & Donations Revenue	\$ 1,611,483	1,683,532	72,049	95.7%
6079.10 Science Conference Revenue	10,000			
9915 Advertising/Promotional	-			
9916 Professional Fees*	-			
9917 Science Conference Expenses	(5,000)			
Science Conference, Net		0	0	0.0%
6150 Miscellaneous Income/reimbursements	3,472	3,500	28	99.2%
Total Revenue	1,619,955	1,687,032	67,077	96.0%
Expenditures				
Total Payroll Expenses	878,994	934,509	55,515	94.1%
8077 Training	10,942	15,750	4,808	69.5%
8078 Training Travel	4,989	5,250	261	95.0%
8079 Teambuilding Event	1,358	7,000	6,913	19.4%
8105 Professional Association Dues	87	2,100	1,119	4.1%
8106 Recruitment Expenses	981	750	(231)	130.8%
Total 8000 Personnel Expenses	897,350	965,359	68,385	93.0%
9100 Outreach Activities				
9160 Website	5,714	3,060	(2,654)	186.7%
9150 Consultant - podcast editing and producing	1,298	5,400	4,102	24.0%
9130 Advertising - promotion		1,000	1,000	0.0%
9135 Promotional Materials		1,800	1,800	0.0%
9145 Travel (General)	10,808	8,000	(2,808)	135.1%
9140 Meeting Expenses	595	2,000	1,405	29.8%
9110.1 Chelan County LE Outreach	38,977	37,500	(1,477)	103.9%
9110.2 Okanogan County LE Outreach	46,496	37,500	(8,996)	124.0%
9120 Partnership Outreach	106,191	105,186	(1,005)	101.0%
Total 9100 Outreach Activities	210,079	201,446	-8,633	104.3%
9200 Data Collection & Stewardship				
9210 GIS Contractor - Prioritization Support	48,028	45,000	(3,028)	106.7%
9220 Consultants Data Collection	45,060	44,239	(821)	101.9%
9230 GIS Software Subscription	7,628	6,776	(852)	112.6%
9235 Consultants - Adaptive Management	43,935	123,417	79,482	35.6%
9245 Data Management Hosting	3,186	3,500	314	91.0%
Total 9200 Data Collection & Stewardship	147,837	222,932	75,095	66.3%

		Budget	Budget Remaining	% of Budget Utilized to Date
9300 Community Engagement				
9320 Regional Technical Team	43,549	67,780	24,231	64.3%
9330 Wenatchee WAT	16,527	15,250	(1,277)	108.4%
9340 Methow WAT	15,650	15,650	-	100.0%
9350 Entiat WAT	17,260	15,650	(1,610)	110.3%
9370 NCW Forest Health Collaborative	13,100	13,100	-	100.0%
9380 Project Sponsors	1,497	2,500	1,003	59.9%
9390 Other Community Meetings	3,917	7,500	3,583	52.2%
Meeting Expenses	1,408	2,400	992	58.6%
Science Workshops	2,500	2,500	-	100.0%
SRFB Packets	0	500	500	0.0%
Total 9300 Community Engagement	115,407	142,830	27,423	80.8%
Board Engagement				
9410 Board Meeting Expenses	1,669	3,000	1,331	55.6%
9420 Board travel expenses		2,000	2,000	0.0%
9430 Board Legislative Outreach		-	-	0.0%
9440 Board Consultants / Strategic Planning / Retreat		-	-	0.0%
Total Board Engagement	1,669	5,000	3,331	33.4%
9800 Administrative Expenses				
9810 Occupancy - Rent	76,147	76,147	(0)	100.0%
9815 Occupancy - Cleaning & Maintenance	3,895	4,100	205	95.0%
9820 Vehicle Lease & Expenses		-	-	0.0%
9825 Copier Lease & Expenses	3,753	3,700	(53)	101.4%
9830 Audit Fees	0	5,000	5,000	0.0%
9835 Professional Services - Other	7,933	4,500	(3,433)	176.3%
9840 Commercial Insurance	2,004	3,000	996	66.8%
9845 Taxes & Licenses	100	100	-	100.0%
9850 Computer Security & Maintenance	19,719	20,365	646	96.8%
9855 Software Subscriptions	9,625	19,900	10,275	48.4%
9860 Office Supplies	2,593	3,150	557	82.3%
9865 Equipment	4,873	5,000	127	97.5%
9870 Phone & Internet	2,110	2,250	140	93.8%
9875 Staff Cell Phones	5,504	6,300	796	87.4%
9880 Conferencing Services	1,373	2,000	627	68.7%
9885 Postage	280	1,100	820	25.4%
Total 9800 Administrative Expenses	139,909	156,612	16,703	89.3%
9900 Operating Reserve (Income) Expenses	6,055	6,000	(55)	100.9%
Total Expenditures	-	1,694,179	1,694,179	0.0%
Net Operating Income	(13,998)	-	13,998	100.0%
Other Revenue				
9010 Interest Income	1,021.18	750	(271)	136.2%
9015 Dividend Income	0.00	-	-	0.0%
9020 Unrealized Gain (Loss)	0.00	-	-	0.0%
9025 Realized Gain (Loss)	0.00	-	-	0.0%
Total Other Revenue	1,021.18	750	-271	136.2%

UCSRB
Grant Activity - Current Grants
 July 1, 2024 through December 31, 2025

	BPAAdmin #96139 24-25	CTCR 2026	DNR 25-26	RCO LE #25-1258	RCO Admin #25-1258	TWS 24-01	WSU - NASA	Yakama Nation 2025-26	CFNCW Legacy Grant
	12/01/24 - 02/28/2026	2026	11/06/25-03/01/2026	07/01/25 - 08/31/2027	07/01/2025 - 08/31/27	01/01/2026-09/30/2026	2023 - 2027	12/04/2025 - 09/30/26	12/04/25-09/30/2026
Payroll Expenses	67,929		2,529	51,584	86,014		9,125		
Outreach	555			41,255	1,362				
Travel/Training	1,430			311	167				
Data Collection & Stewardship				309	2,986				
GIS/Data Software	1,582				1,400				
Other Consultants	43,509							-	-
Aspect Consulting (GIS)	36,974							-	-
Total Consultants	82,064							-	-
Board Engagement									
Community Engagement				12,246	4,922				
RTT / BioAnalyst	7,780								
Methow WAT / MSRF	-								
Wenatchee WAT / CCNR	-							2,904	
Entiat WAT / Cascadia CD	-				2,645			2,101	
NCWFHC	-								
Other Community Meetings	-								
Total Community Engagement	7,780	-			7,567			5,005	
Administrative Expenses	6,520			527	28,953			355	
Sponsored Workshop	-			3,000					
Total Expenditures	\$ 166,279	\$ -	2,529	\$ 96,366	\$ 125,296	\$ -	\$ 9,125	\$ 5,360	\$ -
Total Funding Source Award	234,253		10,000	325,585	1,543,870	5,000	39,905	64,346	15,000
Expenses to date	166,279	-	2,529	96,366	125,296	-	9,125	5,360	
Balance Remaining	67,974	-	7,471	229,219	1,418,574	5,000	30,780	58,986	15,000
Percentage of Grant Funds Expended	71%		25%	30%	8%	0%	23%	8%	0%
Percentage of Contract Period Completed	87%		63%	23%	23%	0%	54%	10%	9%
Total Expenses Billed to Date	166,254		2,529	25,212	41,937		10,800		
Unbilled Expenses	166,254	-	-	71,154	83,359	-	1,675	5,360	-
Total Expenditures	166,279	-	2,529	96,366	125,296	-	9,125	5,360	-
subsequent draft invoice diff									
Beg of contract	12/1/2024		9/13/2024	7/1/2025	7/1/2025	1/1/2026	11/1/2023	12/1/2025	12/4/2025
end of contract	2/28/2026		9/30/2026	8/31/2027	8/31/2027	9/30/2026	10/31/2027	9/30/2026	9/30/2026
# days	454		747	791	791	272	1460	303	300
End of month	12/31/2025		12/31/2025	12/31/2025	12/31/2025	12/31/2025	12/31/2025	12/31/2025	12/31/2025
# days expired	395		474	183	183	-1	791	30	27

Statement of Financial Position
Upper Columbia Salmon Recovery Board
As of December 31, 2025

Distribution account	Total	
	As of December 31, 2025	As of December 31, 2024 (PY)
Assets		
Current Assets		
Bank Accounts		
1011 Glacier Checking Account	72,903.81	183,257.42
1011.2 Restricted Cash	14,275.69	46,665.79
Total for 1011 Glacier Checking Account	\$87,179.50	\$229,923.21
1011 NCNB Checking Account	0.00	0.00
1015 Glacier Money Market	100,971.18	0
1319 Agency Advised Fund - CFNCW	0.00	0.00
Total for Bank Accounts	\$188,150.68	\$229,923.21
Accounts Receivable		
1510 Accounts Receivable	0.00	0.00
Total for Accounts Receivable	\$0.00	\$0.00
Other Current Assets		
Total for 1305 Prepaid Expenses	\$0.00	\$0.00
1515 Accrued Revenue	0.00	0.00
2120 Payroll Asset	0.00	0.00
Payroll Corrections	0.00	0.00
QuickBooks Tax Holding Account	1,685.01	0
Total for Other Current Assets	\$1,685.01	\$0.00
Total for Current Assets	\$189,835.69	\$229,923.21
Fixed Assets		
1810 Furniture and Equipment	74,992.81	74,992.81
1850 Accumulated Depreciation	-74,992.81	-74,992.81
Total for Fixed Assets	\$0.00	\$0.00
Other Assets		

1350 Intangible Assets (Videos)	30,450.00	30,450.00
1355 Accumulated Amortization	-30,450.00	-30,450.00
Total for Other Assets	\$0.00	\$0.00
Total for Assets	\$189,835.69	\$229,923.21
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2020 Accounts Payable	0.00	0.00
Total for Accounts Payable	\$0.00	\$0.00
Credit Cards		
2030.10 Credit Card (9545)	0.00	0.00
2035 US Bank NASPO Cards	0.00	0.00
Total for Credit Cards	\$0.00	\$0.00
Other Current Liabilities		
Total for 2005.001 Payroll Liabilities	\$0.00	\$0.00
Total for 2005 Payroll Liabilities Payable	\$0.00	\$0.00
2006 Accrued Payroll	0.00	0.00
2021 Accrued Expenses	0.00	0.00
2100 Deferred Revenue	14,275.69	46,665.79
Total for 2200 Accrued Leave	\$0.00	\$0.00
2400 Note Payable - NCB LOC	0.00	0.00
Total for Other Current Liabilities	\$14,275.69	\$46,665.79
Total for Current Liabilities	\$14,275.69	\$46,665.79
Total for Liabilities	\$14,275.69	\$46,665.79
Equity		
3000 Unrestricted Net Assets	183,257.42	17,503.56
Net Income	-16,975.58	165,753.86
Total for Equity	\$166,281.84	\$183,257.42
Total for Liabilities and Equity	\$189,835.69	\$229,923.21

UCSRB
 Operating Reserve Activity
 July 1, 2024 through December, 2025

	Prev Reported to Board	Recent transactions	YTD
Operating Reserve Income			
Science Conference, Net	60.00	9,940.00	10,000.00
CFNCW Donations	-	-	-
Amazon Smile Donations		-	-
Credit Card Rebates -FirstBank/Glacier	200.00	-	200.00
Credit Card Rebates -USBank	97.17	-	97.17
Money Market Acct interest	1,775.80	196.26	1,021.18
USFS Refund from 2020 contract	3,526.30	-	3,526.30
			<hr/> 14,844.65
Employee Termination Payouts			<hr/> -
Sick Time Forfeiture	4,089.07		4,089.07
Office Expenses			
Office supplies	605.64	79.53	2,592.58
			<hr/> -
			2,592.58
Other Operating Reserve Expenses			<hr/> -
			-
Interest Expense	-	-	
			<hr/> -
Current Year Activity			<hr/> <hr/> \$ 8,163.00

Statement of Activity
Upper Columbia Salmon Recovery Board
July, 2024-December, 2025

Distribution account	Total
Income	
6000 Revenue	59,071.87
6075 Federal Grants Revenue	
6075.0 Federal Direct Receipts	213,113.48
6075.1 Federal Indirect Receipts	948,481.24
Total for 6075 Federal Grants Revenue	\$1,161,594.72
6076 State Grants Revenue	315,816.00
6077 Donations Revenue	1,000.00
6078 Other Grants Revenue	75,000.00
6079 Science Conference, Net	10,000.00
6150 Miscellaneous Income	972.17
Services	1,500.00
Total for Income	\$1,624,954.76
Gross Profit	\$1,649,954.76
Expenses	
8000 Personnel Expenses	0.00
8001 Annual Leave Adjustment	25,599.00
8061 Wages	751,534.32
8065 Medical & Dental Insurance	127,019.21
8070 Deferred Comp	15,078.67
8075 Payroll Taxes	58,120.35
8077 Training	10,942.44
8078 Training - Travel	4,988.62
8079 Teambuilding Events	1,357.52
8105 Professional Association Dues	86.55
8106 Recruitment Expenses	980.97
Total for 8000 Personnel Expenses	\$995,707.65
8040 Computer/Office Equipment	0.00
8080 Reimbursements	0.00
8118 Miscellaneous	0.00
8160 Travel	1,233.82
8161 Mileage/Travel - Outreach Coor	208.43
Total for 8160 Travel	\$1,442.25
8165 Training	215.00
8167 Meeting Expenses	1,588.10
8168 Sponsored Workshops	92.71
8168.1 Science Workshops	2,820.62
Total for 8168 Sponsored Workshops	\$2,913.33

8225 Service Charges	60.00
9100 Outreach Activities	
9110.10 Chelan County LE Outreach	38,977.05
9110.20 Okanogan County LE Outreach	46,496.46
9120 Partner Outreach Activities	106,190.80
9140 Outreach Meeting Expenses	595.26
9145 Outreach Travel	10,807.54
9150 Podcasts	1,297.71
9160 Website	5,713.50
Total for 9100 Outreach Activities	\$210,078.32
9200 Data Collection & Stewardship	
9210 GIS Contractor - Prioritization Support	48,028.30
9220 Consultants - Data Collection	45,060.00
9230 GIS Software Subscription	7,627.92
9235 Consultants - Adaptive Mgmt	43,934.77
9245 Data Management - Hosting	3,185.77
Total for 9200 Data Collection & Stewardship	\$147,836.76
9300 Community Engagement	
9320 Regional Technical Team	43,549.27
9330 Wenatchee WAT	16,527.38
9340 Methow WAT	15,650.00
9350 Entiat WAT	17,259.51
9370 NCW Forest Health Collaborative	13,100.00
9380 Project Sponsors	1,496.89
9390 Other Community Meetings	3,916.75
Total for 9300 Community Engagement	\$111,499.80
9400 Board Engagement	
9410 Board Meeting Expenses	1,669.02
Total for 9400 Board Engagement	\$1,669.02
9800 Administrative Expenses	
9810 Occupancy - Rent	76,147.20
9815 Occupancy - Cleaning & Maintenance	3,894.83
9825 Copier Lease & Expenses	3,752.55
9835 Professional Services - Other	7,932.50
9840 Commercial Insurance	2,004.00
9845 Taxes & Licenses	100.00
9850 Computer Security & Maintenance	19,718.84
9855 Software Subscriptions	9,624.60
9860 Office Supplies	2,592.58
9865 Equipment	4,873.09
9870 Phone & Internet	2,110.25
9875 Staff Cell Phones	5,504.20
9880 Conferencing Services	1,373.32

9885 Postage	279.70
Total for 9800 Administrative Expenses	\$139,907.66
9900 Operating Reserve Expenses	6,054.72
9910 Science Conference Expenses	
9917 Science Conference Expenses	5,000.00
Total for 9910 Science Conference Expenses	\$5,000.00
Payroll Expenses	
Company Contributions	
Health Insurance	0.00
Retirement	0.00
Total for Company Contributions	\$0.00
Taxes	0.00
Wages	0.00
Total for Payroll Expenses	\$0.00
Total for Expenses	\$1,623,972.61
Net Operating Income	-\$13,998.17
Other Income	
9010 Interest Income	1,021.18
Total for Other Income	\$1,021.18
Net Other Income	\$1,021.18
Net Income	-\$12,976.99

Accrual Basis Friday, February 20, 2026 08:19 AM GMT-08:00

Upper Columbia Salmon Recovery Board

Disbursement Summary for November 1-December 31,2025

The following disbursements have been approved and paid in accordance with UCSRB policies and are hereby ratified:

Checks:		Total:
November 2025 - Numbers: 8328-8347	\$42,008.74	
December 2025 - Numbers: 8348-8368	\$61,759.07	
November and December checks total		\$103,767.81
Payroll - Electronic payments:		
Payroll pd November 2025	\$33,144.61	
Payroll taxes pd. November 2025	\$10,239.01	
Simple IRA contributions ACH in November	\$309.20	
November Total	\$43,692.82	
Payroll pd December 2025	\$28,940.40	
Payroll taxes pd December 2025	\$9,180.14	
Simple IRA contributions ACH in December	309.20	
December Total	\$38,429.74	
November and December Payroll & ACH Total:		\$82,122.56
Credit cards: - Electronic Payments:		
First Bank + US Bank pd November 2025	\$2,100.37	
First Bank + US Bank pd December 2025	\$1,491.09	
Credit Card and EFT Total	\$3,591.46	
TOTAL:		\$189,481.83

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim.

Amanda Ward, UCSRB Executive Director	
Date:	
Disbursement summary approved - UCSRB Board Secretary Treasurer	
Board meeting date:	

Supporting documentation has been retained and is available upon request.

Upper Columbia Salmon Recovery Board

Revenue Summary for November 1- December 31, 2025

The following vouchers have been approved and submitted in accordance with UCSRB policies and are hereby ratified:

November VOUCHERS		
BPA Admin 24-25	\$45,045.08	
RCO – LE	\$16,216.85	
RCO – Admin	\$31,049.03	
WSU	\$1,425.00	
DNR	\$2,529.09	
November Total		\$96,265.05
December VOUCHERS		
Yakama Nation	\$4,312.99	
BPA Admin 24-25	\$29,235.95	
RCO – LE	\$17,885.59	
RCO – Admin	\$46,417.31	
WSU	\$300.00	
DNR	\$5,265.55	
December Total		\$103,417.39
Total For November and December		\$199,682.44

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the (city/county/district), and that I am authorized to authenticate and certify to said claim.

Amanda Ward, UCSRB Executive Director	
Date:	
Revenue summary approved - UCSRB Board Secretary Treasurer	
Board meeting date:	

Supporting documentation has been retained and is available upon request.

Disbursement Report

November 2025

Glacier Checking Account

Num	Name	Transaction ID	Date	Transaction type
8328	JDSA	38112	11/01/2025	Bill Payment (Check)
8328	JDSA	38112	11/01/2025	Bill Payment (Check)
DD	Ryan Niemeyer	38127	11/05/2025	Payroll Check
DD	Ryan Niemeyer	38127	11/05/2025	Payroll Check
DD	Amanda J. Ward	38128	11/05/2025	Payroll Check
DD	Amanda J. Ward	38128	11/05/2025	Payroll Check
DD	Meghan J. Camp	38130	11/05/2025	Payroll Check
DD	Meghan J. Camp	38130	11/05/2025	Payroll Check
DD	Karen H Berg	38132	11/05/2025	Payroll Check
DD	Karen H Berg	38132	11/05/2025	Payroll Check
DD	Leslie E. Selgestad	38133	11/05/2025	Payroll Check
DD	Leslie E. Selgestad	38133	11/05/2025	Payroll Check
DD	Julie L Foss	38134	11/05/2025	Payroll Check
DD	Julie L Foss	38134	11/05/2025	Payroll Check
DD	Ariel N. Edwards	38135	11/05/2025	Payroll Check
DD	Ariel N. Edwards	38135	11/05/2025	Payroll Check
DD	Shelly L. McMullen	38140	11/05/2025	Payroll Check
DD	Shelly L. McMullen	38140	11/05/2025	Payroll Check
	QuickBooks Payroll	38152	11/05/2025	Tax Payment
	QuickBooks Payroll	38152	11/05/2025	Tax Payment
8330	WA Health Care Authority	38162	11/06/2025	Check
8330	WA Health Care Authority	38162	11/06/2025	Check
8330	WA Health Care Authority	38162	11/06/2025	Check
8331	Edward Jones	38163	11/06/2025	Check
8331	Edward Jones	38163	11/06/2025	Check
8332	Charles Schwab	38164	11/06/2025	Check
8332	Charles Schwab	38164	11/06/2025	Check
	FirstBank VISA	38252	11/15/2025	Credit Card Payment
	FirstBank VISA	38252	11/15/2025	Credit Card Payment
8333	ENVIRONMENT FOR THE AMERICAS INC.	38201	11/17/2025	Bill Payment (Check)
8333	ENVIRONMENT FOR THE AMERICAS INC.	38201	11/17/2025	Bill Payment (Check)

8334	Chelan County Natural Resources	38202	11/17/2025	Bill Payment (Check)
8334	Chelan County Natural Resources	38202	11/17/2025	Bill Payment (Check)
8335	Geosyntec Consulting	38203	11/17/2025	Bill Payment (Check)
8335	Geosyntec Consulting	38203	11/17/2025	Bill Payment (Check)
8336	509 Cleaning Service	38204	11/17/2025	Bill Payment (Check)
8336	509 Cleaning Service	38204	11/17/2025	Bill Payment (Check)
8337	FireFly	38205	11/17/2025	Bill Payment (Check)
8337	FireFly	38205	11/17/2025	Bill Payment (Check)
8338	Davis Arneil Law Firm, LLP	38206	11/17/2025	Bill Payment (Check)
8338	Davis Arneil Law Firm, LLP	38206	11/17/2025	Bill Payment (Check)
8339	Cascadia Conservation District	38207	11/17/2025	Bill Payment (Check)
8339	Cascadia Conservation District	38207	11/17/2025	Bill Payment (Check)
8340	Kelley Connect	38208	11/17/2025	Bill Payment (Check)
8340	Kelley Connect	38208	11/17/2025	Bill Payment (Check)
8341	Lichen Land & Water Inc.	38209	11/17/2025	Bill Payment (Check)
8341	Lichen Land & Water Inc.	38209	11/17/2025	Bill Payment (Check)
8342	LocalTel	38210	11/17/2025	Bill Payment (Check)
8342	LocalTel	38210	11/17/2025	Bill Payment (Check)
8343	Wenatchee Valley Fire Department	38211	11/17/2025	Bill Payment (Check)
8343	Wenatchee Valley Fire Department	38211	11/17/2025	Bill Payment (Check)
8344	BioAnalysts, Inc	38212	11/17/2025	Bill Payment (Check)
8344	BioAnalysts, Inc	38212	11/17/2025	Bill Payment (Check)
		38270	11/24/2025	Credit Card Payment
		38270	11/24/2025	Credit Card Payment
8345	FireFly	38293	11/25/2025	Bill Payment (Check)
8345	FireFly	38293	11/25/2025	Bill Payment (Check)
8346	JDSA	38294	11/25/2025	Bill Payment (Check)
8346	JDSA	38294	11/25/2025	Bill Payment (Check)
8347	Okanogan Conservation District	38295	11/25/2025	Bill Payment (Check)
8347	Okanogan Conservation District	38295	11/25/2025	Bill Payment (Check)

Disbursement Report

December 2025

Glacier Checking Account

Num	Name	Transaction ID	Date	Transaction type
DD	Karen H Berg	38304	12/05/2025	Payroll Check
DD	Karen H Berg	38304	12/05/2025	Payroll Check
DD	Amanda J. Ward	38306	12/05/2025	Payroll Check
DD	Amanda J. Ward	38306	12/05/2025	Payroll Check
DD	Leslie E. Selgestad	38308	12/05/2025	Payroll Check
DD	Leslie E. Selgestad	38308	12/05/2025	Payroll Check
DD	Meghan J. Camp	38309	12/05/2025	Payroll Check
DD	Meghan J. Camp	38309	12/05/2025	Payroll Check
DD	Shelly L. McMullen	38311	12/05/2025	Payroll Check
DD	Shelly L. McMullen	38311	12/05/2025	Payroll Check
DD	Ariel N. Edwards	38312	12/05/2025	Payroll Check
DD	Ariel N. Edwards	38312	12/05/2025	Payroll Check
DD	Ryan Niemeyer	38314	12/05/2025	Payroll Check
DD	Ryan Niemeyer	38314	12/05/2025	Payroll Check
	QuickBooks Payroll	38316	12/05/2025	Tax Payment
	QuickBooks Payroll	38316	12/05/2025	Tax Payment
8348	WA Health Care Authority	38335	12/05/2025	Check
8348	WA Health Care Authority	38335	12/05/2025	Check
8348	WA Health Care Authority	38335	12/05/2025	Check
8349	Edward Jones	38336	12/05/2025	Check
8349	Edward Jones	38336	12/05/2025	Check
8350	Charles Schwab	38337	12/05/2025	Check
8350	Charles Schwab	38337	12/05/2025	Check
	FirstBank VISA	38351	12/12/2025	Credit Card Payment
	FirstBank VISA	38351	12/12/2025	Credit Card Payment
8352	509 Cleaning Service	38354	12/12/2025	Check
8352	509 Cleaning Service	38354	12/12/2025	Check
8350	Ruhnamuk Associates	38356	12/12/2025	Check
8350	Ruhnamuk Associates	38356	12/12/2025	Check

8354	BioAnalysts, Inc	38358	12/12/2025	Check
8354	BioAnalysts, Inc	38358	12/12/2025	Check
8355	Cascadia Conservation District	38360	12/12/2025	Check
8355	Cascadia Conservation District	38360	12/12/2025	Check
8355	Cascadia Conservation District	38360	12/12/2025	Check
8353	Lichen Land & Water Inc.	38363	12/12/2025	Check
8353	Lichen Land & Water Inc.	38363	12/12/2025	Check
8351	LocalTel	38365	12/12/2025	Check
8351	LocalTel	38365	12/12/2025	Check
8348	Okanogan Conservation District	38370	12/12/2025	Bill Payment (Check)
8348	Okanogan Conservation District	38370	12/12/2025	Bill Payment (Check)
8358	Chelan County Natural Resources	38420	12/22/2025	Bill Payment (Check)
8358	Chelan County Natural Resources	38420	12/22/2025	Bill Payment (Check)
8359	FireFly	38421	12/22/2025	Bill Payment (Check)
8359	FireFly	38421	12/22/2025	Bill Payment (Check)
	US Bank	38424	12/23/2025	Credit Card Payment
	US Bank	38424	12/23/2025	Credit Card Payment
8360	FireFly	38432	12/23/2025	Bill Payment (Check)
8360	FireFly	38432	12/23/2025	Bill Payment (Check)
8365	Geosyntec Consulting	38451	12/30/2025	Bill Payment (Check)
8365	Geosyntec Consulting	38451	12/30/2025	Bill Payment (Check)
8366	JDSA	38452	12/30/2025	Bill Payment (Check)
8366	JDSA	38452	12/30/2025	Bill Payment (Check)
8367	BioAnalysts, Inc	38453	12/30/2025	Bill Payment (Check)
8367	BioAnalysts, Inc	38453	12/30/2025	Bill Payment (Check)
	QuickBooks Payroll	38454	12/31/2025	Tax Payment
	QuickBooks Payroll	38454	12/31/2025	Tax Payment
8368	ENVIRONMENT FOR THE AMERICAS INC.	38457	12/31/2025	Bill Payment (Check)
8368	ENVIRONMENT FOR THE AMERICAS INC.	38457	12/31/2025	Bill Payment (Check)



Confederated Tribes of the Colville Reservation
TRIBAL EMPLOYMENT RIGHTS OFFICE

Post Office Box 150 - Nespelem, Washington 99155-0150

Office: (509) 634-2716 Fax: (509) 634-2740

E-mail Address:

Roberta.bearcub@colvilletribes.com



FY 2020 ~ 10/1/2020 - 9/30/2021

~ COMPLIANCE AND UTILIZATION PLAN ~

CONTRACTORS / SUBCONTRACTORS
SUPPLIES / SERVICES

TITLE 10-1-15 SUBMISSION OF COMPLIANCE PLAN ~ (a) Contractors: Each contractor or subcontractor intending to engage in business activity on the Reservation or on lands owned by the Tribes, prior to the time it commences work, must submit a contracting, subcontracting, employment, and/or training plan to the TERO.

PROJECT NAME / CONTRACT NUMBER: UCSRB Support Contract

SITE LOCATION: Wenatchee - Off Reservation

AWARDING AGENCY / CONTRACTING OFFICER: John Box PHONE: 509-634-1820

PRIME CONTRACTOR: Upper Columbia Salmon Recovery Board PHONE: 509-662-4707

MAILING ADDRESS (Street / P.O. Box, City, State, & Zip): PO Box 150 Nespelem, WA 99155

MAILING ADDRESS (Street / P.O. Box, City, State, & Zip): 123 Easy Street, Wenatchee, WA 98801

SUBCONTRACTOR: PHONE:

COMPANY REPRESENTATIVE (Last, First, M.I.): Ryan Niemeyer PHONE: 509-429-4475

MAILING ADDRESS (Street / P.O. Box, City, State, & Zip):

Title 10 and/or Indian-Owned YES NO State or Other Industrial Insurance YES NO

Tribal Affiliation

SCOPE OF WORK TO BE PERFORMED: HUC 12 watershed analysis and RTT support

TITLE 10-1-26 EMPLOYMENT RIGHTS FEE: An Employment Rights Fee, to help defer the cost of regulating and providing services under this Chapter, will be assessed on all covered employers, including all contractors, sub-contractors and reservation-based employers as follows: (Amended 3/6/14, Resolution 2014-114)(Certified 3/18/14)

(a) Contract Fees: The TERO shall assess a Contract Fee equal to 5% of the total gross contract price, on all contracts in the sum of \$5,000.00 or more where the majority of the work under the contract is to be performed within the Reservation or lands owned by the Tribes.

PROJECTED START DATE: 2/1/2026 GROSS CONTRACT AMOUNT: \$ 98,104.00 TERO ADMINISTRATIVE FEE: (Lump Sum Payment) \$ 0.00

~ NOTICE TO PROCEED ~

This Compliance and Utilization Plan has been reviewed and found to be fully acceptable on behalf of the TERO Commission and the Tribal Employment Rights Office, and has thus been granted this notice to proceed; dated this Day of , 2017/2018. By signing this document, the covered employer agrees to maintain compliance with CTC, Title 10, and ALL rules and regulations of the TERO and the TERO Commission.

X CONTRACTOR'S SIGNATURE

X DATE

TERO Director or Compliance Officer Signature

Date

Approve Disapprove

NOTED AMENDMENTS:

~ PROJECT SUBCONTRACTORS LIST SUBMITTED FOR T.E.R.O. APPROVAL ~

TITLE 10-1-15 SUBMISSION OF COMPLIANCE PLAN:

(a) Contractors:

(2) Contracting and Subcontracting Plan: A required contracting and subcontracting plan shall indicate all contracts and subcontracts that will be entered into and the projected dollar amounts thereof. If the entity has already selected a contractor or subcontractor to perform any contract or subcontract work, it shall list the name of that contractor or subcontractor and indicate whether or not it is a contractor or subcontractor certified as Indian preference eligible by the TERO. If the contractor or subcontractor is not certified as Indian preference eligible, the entity shall further indicate why each certified contractor or subcontractor, if any, registered with the TERO, that was technically qualified to perform the work was not selected. The plan shall also indicate how the entity intends to comply with the contracting and subcontracting provisions of this Chapter when awarding all contracts and subcontracts not yet awarded at the time the plan is submitted. (Amended 3/6/14, Resolution 2014-114)(Certified 3/18/14)

TITLE 10-3-7 INDIAN PREFERENCE IN THE AWARD OF CONTRACTS AND SUBCONTRACTS:

This section should be reviewed in its entirety as it is very comprehensive in the legal definition outlining the requirements as obligated by the entity in the award process for any and all subcontracting to be performed on this project.

TITLE 10-1-28 RESPONSIBILITY FOR EVALUATING TECHNICAL QUALIFICATIONS AND REASONABLE PRICE:

(a) Technical Qualifications: The entity and its contractors and subcontractors shall have the discretion to determine technical qualifications. TERO shall be provided notice of any pre- construction meetings to assist in compliance. However, if the entity determines that there are no certified firms that are technically qualified, the Director may require the entity to provide to each certified firm it rejects a description, in writing, of areas in which it believes the firm is weak and steps it could take to upgrade its qualifications. If a certified firm that was disqualified on the grounds of technical qualifications believes that the disqualification was the result of an improper effort by an entity, contractor, or subcontractor, to circumvent its preference responsibilities under this Chapter, it may file a complaint with the TERO under the provisions of section 10-1-31. (Amended 3/6/14, Resolution 2014-114)(Certified 3/18/14)

(b) Reasonable Price: An entity may use any process it so chooses for determining what constitutes a reasonable price including, but not limited to, competitive bidding (open or closed), or the establishment of a prototype cost ceiling before bidding commences. No entity may reject a certified firm and then contract with a non-certified firm at the same or higher price. Any contract modification in price that is justified is not a circumvention of this section. Any entity found to have violated this requirement by such circumvention shall be liable for treble damages for any losses suffered by a certified firm as a result of the entity's actions.

~ EACH CONTRACTOR SHALL REVIEW THE TITLE 10 CERTIFIED LIST IN AN EFFORT TO EFFECTIVELY ADMINISTER TO INDIAN PREFERENCE IN CONTRACTING AND SUBCONTRACTING ~

All subcontractors, are subject, and shall administer to the same Compliance & Utilization requirements as well as the Indian preference in hiring obligations as they are so recognized by the prime contractor on this Compliance & Utilization.

COMPANY NAME AND ADDRESS: BioAnalysts		COMPANY REPRESENTATIVE: Tracy Hillman	PHONE NUMBER: 208-867-2889	FAX NUMBER:
SUBCONTRACT AMOUNT: \$ 10,000	SCOPE OF WORK: Support for RTT Chair position (W/E 4)		START DATE: 2/01/2026	
COMPANY NAME AND ADDRESS: CCNRD		COMPANY REPRESENTATIVE: Christina Barrineau	PHONE NUMBER: 509-670-6988	FAX NUMBER:
SUBCONTRACT AMOUNT: \$ 4,250	SCOPE OF WORK: Support for Wenatchee WAT		START DATE: 2/01/2026	
COMPANY NAME AND ADDRESS: Cascadia CD		COMPANY REPRESENTATIVE: Mark Ingman	PHONE NUMBER: 509-906-1545	FAX NUMBER:
SUBCONTRACT AMOUNT: \$ 4,250	SCOPE OF WORK: Support for Entiat WAT		START DATE: 02/01/2026	
COMPANY NAME AND ADDRESS: MRC		COMPANY REPRESENTATIVE: Jessica Goldberg	PHONE NUMBER: 360-624-3592	FAX NUMBER:
SUBCONTRACT AMOUNT: \$ 4,250	SCOPE OF WORK: Support for Methow WAT		START DATE: 2/01/2026	
COMPANY NAME AND ADDRESS: Geosyntec Consulting		COMPANY REPRESENTATIVE: Kristen Jurica	PHONE NUMBER: 509-888-2411	FAX NUMBER:
SUBCONTRACT AMOUNT: \$18,000	SCOPE OF WORK: Geospatial analysis and metric calculation at the HUC 12 level (W/E 1)		START DATE: 2/01/2026	
COMPANY NAME AND ADDRESS:		COMPANY REPRESENTATIVE:	PHONE NUMBER:	FAX NUMBER:
SUBCONTRACT AMOUNT: \$	SCOPE OF WORK:		START DATE:	
COMPANY NAME AND ADDRESS:		COMPANY REPRESENTATIVE:	PHONE NUMBER:	FAX NUMBER:
SUBCONTRACT AMOUNT: \$	SCOPE OF WORK:		START DATE:	
COMPANY NAME AND ADDRESS:		COMPANY REPRESENTATIVE:	PHONE NUMBER:	FAX NUMBER:
SUBCONTRACT AMOUNT: \$	SCOPE OF WORK:		START DATE:	
COMPANY NAME AND ADDRESS:		COMPANY REPRESENTATIVE:	PHONE NUMBER:	FAX NUMBER:
SUBCONTRACT AMOUNT: \$	SCOPE OF WORK:		START DATE:	

TOTAL SUBCONTRACTING DOLLAR AMOUNT: \$ _____

TOTAL INDIAN PREFERENCE SUBCONTRACTING DOLLAR AMOUNT: \$ _____

NOTE: The 5% TERO fee shall not be assessed on an Indian-owned firm that is certified under the Title 10 and owned by a Colville Tribal Member.

TITLE 10-1-18 TRAINING:

- (a) As part of a compliance and utilization plan, or pursuant to requests or orders from the Director to help bring an employer into compliance with the provisions or goals of this Chapter, TERO may require covered employers to participate in training programs to assist Indian preference eligible individuals to become qualified in the various job classifications used by the employer. Employers engaged in construction shall participate in the Tribes' Apprenticeship Training, Employer and Labor Services (ATELS) certified training program or a union apprenticeship program, the Tribes shall make a best effort to share the costs of such training programs but employers may also be required to share part or all of the cost. Employers with collective bargaining agreements with unions may use apprenticeship programs, so long as they obtain agreement from the unions to use only Indian preference applicant as apprentices on the project. If no Indian preference apprentices are available, unions shall make available apprenticeship positions for Indian preference applicants.
- (b) Both the Tribes and the employer shall share the responsibility and cost of providing cultural synergy training for employers and employees. Employers may be required to integrate culturally appropriate employee assistance programs as necessary for the employer to retain Indian preference eligible employees. The Director and covered employers may agree to initiate specialized programs designed to optimize opportunities for Indian preference individuals. (Amended 2/5/04, Resolution 2004-94) (Certified 2/9/04)

~ The Colville Confederated Tribe's Employment and Training Center have Project 477 Federal funding available to administer to the employment, education, skill training, child care, and other related social services to be effected under a single plan. The amount of coverage available is directly contingent upon funds available ~

~ REQUEST FOR RENTAL EQUIPMENT ~

An Indian preference policy on **ALL** rental equipment will be maintained where applicable. **ALL** Indian preference rental bids will be considered acceptable if the qualified supplier is within the controllable estimate. The controllable estimate shall be derived from the obtaining of **three (3) at random bids** procured from independent suppliers with computation of these bids to equate out to an average. The TERO maintains a list of **Title 10 Certified** rental equipment that is available to assist you with the timely completion of your project.

EQUIPMENT REQUESTED:	CONTRACTOR / SUBCONTRACTOR:	QUANTITY:
N/A		

~ REQUEST FOR PRODUCTS OR SUPPLIES ~

An Indian preference policy on **ALL** products and supplies will be maintained where applicable. (**Buy Indian Policy**) ALL "**Buy Indian Products**" will be considered acceptable if the qualified supplier is within the controllable estimate. The controllable estimate shall be derived from the obtaining of **three (3) random bids** procured from independent suppliers with computation of these bids to equate out to an average. The TERO maintains a list of Indian-owned suppliers, vendors, manufacturing, repair and maintenance firms that shall be utilized at every opportunity by the contractor / subcontractor during the administration of this contract and all activities therein.

PRODUCTS OR SUPPLIES REQUESTED:	CONTRACTOR / SUBCONTRACTOR	QUANTITY:
N/A		

~ COMMENTS ~

This space is provided for the contractor / subcontractor to express any **hand written** comments or concerns regarding the Title 10, the Compliance & Utilization Plan, or any of the requirements therein. Any and all comments and concerns will be so duly noted and entered into the contract file in their entire.

None



Confederated Tribes Of The Colville Reservation



Certification Regarding Debarment, Suspension, Proposed Debarment, and other Responsibility Matters.

- I. The Offeror certifies, to the best of its knowledge and belief, that
- A. The Offeror and/or any of its Principals-
1. Are are not presently debarred, suspended, proposed for debarment, are declared ineligible for the award of contracts by any Federal, State Agency or Tribal Government;
 2. Have have not within a 7 year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, tribal or local) contract or subcontract: violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property, and
 3. Are are not presently indicted for, or otherwise criminally or civilly charged by a Government entity with commission of any of the offenses enumerated in subdivision 2 of this provision.
 4. Have have not within a 7 year period preceding this offer have a civil or criminal judgement rendered against them by a tribal court for any offenses related to Indian Preference laws (including TERO provisions) or had a civil judgement rendered against them relating to the firms status as an Indian contractor.

The Offeror has has not within 7 year period preceding this offer had one or more contracts terminated for default by any Federal agency, State agency or Tribal Government.

- II. Principals for the purposes of this certification means officers, directors, owners, partners, and persons having primary management or supervisory responsibilities within a business entity (general manager, plant manager and or similar positions. This certification concerns a matter writing the jurisdiction of an agency or the United States and the making of a false fictitious, or fraudulent certification may render the maker subject to prosecution under section 1001, title 18, United Sates Code.

The Offeror shall provide immediate written notice to the Contracting Officer if at any time prior to contract award the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

A certification that any of the items in paragraphs (1) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.

Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge

and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Tribes, the Contracting Officer may terminate the contract resulting from this solicitation for default.

I hereby certify that the above information is true, correct and complete.

UPPER COLUMBIA SALMON RECOVERY BOARD


Company Name

AMANDA WARD

Typed/Printed Name of Authorized Representative

EXECUTIVE DIRECTOR

Authorized Representative Title

 01/27/2026

Authorized Representative Signature and Date

CONSULTING CONTRACT

This Contract is between the Confederated Tribes of the Colville Reservation (the “Tribes”) and Upper Columbia Salmon Recovery Board (the “Consultant”), located at 123 Easy St. Wenatchee, WA 98801 (509) 622-4707.

1. Description of Work to be Performed

- 1.1. In accordance with this Contract and the Contract Documents (described in Section 6) the Consultant will perform the work set forth the statement of work attached as Exhibit A to this Contract.
- 1.2. This Contract and the Contract Documents requires the Consultant to perform all work and procedures necessary for the proper execution of the project even if such work or procedures are not expressly set forth in the Contract or the Contract Documents.

2. Contract Price

- 2.1. The Tribes will pay the Consultant for all service it renders in carrying out its obligations under this Contract in an amount not to exceed **\$98,104.**
- 2.2. The Consultant agrees that this Contract Price is adequate to perform this Contract.

3. Payments

3.1. Method of Payment. *[Choose only one Option]*

- OPTION 1: Lump Sum Payment.** *[For all contracts of 30 days’ duration or less or by agreement]*
- OPTION 2: Monthly Invoicing.** *[For contracts over 30 day’s duration or by agreement]*
- OPTION 3: Invoicing Based on Benchmark or Phase of Work.** *[For contracts over 30 day’s duration or by agreement]*

3.2 Timely Submission of Invoices.

- 3.2.1. The Consultant acknowledges that untimely submission of invoices creates administrative problems for the Tribes. The Consultant agrees to submit invoices as soon as reasonably possible, but in no case later than 60 days after the completion of work under the Contract, the end of the month being billed for, or the completion of the benchmark or phase of work being billed for.
- 3.2.2. If the Consultant fails to submit an invoice within 90 days of the completion of work under the Contract, the end of the month being billed for, or the completion of the benchmark or phase of work being billed for, the Tribes may determine the invoice to be void and refuse payment.

3.3. Payment of Invoices

- 3.3.1. ***When Invoice is Paid; Supporting Documentation; Approval.*** The Tribes will pay the amount invoiced within 30 days of the date the Tribes receives and approves a proper invoice requesting payment. The Consultant will provide such other documentation as is requested by the Tribes to support the request for payment. An invoice will not be deemed approved until all such documentation has been received. In the case of an Option 3 Contract under Section 3.1, the invoice must identify the benchmark or phase of work described in the statement of work under Section 1.1.
- 3.3.2. ***Limitation on Total Payments.*** The total amount invoiced must not exceed the Contract Price stated in Section 2.

- 3.3.3. *Withholding Payment.*** The Tribes may withhold any payment to be made and may terminated this Contract if:
- A. The work is found to be defective and the defect is not timely remedied;
 - B. The Consultant has not made all proper payments to subcontractors;
 - C. The Consultant has not made all proper payments for labor, materials, or equipment furnished to the Consultant;
 - D. Another person or entity is damaged by an act for which the Consultant is responsible;
 - E. Claims or liens are filed on the job;
 - F. In the opinion of the Tribes, the Consultant's work is not consistent with the terms of this Contract;
 - G. The Consultant fails to comply with any applicable law or regulation, or to pay any applicable tax, fee, or license; or
 - H. The Consultant has otherwise defaulted is the performance of this Contract.

3.3.4. *Final Payment; Waiver of Claims*

- A. *Payment only after Inspection and Certification.* The Consultant will be paid the full Contract Price only after all work under this contract has been completed and the Contract Officer inspects all work and certifies it as complete and conforming with the terms of this Contract.
- B. *Payment of Withheld Amounts.* The final payment made by the Tribes will include all amounts previously withheld excluding amounts retained for cause under Section 3.3.3.
- C. *Waiver of Claims.*
 - (1) By making final payment, the Tribes waives all claims except those arising out of:
 - (i) Faulty work;
 - (ii) Work that does not comply with the Contract Documents;
 - (iii) Any outstanding claims of liens; and
 - (iv) The Consultant's failure to comply with any special guarantees required by this Contract or the Contract Documents.
 - (2) The Consultant, by accepting final payment, waives all claims except those previously made in writing and remaining unresolved at the time final payment is accepted.

- 4. *Starting and Completion Dates.*** The Consultant shall begin work under this Contract as soon as reasonably possible after the effective date of this Contract and will complete the work no later than [date].
- 5. *Time of Essence; Extension of Time.*** All times for performance set out in this Contract and the Contract Documents are of the essence. The Consultant will schedule and perform all work under this Contract to complete the work within the time required by this Contract.
- 6. *Contract Documents; Complete Agreement.***
- 6.1. This Contract and the Contract Documents, on which the Contract is based, represent the entire agreement between the parties. The Contract Documents are as follows:

- 6.1.1. This Contract together with any supplementary agreements, terms, and conditions that labeled as exhibits or attachments to this Contract;
 - 6.1.2 The Request for Proposals or Request for Qualifications and Quotation for the work described in this Contract and Consultant’s Response of the RFP or RFQQ or a completed “sole source justification” document signed by the administrator of the Department seeking to award this Contract; and
 - 6.1.2. Any amendments or modifications.
 - 6.2. The terms and conditions of these Contract Documents will supersede any and all prior or contemporaneous discussions, understandings, or agreements between the parties regarding the subject matters of this Contract. The Consultant acknowledges that the Contract Documents include provisions for all labor, materials, equipment, supplies, and other items necessary for the execution and completion of the work by the Consultant, and all terms and conditions of payment.
 - 6.3. If this Contract conflicts with any Contract Document or any other document attached to the Contract, the terms of this Contract will govern.
- 7. Contract Modification or Amendment.** No amendment, or modification to this Contract will be effective unless it is in writing and signed by an authorized representative for all parties.
- 8. No Assignment.** This Contract is intended to secure the services of the Consultant Except with the prior written consent of the Tribes, Consultant shall not assign, transfer, convey, pledge or encumber, including by merger (whether that party is the surviving or disappearing entity), consolidation, dissolution, or operation of law, (1) this Contract in whole or in part, (2) any discretion granted under this Contract, (3) any right to satisfy a condition under this Contract, (4) any remedy under this Contract, or (5) any obligation imposed under this Contract, as this Contract is intended to secure the personal services of the Consultant. Any purported transfer in violation of this Section 8 will be void.
- 9. Subcontractors.** The Consultant may hire or engage one or more subcontractors to perform any or all of its obligations under this Agreement if:
- 9.1. The Consultant uses the same degree of care in selecting any such subcontractor as it would if such contractor was being retained to provide similar services to the Consultant;
 - 9.2. The Consultant provides notice to the Tribes at least 30 days prior to the subcontractor beginning work under this Contract. If the Tribes objects to the subcontractor it will provide written notification of the objection within 15 days of receiving the notice in which case the Consultant must engage another subcontractor, provided that this requirement will not apply if the use of a particular subcontractor is stated within the Contract Documents; and
 - 9.3. The Consultant will in all cases remain responsible for all of its obligations under this Contract.

10. Termination

10.1. Termination for Default

- 10.1.1. If a party defaults in performance of this Contract the other party may terminate this Contract without prejudice to any other remedy that the non-defaulting party may have. The non-defaulting party must give the defaulting party 15 days’ written notice of the non-defaulting party’s intention to terminate this Contract, within which time the defaulting party may cure the default condition to the satisfaction of the non-defaulting party.

10.1.2. If the defaulting party is the Consultant, the Tribes may, under Section 3.3.3, withhold any portion of the Contract price still owing at the time of default.

10.2. Termination for Convenience

10.2.1. The Tribes may terminate this Contract for its convenience without cause. If the Tribes elect to terminate under this subparagraph, the Tribes will give the Consultant 15 days' written notice of the termination. The Tribes will pay for all work properly completed up to the effective date of the termination.

10.2.2. If this Contract is terminated under Section 10.2.1, the Consultant will have no additional rights as against the Tribes except for the payment provided under this section.

10.3. Termination for Changes in Funding

10.3.1. The Consultant acknowledges that this Contract is funded from appropriated funds or federal funds. If those funds are reduced or eliminated, the Tribes may terminate or modify this Contract to reflect the change in funding.

10.3.2. If this Contract is terminated under Section 10.3.1, the Tribes will pay the Consultant for all work properly completed up to the effective date of termination. Any modifications or amendments required as a result of the provisions of this Section will be processed under Section 7.

11. Indemnification

11.1. The Consultant agrees to indemnify and hold harmless the Tribes and its officers, agents, and employees from and against all claims, damages, losses, and expenses related to or arising from the Consultant's work and activities under this Contract.

11.1.1. "Expenses" include reasonable attorneys' fees if it is necessary for the Tribes to commence or defend an action arising out of, or associated in any way with, the Consultant's performance of this Contract in any way.

11.1.2. "Claims" include, but are not limited to, claims for bodily injury, illness or death, property damage (including loss of use, or other damage) which are caused in whole or part by the Consultant's negligent act or omission, or that of the Consultant's subcontractor, or that of anyone employed by them or for whose acts the Consultant or the Consultant's subcontractor may be liable.

11.2. Except as set out in Section 11.1, each party is responsible for damages to persons and property arising out of that party's actions and the actions of any subcontractor, agent, or employee retained under this Contract.

12. Governing Law; Venue

12.1. This Contract and any dispute arising from it will be governed exclusively by, and construed exclusively in accordance with, the laws of the Confederated Tribes of the Colville Reservation.

12.2. The Colville Tribal Court has sole and exclusive jurisdiction to adjudicate any dispute that may arise related to this Contract. The Consultant consents to the jurisdiction of the Colville Tribal Court and waives any right it may otherwise have to challenge jurisdiction or the appropriateness of the forum, whether on the basis of *forum non conveniens* or otherwise.

13. Tribal Employment Rights Ordinance

- 13.1. The Colville Tribal Employment Rights Ordinance (“TERO”), chapter 10-1 of the Colville Tribal Law and Order Code, applies to any work performed under this Contract on or near the Colville Reservation, including: (1) A TERO fee of 5% of the total gross contract price if this Contract is for \$5,000 or more (provided the Consultant is not a preference certified entity or otherwise exempt from the TERO fee); and (2) A TERO Utilization Plan.
- 13.2. Work cannot begin until a TERO Utilization Plan has been signed, approved, and filed with the TERO Office.

14. Contract Officer; Representatives

- 14.1. Dorthey Zacherle is the designated Contract Officer for the purpose of this Contract and will provide general administration of the Contract as the Tribes’ representative.
- 14.2. The designated Contract Officer Representative for the purpose of this Contract is **John Box, Fisheries Biologist**. The Contract Officer Representative will provide specific administration of the Contract as the Tribes’ representative, and will have authority to initiate Change Orders, including approval of compensation and expense payments.
- 14.3. The Consultant’s representative for this project is **Ryan Niemever, Science Program Manager**. The Consultant’s representative will be responsible for the conduct of the work completed under this Contract and will have signature authority for the Consultant for all matters related to this Contract.

15. Reporting. The Consultant will report to the Contract Officer Representative or as requested by the Contract Officer Representative. Reports may be made in writing or by fax, teleconference, e-mail, or other means, as directed by the Contract Officer.

16. Independent Contractor. The Consultant acknowledges that it is operating as an independent contractor and it is not an officer, employee or agent of the Tribes. No employee-employer relationship is established by this Contract and the Consultant does not have any of the rights or privileges associated with employment by the Tribes. As an independent contractor the Consultant must:

- 16.1. Comply with all applicable laws and regulations;
- 16.2. Pay all applicable taxes and other assessments; and
- 16.3. Hold the Tribes harmless from the consequences of any of the Consultant’s or its employees’ or agents’ acts or omissions of whatever kind or nature; and
- 16.4. Be responsible for reporting any income from this Contract to the applicable federal and state agencies, and is responsible for all taxes associated with this income.

- 17. Ownership of Material.** The Consultant agrees and acknowledges that all proprietary rights, including any data collected and any patents and copyrights, contracted for or otherwise created for or on behalf of the Tribes by the Consultant will be owned by the Tribes.
- 18. Records.** The Consultant must maintain adequate financial records, in accordance with generally accepted accounting practices, such that the Consultant can clearly and easily identify all claimed costs and expenses and the relatedness of those costs and expenses to this Contract.
- 19. Embezzlement**
- 19.1. Any officer, director, agent, employee or other person connected in any capacity with this Contract or any subcontract hereunder who embezzles, willfully misapplies, steals or obtains by fraud any of the money, funds, assets or property provided through this Contract may be subject to federal and tribal criminal prosecution and may be fined up to \$10,000 or imprisoned for up to two years, or both if convicted.
- 19.2. The Consultant agrees to insert Section 19.1 into all subcontracts.
- 20. Non-Discrimination.** The Consultant agrees to the comply with Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d-1, which provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.
- 21. Warranty of Special Expertise.** The Consultant warrants that its employees, subcontractors, and anyone associated with it who will be involved in the performance of this Contract has the educational credentials, expertise, and training required to accomplish the purposes of this contract.
- 22. Compliance with Applicable Law.** The Consultant agrees that it, its agents, and its employees will comply with all tribal laws and regulations required by the Contract and all other applicable state, and federal laws.
- 23. Drug and Alcohol Free Workplace.** The Consultant must at all times when within the jurisdiction of the Tribes maintain a drug and alcohol-free workplace, and will take reasonable steps to insure that no employees of, nor subcontractors of the Consultant are allowed to work while under the influence of illegal drugs or of alcohol, and that no such illegal drugs or alcohol are allowed at any time at the work site. Failure to comply with this paragraph is grounds for immediate termination of this Contract.
- 24. Captions.** Any captions used in this Contract are for convenience of reference only and will not be construed as part of the Contract.
- 25. No Waiver.** The failure of a Party to object to or to take affirmative action with respect to any conduct of the other Party, which is in violation of the provisions of this Contract, may not be construed as a waiver of that violation or of any future violation of the provisions of this Agreement.
- 26. Severability.** In case any provision of this Contract is found to be invalid, unenforceable, or in violation of law, it will be deemed stricken and all remaining provisions will continue to be valid and binding upon all parties and this Contract will be construed as if such invalid or unenforceable provision had never been contained herein.

27. Legal Construction. The parties expressly intend and agree that any legal or equitable principles that might require the construction of this Contract or any provision of it against a single party will not apply in the construction or interpretation of this Contract.

28. Effective Date. The Effective Date of this Contract is the date on which it is fully executed by both parties.

IN WITNESS WHEREOF, the parties have executed this Contract at Nespelem, Colville Reservation.

Confederated Tribes of the Colville Reservation

Date

Consultant

Date

Summary Proposal for the Confederated Colville Tribes

Scope of Work

Contract period: February 01, 2025 – October 31, 2026

This proposal includes the following Work Elements:

1. Geospatial Analysis and Metric Calculation at the HUC12 Level
2. Generate Seven Remaining Metrics for Each HUC12
3. Scoring and Ranking HUC12s
4. Support the Regional Technical Team (RTT) Chair position
5. Support for Regional Communication and Outreach
6. Support for creating the Annual Report and Implementation Schedule
7. Support for managing and maintaining the Regional Database
8. Support for the Watershed Coordination-Watershed Action Teams (WATs) Facilitation
9. Support for the 2026 Upper Columbia Science Conference Financial Sponsorship

Work Element 1: Geospatial Analysis and Metric Calculation at the HUC12 Level

The primary tasks for this project include the first three work elements of this contract, which are:

1. Hire a subcontractor to conduct geospatial analysis across the 18 Columbia River tributary HUC12s to generate nine metrics for each HUC12 (Work Element 1).
2. UCSRB will generate the remaining seven metrics for the 18 HUC12s (Work Element 2).
3. UCSRB will generate HUC 12 tiers and organize and facilitate RTT and Prioritization Work Group (PWG) meetings to integrate these results into the habitat prioritization tool (Work Element 3).

Description: The RTT previously generated a [Habitat Action Prioritization Strategy](#) to identify high priority areas for restoration and protection of spring Chinook, steelhead and bull trout habitat. The first step in this strategy involves categorizing each HUC12 catchment into one of three tiers based on its relative importance for habitat restoration and protection. The workflow includes combining nine different indicators, including spawning, population, habitat, and future security data, to generate a single score for each HUC12. These scores are then used to place HUC12s into three priority tiers. The RTT uses these tiers to score restoration and protection projects for the Salmon Recovery Funding Board (SRFB) and Bonneville Power Administration (BPA) grant rounds. This initial step has already been completed for all HUC12s in the Wenatchee, Entiat, Methow, and Okanogan subbasins. However, we intend to expand the prioritization tool to include several additional smaller Columbia River tributaries. This expansion covers 15 streams across 18 HUC12s, and approximately 139 miles of stream (Table 1, below).

Table 1: HUC12s, Columbia River tributaries, and approximate reach length based on *O. mykiss* intrinsic potential that will be included in the proposed project.

HUC12	Tributaries	Approximate reach length (miles)
West Foster Creek-Foster Creek (170200050309)	Foster Creek	1.0
Squilchuck Creek (170200100309)	Squilchuck Creek	9.1
Stemilt Creek (170200100310)	Stemilt Creek	5.9
Rock Island Creek (170200100312)	Rock Island Creek	14.7
Beaver Creek (170200100311)	Beaver Creek	8.1
Colockum Creek (170200100402)	Colockum Creek	13
Outlet Douglas Creek (170200120406)	Moses Coulee	11.2
Sutherland Canyon (170200120405)	Moses Coulee	5.7
Whiskey Dick Creek-Douglass Creek (170200120404)	Moses Coulee	10.2
Duffy Creek-Douglass Creek (170200120307)	Moses Coulee	2.4
Tarpiscan Creek (170200100403)	Tarpiscan Creek	8.4
Lynch Coulee (170200100404)	Trinidad Creek (Lynch Coulee)	13.1
Tekison Creek (170200100406)	Tekison Creek	9.9
Quilomene Creek (170200100407)	Brushy Creek, Quilomene Creek	17
Skookumchuck Creek-Columbia River (170200100409)	Skookumchuck Creek	6.6
Whiskey Dick Creek (170200100501)	Whiskey Dick Creek	1.5
Sand Hollow (170200100504)	Sand Hollow	0.8
Johnson Creek (170200100505)	Johnson Creek	0.8

The habitat prioritization analysis includes nine indicators which are comprised of 16 metrics (Table 2, below). Of these 16 metrics, nine will be generated as part of this work element. The data needed to generate these metrics is publicly available. This work element will focus on completing geospatial analyses and calculating metrics at the HUC12 scale. A competitive process will be used to select a sub-contractor to perform this work. UCSRB will also support the sub-contractor to complete this work element by providing guidance and feedback on the deliverables.

Proposed WE 1 budget: \$18,000

Table 2: Nine indicators used to generate the habitat prioritization tiers and their associated metrics.

Category	Indicators	Description and Metrics	Responsibility
Assessment Unit Condition Indicators	1A) Intrinsic Potential	Length of total, potential, and unoccupied intrinsic potential within a HUC12.	UCSRB previously generated, will review with RTT for WE2.
	1B) Spawner Area Designation	Designation of HUC12 as a major or minor spawning area or spawning and rearing (SR) habitat (bull trout) in the respective recovery plans.	UCSRB will pull from UC Recovery Plan, convene the RTT and PWG to review as part of WE2.
Population Integrity Indicators	2A) Life-Stage Use	Number of life stages present within an HUC12.	UCSRB will gather data and facilitate RTT and PWG meetings to generate for WE2.
	2B) Spawner Abundance	Spawning escapement within an HUC12.	UCSRB will gather data, facilitate PWG and RTT meetings to review for WE2.
Habitat Integrity Indicators	3A) Habitat Quality	Habitat quality for adult holding, spawning/ incubation, summer rearing, and winter rearing including: <ul style="list-style-type: none"> • 303d listing • Road density within 300' of stream network • Connectivity – flow (perennial nature of flow) • Connectivity-barriers: man-made barriers per km of IP • Percent of Riparian zone forested 	UCSRB will generate 303d and barrier information as part of WE2, sub-contractor will generate road density, flow, and riparian metrics as part of WE1.
	3B) Degraded Habitat	Percent of the assessment unit altered by land-use activities.	Sub-contractor generates as part of WE1.
Future Security Indicators	4A) Climate Change	Area of assessment unit sensitive to climate change: <ul style="list-style-type: none"> • Hydrologic regime shift (CFM) data • Flood Events (Q1.5) change • Summer low flow • Mean weekly max temp 	Sub-contractor generates as part of WE1.
	4B) Land Stewardship	Percent of the assessment units in a protected status.	Sub-contractor generates as part of WE1.
	4C) Non-native Fish Species (bull trout only)	Presence of brook trout within an assessment unit with bull trout spawning.	UCSRB will gather data and facilitate RTT and PWG meetings to generate as part of WE2.

Work Element 2: Generate Seven Remaining Metrics for Each HUC12

Description: UCSRB staff will generate the remaining seven metrics not generated under Work Element 1 to allow the full suite of indicators to be calculated (Table 2). Several indicators have metrics that are available in existing reports, including indicator 1A, 1B, 2A, 2B, 3A (303d and barrier data), and 4C. In addition to gathering the pertinent data and information, this work element also includes reviewing these data with the Prioritization Work Group and the RTT. This includes reviewing the life-stage use indicator (2A) and non-native fish species presence (4C) for each HUC12 as a group.

Proposed WE 2 budget: \$14,000

Work Element 3: Scoring and Ranking HUC12s

Description: Once all 16 metrics across the nine indicators are generated, UCSRB will calculate the score and tier for each HUC12. These scores and tiers will then be reviewed by both the Prioritization Work Group and the RTT. This work element also includes a final report that will be provided to CCT, along with copies of the HUC12 metrics, scores, and tiers.

Proposed WE 3 budget: \$6,000

Work Element 4: Support the Regional Technical Team (RTT) Chair position

Description: The RTT Chair plays a central role in leading the RTT in generating scientific information to support restoration in the region and facilitating grant rounds for salmon recovery. The role of the RTT Chair includes coordination of the scientific review of regional projects and site tours, collaboration with UCSRB staff on SRFB Lead Entity (LE) efforts, and communication with regional project sponsors regarding to RTT scoring criteria and subsequent rankings. The main portion of the RTT Chair's work is undertaken between January and July 2026.

Additional activities, within the contract period, will include reviewing regional salmon restoration projects to ensure the latest science is considered and/or incorporated, conducting an annual debrief of the SRFB LE project review process, and providing as-needed updates to RTT scientific tools and criteria for the upcoming year. The entirety of this work element will support a subcontract with the RTT Chair.

Proposed WE 4 budget: \$10,000

Work Element 5: Regional Communication and Outreach

Description: The Upper Columbia Salmon Recovery Board (UCSRB) plays a significant role in facilitating dialogue and increasing understanding among all partners about the regional salmon recovery progress, needs and barriers. This role also supports the work local organizations and partners are doing to benefit and conserve listed species. Recovery Plan outreach efforts will

continue to focus on conveying regional salmon recovery and science information to the public, project sponsors, agencies, legislature, and organizations. Multiple conduits will include, but are not limited to, participating in meetings and events, virtual and/or field tours, distribution of data and outreach materials, regular newsletters, legislative outreach publications, presentations, website and social media content development and maintenance.

Estimated WE 5 Budget: \$6,604

Work Element 6: Annual Report and Implementation Schedule

Description: The UCSRB produces various regional reports to communicate information and achievements to the region and larger audiences (e.g., funders, policy makers, and broader stakeholders). Importantly, each year, the UCSRB coordinates development of the regional Annual Report and Implementation Schedule for submittal to NOAA per the Recovery Plan. This report details fish return data, challenges and achievements in Recovery Plan implementation over the previous calendar year as well as status and any changes to each of the habitat, hatchery, hydropower, and harvest management sectors. The Annual Report also integrates products of the Regional Technical Team’s regional prioritization to provide information useful for out-year planning and includes descriptions of some of the successes and challenges of implementing priority projects within the UC region.

The 2026 Implementation Schedule and Annual Report will be submitted to NOAA fisheries, sent to sponsors and funders, and made available on the UCSRB website: [Reports – Upper Columbia Salmon Recovery Board \(ucsr.org\)](https://www.ucsr.org/reports).

Estimated WE 6 Budget: \$6,750

Work Element 7: Manage and Maintain Regional Database

Description: The UCSRB works with project sponsors, the RTT, the RTT Monitoring and Data Management Committee (MaDMC), and other partners to compile data and information for use in developing, scoring, funding, implementing, and monitoring restoration and protection projects. UCSRB staff provide support to the Regional Technical Team’s Monitoring and co-chairs the Data Management Committee to ensure data gaps are adequately compiled and tracked within the region and are made available to partners, including potential funders. On-going updates to the prioritization tool requested by the RTT will also be implemented as part of this work element. Access to this information is provided to salmon recovery partners through the UCSRB data portal and website: [Upper Columbia Salmon Recovery Board \(arcgis.com\)](https://www.arcgis.com).

Estimated WE 7 Budget: \$21,000

Work Element 8: Watershed Coordination-Watershed Action Teams (WATs) Facilitation

Description: This contract supports facilitation of Watershed Action Team (WAT) meetings in the Wenatchee, Entiat, Methow, and Okanogan subbasins. WATs perform an important function within the UC's implementation structure by providing a monthly forum where project sponsors share local knowledge to identify and plan future projects, sequence the biological priorities of those projects, address obstacles (e.g., permitting, landowner engagement), pursue cost-sharing from various sources, and coordinate implementation of habitat restoration actions. This WE will result in between three and six in-person or virtual meetings by each subbasin WAT (Wenatchee, Entiat, Methow, and Okanogan), including developing meeting agendas and providing corresponding meeting summaries.

Estimated WE 8 Budget: \$14,250

Work Element 9: Administrative Support and Vouchering

Description: This work element will support UCSRB staff for administrative and vouchering tasks.

Proposed WE 9 budget: \$1,320

Budget Summary:

Work Element	Estimated Cost
WE 1: Geospatial Analysis and Metric Calculation at the HUC12 Level	\$18,000
WE 2: Generate Seven Remaining Metrics for Each HUC12	\$14,000
WE 3: Scoring and Ranking HUC12s and Final Project Report	\$6,000
WE 4: Support the Regional Technical Team (RTT) chair position	\$10,000
We 5: Regional Communication and Outreach	\$6,604
WE 6: Annual Report and Implementation Schedule	\$6,750
WE 7: Manage and Maintain Regional Database	\$21,000
WE 8: Watershed Coordination-Watershed Action Teams (WATs) Facilitation	\$14,250
WE 9: Administrative Support and Vouchering	\$1,320
TOTAL BUDGET REQUEST:	\$98,104

HUC12 Watershed Analysis for Salmon Restoration Prioritization

Sub-contract RFQ February 01, 2026 – October 31, 2026

The Upper Columbia Salmon Recovery Board is seeking a contractor to generate geospatial metrics needed to incorporate 16 Columbia River tributaries into the Upper Columbia Regional Technical Team (RTT) habitat prioritization framework. The RTT developed a [habitat prioritization strategy](#) to identify high priority areas for restoration and protection of spring Chinook, steelhead and bull trout habitat.

The first step in this strategy involved categorizing each HUC12 catchment into one of three tiers based on its relative importance for habitat restoration and protection. This initial step has already been completed for all HUC12s in the Wenatchee, Entiat, Methow, and Okanogan subbasins. For the next step, we intend to expand the prioritization tool to include additional smaller Columbia River tributaries. This expansion covers 16 streams, 18 HUC12s, and approximately 139 miles of stream. The primary objective of this contract is to generate nine geospatial metrics (outlined in Table 2) for each of the 18 HUC12s listed in Table 1.

Table 1: HUC12s and tributaries, with approximate total reach length based on *O. mykiss*

HUC12	Tributaries	Approximate reach length (miles)
West Foster Creek-Foster Creek (170200050309)	Foster Creek	1.0
Squilchuck Creek (170200100309)	Squilchuck Creek	9.1
Stemilt Creek (170200100310)	Stemilt Creek	5.9
Rock Island Creek (170200100312)	Rock Island Creek	14.7
Beaver Creek (170200100311)	Beaver Creek	8.1
Colockum Creek (170200100402)	Colockum Creek	13
Outlet Douglas Creek (170200120406)	Moses Coulee	11.2
Sutherland Canyon (170200120405)	Moses Coulee	5.7
Whiskey Dick Creek-Douglass Creek (170200120404)	Moses Coulee	10.2
Duffy Creek-Douglass Creek (170200120307)	Moses Coulee	2.4
Tarpiscan Creek (170200100403)	Tarpiscan Creek	8.4
Lynch Coulee (170200100404)	Trinidad Creek (Lynch Coulee)	13.1
Tekison Creek (170200100406)	Tekison Creek	9.9
Quilomene Creek (170200100407)	Brushy Creek, Quilomene Creek	17
Skookumchuck Creek-Columbia River (170200100409)	Skookumchuck Creek	6.6
Whiskey Dick Creek (170200100501)	Whiskey Dick Creek	1.5
Sand Hollow (170200100504)	Sand Hollow	0.8
Johnson Creek (170200100505)	Johnson Creek	0.8

The following nine metrics will be calculated or summarized at the HUC12 level:

1. Roads per stream mile
2. Perennial flow
3. Canopy cover
4. Land degradation
5. Hydrologic regime shift
6. Flood events
7. Summer low flow
8. Future stream temperature
9. Land stewardship

Data sources used to generate the metrics are listed in Table 2 below.

Table 2: Metric, metric descriptions, and data sources.

Metric	Metric Description	Data Sources
Roads per stream mile	Roads within 300 feet of stream network, divided by total perennial stream network.	Road layers
Perennial flow	Percentage of stream miles that are perennial based on National Hydrology Dataset classification.	National Hydrology Dataset
Canopy cover	Average percent canopy cover based on NorWeST canopy metric for perennial reaches.	NorWeST canopy metric
Land degradation	Percent of the HUC12 altered by land-use activities based on National Land Cover Database.	National Land Cover Database
Hydrologic regime shift	CFM (Center of flow mass/center of timing) percent change from historic to mid-century, averaged across the HUC12 perennial reaches.	Variable Infiltration Capacity (VIC) Western U.S. Stream Flow Metrics
Flood events	Percentage change in Flood Events (Q1.5) from historic to mid-century, averaged across the HUC12 perennial reaches.	VIC Western U.S. Stream Flow Metrics

Summer low flow	Percentage change in summer low flow from historic to mid-century, averaged across the HUC12 perennial reaches.	VIC Western U.S. Stream Flow Metrics
Future stream temperature	2040 mean August temperatures for perennial reaches, averaged across the HUC12.	NorWeST stream temperature metrics
Land stewardship	Percent of the entire HUC12 in a protected status.	Washington Public Lands Inventory, Methow Conservancy, Chelan-Douglas Land Trust, WDFW, County land ownership map

The following deliverables will be provided to UCSRB as part of this contract:

1. **Geospatial Dataset of Metrics**
 - GIS layers and attribute tables containing the nine required metrics for each of the 18 HUC12s (as listed in Table 2).
 - All spatial data in a format compatible with RTT prioritization tool (e.g., shapefile or geodatabase, with associated metadata).
2. **Summary Table of HUC12 Metrics**
 - Tabular summary of calculated values for each metric by HUC12 delivered in Excel and/or CSV format, clearly labeled and referenced.
3. **Documentation of Methods**
 - A technical memo or report describing the data sources, methods, GIS workflow, and assumptions used to generate each metric.
 - Includes QA/QC procedures and any limitations of the analysis.
 - Includes high-quality static maps (PDF format) showing metric outputs by HUC12.
4. **Presentation Materials**
 - Slide deck for presenting results to the Regional Technical Team (RTT).
5. **Participation in RTT Meetings**
 - Attend at least one RTT meeting to present findings and answer questions.
 - Revise deliverables as needed based on RTT feedback.
6. **Final Data Package**
 - Organized, clearly labeled package of all deliverables, including GIS files, summary tables, maps, documentation, and presentations.
 - Delivered via secure file transfer or external drive, as agreed upon.



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Mail Invoice To:

fwinvoices@bpa.gov
F & W Invoices - EWB-4
P. O. Box 3621
Portland OR 97208-3621

Please Direct Inquiries To:

JAY CHONG
Title CONTRACT SPECIALIST
Phone: 503-230-4007
Fax

Vendor:

UPPER COLUMBIA SALMON RECOVERY BOARD
11 Spokane Street
Suite 101
WENATCHEE WA 98801

Title

2010-001-00 EXP UCSRB UC PROGRAMMATIC ADMIN

Contract Value

Total Value	\$159,136.00 USD	** NOT TO EXCEED **	
Pricing Method	COST, NO FEE	Start Date	03/01/2026
Contract Type	COOPERATIVE AGREEMENT	End Date	02/28/2027

Vendor Authorized Signature

Printed Name/Title

Date Signed

Phone

Authorized Signature

Jay Chong / Contracting Officer

Printed Name/Title

02/24/2026

Date Signed

(503) 230-4007

Phone



CONTINUATION PAGE

**COOPERATIVE AGREEMENT NO. 98702
 TITLE: 2010-001-00 EXP UCSRB UC PROGRAMMATIC ADMIN
 – UPPER COLUMBIA SALMON RECOVERY BOARD**

Contracting Officer’s Representative (COR)	Victoria Bohlen	503-230-3506	vlbohlen@bpa.gov
Contracting Officer (CO)	Jay Chong	503-230-4007	jxchong@bpa.gov

This award is hereby executed under the terms and conditions of between the Bonneville Power Administration (BPA) and the Upper Columbia Salmon Recovery Board.

1. This Cooperative Agreement is issued as follows and consists of:
 - Signature page
 - Continuation page
 - Terms and Conditions
 - Project Description
 - Project Budget
2. The performance period is from 03/01/2026 – 02/28/2027
3. Funding in the amount of \$159,136.00 is awarded.
4. Invoice and Submittal Instructions: Submit requests for reimbursement and required reports marked with grant or cooperative agreement number to the COR at the email address provided herein.
5. The recipient shall provide evidence it has obtained motor vehicle liability insurance covering bodily injury and property damage, with limits of liability as required or approved by the agency, protecting the recipient and the Government against third- party claims arising from the ownership, maintenance, or use of an interagency fleet management system vehicle (IFMS).

Financial Assistance – Cooperative Agreement

ATTACHMENT – TERMS AND CONDITIONS

CLAUSES INCORPORATED BY REFERENCE

This award incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at the following address:

Bonneville Financial Assistance Instructions Manual clauses: <https://www.bpa.gov/energy-and-services/customers-and-contractors/financial-assistance-instructions-manual>

- Clause 1 Regulations Applicable To BPA Financial Assistance (JUL 2017)
- Clause 2 Legal Authority And Effect (JUL 2017)
- Clause 3 Non-assignability (JUL 2017)
- Clause 4 Compliance With Federal, State, And Municipal Law (JUL 2017)
- Clause 5 Inconsistency With Federal Law (JUL 2017)
- Clause 7 Contracting Officer's Representative (OCT 2018)
- Clause 10 Federal Stewardship (OCT 2018)
- Clause 11 Substantial Involvement (OCT 2018)
- Clause 12 Nondisclosure And Confidentiality Agreements Assurances (JUL 2017)
- Clause 13 Foreign Work and Travel (JUL 2021)
- Clause 14 Purchases (JUL 2017)
- Clause 15 Lobbying Restrictions (JUL 2017)
- Clause 16 Export Controls (JUL 2017)
- Clause 18 Extensions Of Period Of Performance (JUL 2017)
- Clause 19 Property Trust Relationship & Insurance Coverage (JUL 2017)
- Clause 20 BPA Furnished Equipment Or Material (JUL 2017)
- Clause 21 Property – Supplies And Equipment (JUL 2017)
- Clause 22 Title To And Disposition Of Property (OCT 2018)
- Clause 23 Record Retention (JUL 2021)
- Clause 24 Audits (OCT 2018)
- Clause 25 Suspension Or Termination (JUL 2017)
- Clause 26 Claims, Disputes, And Appeals (JUL 2017)
- Clause 27 Reporting Program Performance (JUL 2021)
- Clause 29 Reimbursement Requests (JUL 2025)
- Clause 31 Reimbursement Payment & Financial Reporting Requirements (JUL 2025)
- Clause 32 Budget Changes (JUL 2025)
- Clause 34 Insolvency, Bankruptcy Or Receivership (OCT 2018)
- Clause 35 Nondiscrimination In Federally Assisted Programs (JUL 2017)
- Clause 37 Endangered Species Act Requirements (JUL 2021)
- Clause 38 NEPA Requirements (JUL 2021)
- Clause 39 Felony Conviction And Federal Tax Liability Assurances (JUL 2017)
- Clause 40 Drug-Free Workplace Requirements For Financial Assistance Awards (JUL 2017)
- Clause 41 Intangible Property (OCT 2018)
- Clause 42 Rights In Data (OCT 2018)
- Clause 43 Indemnity (OCT 2018)
- Clause 44 Environmental, Safety, And Health (OCT 2018)
- Clause 46 Closeout (JUL 2025)
- Clause 47 National Historic Preservation Act Requirements (JUL 2021)
- Clause 50 Buy America Requirement For Infrastructure Projects (FEB 2023)
- Clause 51 Information Assurance (MAY 2023)

CLAUSES INCORPORATED BY FULL TEXT

CLAUSE 17 PUBLICATIONS (JUL 2017)

BPA encourages the Recipient to publish or otherwise make publicly available the results of work performed under this Award. The Recipient is required to include the following acknowledgement in publications arising out of or relating to work performed under this Award:

Acknowledgment: "The information, data, or work presented herein was funded in part by the Bonneville Power Administration under Award Number 98702. The views and opinions of authors expressed herein do not necessarily state or reflect those of the United States Government or any agency thereof."

CLAUSE 36 ENVIRONMENTAL PROTECTION (M) (SEP 2024)

The recipient agrees to comply with all applicable Federal environmental laws including but not limited to the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), the Resource Conservation and Recovery Act (RCRA), the Toxic Substances Control Act (TSCA), the Hazardous Materials Transportation Act (HMTA), the Federal Water Pollution Control Act (CWA), the Clean Air Act, the National Environmental Policy Act (NEPA), the Endangered Species Act (ESA), and the National Historic Preservation Act (NHPA), and their implementing regulations, guidance, protocols, and related executive orders, and applicable State equivalents.

The recipient shall indemnify and hold BPA harmless, and shall be solely responsible for any cost (including but not limited to penalties, fees, assessments, damages, remediation costs, attorney fees, etc.), and for performing any corrective actions (including but not limited to response actions and actions required in administrative penalties or orders), arising from any act or omission of the recipient and its subcontractors, employees, or agents that is in violation of the environmental laws or protections described above.

The recipient is responsible for obtaining any permits needed for implementation and adhering to any mitigation, minimization, or conservation measures identified by BPA.

STATUTORY AND NATIONAL POLICY REQUIREMENTS

Financial assistance awards are subject to the following statutory and national policy requirements below. By signing or accepting the funds under the financial assistance award, the recipient agrees that it will comply with applicable provisions below.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
NONDISCRIMINATION				
On the basis of race, color, or national origin, in Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d, et seq.), as implemented by: DOE at 10 CFR Part 1040	All	All	All	Requirements flow down to subrecipients.
On the basis of race, color, religion, sex, or national origin, in Executive Order 11246 [3 CFR, 1964-1965 Comp., p. 339], as implemented by Department of Labor regulations at 41 CFR Part 60 and EPA at 40 CFR Parts 7 and 12.	Grants, cooperative agreements, and other prime awards defined at 40 CFR 60-1.3 as "Federally assisted construction contract."	All	Awards under which construction is to be done.	Requirements flow down to construction subrecipients.
On the basis of sex or blindness, in Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.). DOE at 10 CFR Part 1040	All	Education al institution [for sex discrimination, excepts all Institution controlled by religious organization, when inconsistent with the organization's religious tenets].		
On the basis of age, in the Age Discrimination Act of 1975 (42 U.S.C. 6101, et seq.), as implemented by Department of Health and Human Services regulations at 45 CFR part 90. DOE at 10 CFR Part 1040	Grants, cooperative agreements, and other awards defined at 45 CFR 90.4 as "Federal financial assistance."	All	All	Requirements flow down to subrecipients.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
On the basis of handicap, in: 1. Section 504 of the Rehabilitation Act of 1973 (29 USC 794), as implemented by Department of Justice regulations at 28 CFR Part 41 and DOE at 10 CFR Part 1040.	Grants, cooperative agreements, and other awards included in "Federal financial assistance"	All	All	Requirements flow down to subrecipients.
2. The Architectural Barriers Act of 1968 (42 USC 4151, et seq.).	Grant or loan	All	Construction or alteration of buildings or facilities, except those restricted to use only by able-bodied uniformed personnel.	
3. Americans with Disabilities Act. 42 USC 12101 et. seq	All	All		
LIVE ORGANISMS				
For human subjects:				
For human subjects, the Common Federal Policy for the Protection of Human Subjects. Codified by the: DOE at 10 CFR Part 745	All	All	Research, development, test, or evaluation involving live human subjects.	Requirements flow down to subrecipients
P.L. 104-191 Health Insurance Portability and Accountability Act (HIPAA)	As applicable	Covered Entities	As applicable	Limits uses of protected health information (PHI) collected or maintained by researchers within a covered entity or access to PHI from a covered entity. Research uses do not require Business Associate Agreements (defined at 45 CFR part 164 504 (e)(1) between collaborating institutions. Guidance available at http://privacyruleandresearch.nih.gov/
For animals:	All	All		Requirements flow down to subrecipients.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
<p>Rules on animal acquisition, transport, care, handling, and use in: (i) 9 CFR Parts 1-4, Department of Agriculture rules that implement the Laboratory Animal Welfare Act of 1966 (7 US+A160C. 2131-2156). Public Health Service Agencies must follow requirements in the PHS Policy on Humane Care and Use of Laboratory Animals, which implements PL 99-158, Sec. 495. NASA requirements for animal welfare are set forth at 14 CFR Part 1232 EPA at 40 CFR Part 40. For USDA/CSREES, "In the case of domestic farm animals housed under farm conditions, the institution should adhere to the principles stated in the Guide for the Care and Use of Agricultural Animals in Agriculture and Teaching, Federation of Animal Science Societies, 1999."</p>	All	All	<p>Research, experimentation, or testing involving the use of animals USDA regulations exempt birds, most rats and mice bred for research, and farm animals used for agricultural research.</p>	
<p>Rules of the Departments of Interior (50 CFR Parts 10-24) and Commerce (50 CFR Parts 217-227) implementing laws and conventions on the taking, possession, transport, purchase, sale, export, or import of wildlife and plants, including the: Endangered Species Act of 1973 (16 U.S.C. 1531-1543); Marine Mammal Protection Act (16 U.S.C. 1361-1384); Lacey Act (18 U.S.C. 42); and Convention on International Trade in Endangered Species of Wild Fauna and Flora.</p>	All	All	<p>Activities which may involve or impact wildlife and plants.</p>	
ENVIRONMENTAL STANDARDS				
<p>Comply with applicable provisions of the Clean Air Act (42 U.S.C. 7401, et. Seq.) and Clean Water Act (33 U.S.C. 1251, et. seq.), as implemented by Executive Order 11738 [3 CFR, 1971-1975 Comp., p. 799]. EPA at 40 CFR Part 6</p>	All	All	<p>All, for Clean Air Act, Clean Water Act, and Executive Order 11738.</p>	<p>Requirements flow down to subrecipients.</p>

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
<p>The quality of the human environment, and provide help the agency may need to comply with the National Environmental Policy Act (NEPA, at 42 U.S.C. 4321, et. seq.) and to prepare Environmental Impact Statements or other required environmental documentation. In such cases, the recipient agrees to take no action that will have an adverse environmental impact (e.g., physical disturbance of a site such as breaking of ground) until the agency provides written notification of compliance with the environmental impact analysis process.</p> <p>DOE at 10 CFR Part 1021</p>				
<p>Flood-prone areas, and provide help the agency may need to comply with the National Flood Insurance Act of 1968 and Flood Disaster Protection Act of 1973 (42 U.S.C. 4001, et. seq.), which require flood insurance, when available, for Federally assisted construction or acquisition in flood-prone areas.</p> <p>DOE at 10 CFR Part 1022</p>	All	All	<p>Awards involving construction, land acquisition or development, with some exceptions [see 42 U.S.C. 4001, et. seq.].</p>	<p>The Council on Environmental Quality's regulations for implementing NEPA are at 40 C.F.R. Parts 1500-1508. Executive Order 11514 [3 CFR, 1966-1970 Comp., p. 902], as amended by Executive Order 11991, sets policies and procedures for considering actions in the U.S. Executive Orders 11988 [3 CFR, 1977 Comp., p. 117] and 11990 [3 CFR, 1977 Comp., p. 121] specify additional considerations, when actions involve floodplains or wetlands, respectively.</p>
<p>All existing or proposed components of the National Wild and Scenic Rivers system, and provide help the agency may need to comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C.1271, et seq.).</p> <p>EPA at 40 CFR Part 6</p>	Grants, cooperative agreements, and other "financial assistance" (see 16 U.S.C. 3502).	All	<p>Awards that may affect existing or proposed element of National Wild and Scenic Rivers system.</p>	<p>Requirements flow to subrecipients.</p>
<p>Underground sources of drinking water in areas that have an aquifer that is the sole or principal drinking water source, and provide help the agency may need to comply with the Safe Drinking Water Act (42 U.S.C. 300h-3).</p> <p>EPA at 40 CFR Part 6</p>	All	All	<p>Construction in All area with aquifer that the EPA finds would create public health hazard, if contaminated.</p>	<p>42 U.S.C. 300h-3(e) precludes awards of Federal financial assistance for all projects that the EPA administrator determines may contaminate a sole-source aquifer so as to threaten public health.</p>

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
Resource Conservation and Recovery Act 42 USC 6901	All	Awards to states or a political subdivision of a state (which for this purpose includes state and local institutions of higher education or hospitals)		
HEALTH & SAFETY GUIDELINES				
Applicable OSHA Standards in Laboratories 29 CFR 1910.1030 Bloodborne Pathogens; 29 CFR 1910.1450, Occupational Exposure to Hazardous Chemicals in Laboratories	All	All	Research involving use of hazardous chemicals or bloodborne pathogens	
Handling and transport of etiologic agents Procedures for Domestic Handling and Transport of Diagnostic Specimens and Etiologic Agents, 1994 (3rd ed.), H5a3doc.75, National Committee for Clinical Laboratory Standards	All	All	Research involving etiologic agents	
Hotel and Motel Fire Safety Act of 1990 - P.L. 101-39 40 USC 327-333	Conference or meeting support	All	Alterations and Renovations > \$500,000	
Labor Standards under Federally Assisted Construction: Construction Work Hours and Safety Standards Act 40 USC 327-333	All	All	Alterations and Renovations > \$500,000	
Text Messaging While Driving - EO 13513	All	All	When performing work for or on behalf of government	Adopt and enforce policies that ban text messaging while driving.
Increasing Seat Belt Use in the United States Executive Order 13043, Increasing Seat Belt Use in the United States, dated, April 16, 1997	All	All		In accordance with the Executive Order, "grantees are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented, or personally owned vehicles."

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
NATIONAL SECURITY GUIDELINES				
Executive Order 13224, Blocking Property and Prohibiting Transactions with Persons who Commit, Threaten to Commit, or Support Terrorism, dated September 23, 2001.	All			
GENERAL/MISCELLANEOUS REQUIREMENTS				
Drug Free Workplace 41 USC 701 et seq. DOE at 10 CFR Part 607	All	All		
Civil False Claims Act 31 USC 2739	All	All	All	
Criminal False Claims Act 18 USC 287 and 1001 31 USC 3801, 45 CFR 79	All	All	All	
Government-wide Debarment and Suspension (Nonprocurement) DOE at 10 CFR 1036	All	All		
Lobbying Prohibitions 31 USC 1352, stipulates that (1) No Federal appropriated funds have been paid or will be paid, any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement. (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the undersigned shall complete and submit the SF Form LLL, "Disclosure of Lobbying Activities", in accordance with its instructions. DOE at 10 CFR Part 601	All			Requirements flow down to construction subrecipients.
Metric System 15 USC 205 and Executive Order 12770	All	All	All	

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
<p>Misconduct in Science</p> <p>Policies and responsibilities associated with prevention, detection, and handling of misconduct in science allegations as stipulated in regulations:</p> <p>DOE at 10 CFR Part 733</p> <p>[Federal Register: December 6, 2000 (Volume 65, Number 235)] [Notices] [Page 76260-76264]</p>	All	All	All	
<p>National Historic Preservation</p> <p>The recipient agrees to identify to the awarding agency all property listed or eligible for listing on the National Register of Historic Places that will be affected by this award, and to provide all the help the awarding agency may need, with respect to the award.</p> <p>16 USC 470f</p>	All	All	All	
<p>Paperwork Reduction Act</p> <p>44 USC 3501</p>	All	All	<p>When data is collected from respondents using a questionnaire or other survey instrument. See, however, M-11-07 dated 12/9/10 entitled, "Facilitating Scientific Research by Streamlining the Paperwork Reduction Act Process." https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2011/m11-07.pdf</p>	<p>Data collection activities, if any, performed under this project are the responsibility of the recipient, and awarding agency support of the project does not constitute approval of any survey design, questionnaire content, or data collection procedures. The recipient shall not represent to respondents that such data are being collected for or in association with Bonneville without the specific written approval of the Bonneville CO. However, this requirement is not intended to preclude mention of Bonneville support of the project in response to an inquiry or acknowledgment of such support in any publication of these data.</p>

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
<p>U.S. Flag Air Carriers</p> <p>49 USC 40118 See also General Services Administration amendment to the Federal Travel Regulations, Federal Register (Vol. 63, No. 219, 63417-63421)</p>	All	All	<p>Any air transportation to, from, between, or within a country other than the U.S. of persons or property, the expense of which will be assisted by Federal funding, must be performed by or under a code-sharing arrangement with a U.S.-flag air carrier if service provided by such a carrier is available (see Comp Gen. Decision B-240956, dated September 25, 1991).</p>	
<p>Trafficking in Persons By signing or accepting funds under the agreement, the recipient agrees that it will comply with Trafficking Victims Protection Act of 2000 (22 U.S.C. 7104(g)) as implemented by 2 CFR 175.</p>	All	<p>175.15 (b)l.a. applies to private entities 175.15(b) l.b. applies to other than private entities if award includes subrecipient award to a private entity 117.15(b)l .c. applies to all recipients</p>		Requirements flow down to subrecipients.
<p>Whistleblower Protection</p> <p>Awardees are notified of the applicability of 41 U.S.C. § 4712, as amended by P.L. 112-239, providing protection for whistleblowers.</p>	All	All	All	
<p>Use of United States Flag Vessels</p> <p>46 CFR 381</p>	All	All		
<p>Patents, Trademarks and Copyrights</p> <p>35 USC 202-204 and 37 CFR 401</p>	All	Awards to non-profits and small businesses		

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
Privacy Act 5 USC 552a	All	All		
Pro Children Act 20 USC 7183	All	All	All awards performed in facilities where children are served.	
Uniform Relocation Assistance and Real Property Acquisition Policies Act 42 USC 4601 and 49 CFR 24	All	All		
Constitution Day PL 108-447	All	Education al Institutions		
Copeland Act 40 USC 4135	All	All		
Davis Bacon Act 40 USC 3141 et.seq	All	All		
Earthquake Hazards Reduction Act 42 USC 7701 et seq., EO 12699	All	All	Construction awards within applicable geographic areas	
Freedom of Information Act 5 USC 552	All	All		
Hatch Act 5 USC 7321-7328	All	State or Local Governme nts		
Limited English Proficiency EO 13166	All	All		
Native American Graves Protection and Repatriation 25 USC 3001-3013	All	All		



Statement of Work Report

Data Current as of: 02/23/2026
Report Printed: 02/23/2026

Project Title: Upper Columbia Programmatic Habitat
Project #: 2010-001-00
Contract Title: 2010-001-00 EXP UCSRB UC PROGRAMMATIC ADMIN
Contract #: CR-381603; 98702
Province: Columbia Cascade, **Subbasin:** Methow, Wenatchee, Entiat, Okanogan
Columbia Cascade,
Columbia Cascade,
Columbia Cascade
Workorder Task(s): WO: 00245655
Task: 1
Perf. Period Budget: \$159,136 **Perf. Period:** 3/1/2026 - 2/28/2027
Contract Type: COOP **Pricing Type:** Cost Reimbursement (CNF)
Contractor(s): Upper Columbia Salmon Recovery Board (Prime - UPPCOLSA00)
BPA Internal Ref: CR-381603; 98702
SOW Validation: Last validated 12/18/2025 with 0 problems, and 0 reviewable items
Contract Documents: [Transmittal Memo \(12/12/2025\)](#) Transmittal Memo for CR-381603

[Property Inventory \(11/21/2025\)](#) Property Inventory

[Budget - Contract \(11/21/2025\)](#) CR-381603 Line Item Budget

Contract Description:

Background

The Upper Columbia Salmon Recovery Board (UCSRB) works with federal and state agencies, Tribes, local governments, conservation districts, landowners, and community groups to implement the Upper Columbia Spring Chinook Salmon and Steelhead Recovery Plan. The purpose of this BPA Programmatic contract is to guide BPA funding toward tributary habitat restoration projects that support recovery of ESA-listed Spring Chinook and steelhead while meeting BPA mitigation responsibilities. Projects are developed and selected collaboratively through a science-based process ensuring actions are biologically beneficial, cost-effective, and aligned with regional priorities. Project selection is guided by the Upper Columbia Biological Strategy and Habitat Action Prioritization and must also meet BPA’s responsibilities under the Columbia River System Biological Opinion and Northwest Power Act. All projects must comply with the Habitat Improvement Program (HIP) guidelines (or equivalent) and align with BPA’s 2018–2023 Strategic Plan. BPA implements this work through the Fish and Wildlife Habitat Program under the area lead structure and roles, responsibilities, and contract conditions defined herein.

Regional Programmatic Coordination

1. Provide facilitation and coordination of the Programmatic among project sponsors, Action Agency (AA) partners, and others through active engagement with the Watershed Action Teams (WATs), Methow Restoration Council (MRC), regional Implementation Team (IT), and in partnership with the regional Technical Team (RTT).
2. Provide a facilitator for meetings, as needed to support effective communication, decision-making, and collaborative problem-solving.
3. Assist BPA with Programmatic portfolio coordination, management, and forecasting, and provide contract development support to the HAL and COR, as requested.
4. Support the development of reports, tools, and datasets to enhance regional planning and coordination or as requested by BPA staff.
5. Engage with Council staff on any requested dialogue that may arise during the FFY26 contract period.

Project Identification, Planning, and Tracking



6. Facilitate and coordinate identification of quality projects for potential BPA funding.
 - Review potential projects for alignment with Programmatic goals and objectives, regional prioritization, feasibility, and opportunities for partner contributions.
 - Work with Programmatic Partners and BPA on outyear planning to develop a 3–5-year project pipeline.
 - Coordinate RTT review of Programmatic projects at key junctures.
7. Track the status of all Programmatic projects, including attending design meetings to ensure alignment with BPA priorities and objectives.
8. Coordinate regular project-level meetings and site visits with UCSRB, BPA, and sponsors to ensure the portfolio advances in an integrated, coordinated manner.
9. Manage the BPA Technical Services contract.
In collaboration with the on-call subcontractor, the UCSRB will:
 - Coordinate with Programmatic Partners to support project development needs
 - Develop data products that assist with identifying and prioritizing potential BPA projects
 - Support the development of project concepts that align with Programmatic objectives and regional priorities
10. Provide outreach support, as needed, to help partners engage landowners, communicate project purpose and benefits, and facilitate project development or access agreements.

Technical Coordination and Data Management

11. Provide support for the Programmatic through:
 - Management and updates to the Prioritization Tool
 - Maintenance of public access to online digital resources (GIS WebApp, maps, database)
12. Subcontract for specialized technical roles, including:
 - BioAnalysts/RTT Chair to provide technical assistance and oversight of biological-benefit criteria and scoring
 - GIS expert (Aspect Geosyntec) to support Prioritization Tool maintenance, data hosting, and GIS/on-call technical assistance

Reporting

13. Develop program reports, including monthly summaries, quarterly status reports, and annual non-technical reports.

UCSRB Personnel Roles

Executive Director (ED) – Amanda Ward

Responsible for executive oversight of UCSRB operations and contract execution. The ED will:

- Oversee Programmatic implementation, compliance, financial reporting, contract management, and voucher submission.
- Coordinate internally with the UCSRB Board and staff and externally with IT, WATs, RTT and BPA.
- Identify and resolve time-sensitive issues that may affect successful project implementation or BPA initiatives.

Program Manager (PM) – Meghan Camp

Primary point of contact for day-to-day Programmatic administration. The PM will:

- Coordinate and track Programmatic-funded activities; identify and resolve issues or delays.
- Facilitate communication and coordination between Programmatic Partners and BPA.
- Lead outyear project identification and planning.
- Coordinate RTT project reviews.
- Support regional coordination by participating in RTT, IT, and WATs.
- Support adaptive management, monitoring, and integrated recovery efforts aligned with regional plans.
- Support BPA contract development, reporting, and presentations.

Science Coordinator (SC) – Ryan Niemeyer

Responsible for data management. The SC will:

- Manage and update the Prioritization Tool.
- Maintain public access to online GIS and data resources.

Facilitator – Karen Berg

The Facilitator provides independent meeting facilitation services to support effective implementation of the Programmatic and regional coordination. The Facilitator will:

- Facilitate Implementation Team (IT) meetings, including planning, meeting management, and follow-up documentation



as needed.

- Support collaborative discussion, decision-making, and process clarity among partners.
- Assist UCSRB in ensuring meeting objectives are met and discussions remain productive and focused.

Administrative Support Accounting – Shelly McMullen

- Support voucher preparation and invoice tracking.
- Maintain documentation and records required for BPA fiscal and administrative audits.
- Assist with internal financial monitoring, including tracking subcontractor expenses

Administrative Support/Outreach Coordinator – Leslie Selgestad

The Outreach Coordinator supports communication and engagement efforts related to the Programmatic. The Outreach Coordinator will:

- Support landowner outreach efforts, when requested, to advance Programmatic projects.
- Assist with regional communication and outreach for landowners, partners, and community stakeholders.
- Provide administrative support for vouchering, reporting, meeting logistics, and internal coordination.

Contacts:

Name	Role	Organization	Phone/Fax	Email	Address
Edward Gresh	Env. Compliance Lead	Bonneville Power Administration	(503) 230-5756 / NA	esgresh@bpa.gov	P.O. Box 3621 - EC-4 Portland OR 97208-3621
Sean Welch	F&W Approver	Bonneville Power Administration	(503) 230-7691 / NA	spwelch@bpa.gov	P.O. Box 3621 Mailstop - EWL-4 Portland OR 97208-3621
Jesse Wilson	Technical Contact	Bonneville Power Administration	(503) 230-4506 / NA	jcwilson@bpa.gov	P.O. Box 3621 Mailstop - EWL-4 Portland OR 97208-3621
Jay Chong	Contracting Officer	Bonneville Power Administration	(503) 230-4007 / NA	jxchong@bpa.gov	P.O. Box 3621 Mailstop - NSSP-4 Portland OR 97208-3621
Victoria Bohlen	COR	Bonneville Power Administration	(503) 230-3506 / NA	vlbohlen@bpa.gov	
Virginia Preiss	Interested Party	Bonneville Power Administration	(503) 230-3619 / NA	vdpreiss@bpa.gov	
Ryan Niemeyer	Technical Contact	Upper Columbia Salmon Recovery Board	(509) 429-4475 / NA	ryan.niemeyer@ucsrb.org	
Shelly McMullen	Administrative Contact	Upper Columbia Salmon Recovery Board	(206) 972-2998 / NA	shelly.mcmullen@ucsrb.org	
Amanda Ward	Supervisor	Upper Columbia Salmon Recovery Board	(773) 308-4310 / NA	amanda.ward@ucsrb.org	
Meghan Camp	Contract Manager	Upper Columbia Salmon Recovery Board	(509) 630-8226 / NA	meghan.camp@ucsrb.org	



Work Element Budget Summary:

<u>Work Element - Work Element Title</u>	<u>EC Needed*</u>	<u>Estimate</u>	<u>(%)</u>
A : 185. Produce CBFish Status Report - Periodic Status Reports for BPA		\$700	(0.43%)
B : 119. Manage and Administer Projects - Manage Contract in Accordance with BPA Requirements for Their Requested Services		\$1,446	(0.90%)
C : 191. Watershed Coordination - Executive Level Management		\$6,117	(3.84%)
D : 191. Watershed Coordination - Regional Programmatic Coordination		\$61,831	(38.85%)
E : 191. Watershed Coordination - Regional Science Alignment and Subcontractor Services		\$22,592	(14.19%)
F : 114. Identify and Select Projects - Solicit and Select Programmatic Projects		\$60,121	(37.77%)
G : 132. Produce Progress (Annual) Report - Annual Non-Technical Progress Report		\$6,329	(3.97%)
Total:		\$159,136	

* Environmental Compliance (EC) needed before work begins.

Statement of Work Report

Work Element Details

A: 185. Produce CBFish Status Report

Title: Periodic Status Reports for BPA
Description: The Contractor shall report on the status of milestones and deliverables in CBFish. Reports shall be completed monthly, quarterly, or as negotiated with the BPA COR. In each report, when the work reaches a terminal status, additional data (actual metrics, updated budgets, final locations, etc.) may be required upon submitting the report to the BPA COR.
Deliverable Specification:
Work Element Budget: \$700 (0.44%)

Planned Metrics:

<None>

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Mar-Jun 2026 (3/1/2026 - 6/30/2026)	7/1/2026	7/15/2026	Inactive	
B. Jul-Sep 2026 (7/1/2026 - 9/30/2026)	10/1/2026	10/15/2026	Inactive	



Milestone Title	Start Date	End Date	Status	Milestone Description
C. Oct-Dec 2026 (10/1/2026 - 12/31/2026)	1/1/2027	1/15/2027	Inactive	
D. Final Jan-Feb 2027 (1/1/2027 - 2/28/2027)	2/14/2027	2/28/2027	Inactive	

B: 119. Manage and Administer Projects

Title: Manage Contract in Accordance with BPA Requirements for Their Requested Services

Description: The ED and PM will manage and administer the BPA Programmatic Habitat contract consistent with current UCSRB and BPA policies.

The ED and PM will manage and administer the BPA Programmatic Habitat contract consistent with current UCSRB and BPA policies. The UCSRB and subcontractors will cooperate, coordinate, and maintain effective communication with the BPA COR, EC Lead, Habitat Area Lead (HAL), and Engineering & Technical Services (ETS) staff during the entire length of this implementation contract and across all WEs. The UCSRB and its staff will address BPA comments/concerns, and the two entities will work to arrive at mutually beneficial consensus.

Travel for the ED and PM to attend professional meetings related specifically to the Programmatic in Washington and Oregon is included. Travel for training is also authorized under this contract.

Deliverable Specification: Provide effective implementation and administration: a) evaluate current workload and monitor implementation progress; b) develop work plan consistent with expected budget availability and potential tasks or projects; c) integrate and manage planning, permitting, environmental compliance, and coordinated implementation of contract actions; and (d) provide contract's financial status report at least once a year attached in contract Documents.

Work Element Budget: \$1446 (0.91%)

Planned Metrics:

<None>

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Return signed contract to BPA's Contracting Officer within 30 days	3/1/2026	3/31/2026	Inactive	Respond to the CO and COR indicating any problems with the contract within 20 days, or return the signed contract to the BPA Contracting Officer (CO) within 30 days.
B. Error-check & update actual WE budget spending w/in 3 months (reflect contract close-out value)	3/1/2026	5/31/2026	Inactive	No later than 3 months after the end of the previous contract, (a) open the prior-year contract SOW at the "WE Budget" tab; and (b) enter "Updated" WE budget amounts to reflect the final contract close-out amount actually spent by the contractor.
C. Submit final invoice for prior contract or submit accrual within 90 days to facilitate closeout	3/1/2026	5/31/2026	Inactive	Within 90 days of the last day of the PRIOR contract, the contractor shall issue a final invoice. In instances where more than 90 days is needed (e.g., because subcontractors have not invoiced), the contractor shall: 1. review records, 2. estimate all outstanding costs, and 3. provide BPA with a single, cumulative estimate of all completed and Un invoiced work by completing the "Updated" column of the WE budgets page.
D. Coordinate all line-item budget transfers with BPA COR	3/1/2026	11/30/2026	Inactive	UCSRB shall notify COR of any proposed changes to the line item budget. If UCSRB is requesting to move money between line items within an approved budget that does not change the contract total, that action may qualify for a line-item transfer (LIT). LITs may not be permitted within 90 days of the end of the contract period. A request to add or remove funds and/or scope from the contract is subject to a contract modification.



Milestone Title	Start Date	End Date	Status	Milestone Description
E. Upload all subcontracts to CBfish	3/1/2026	2/28/2027	Inactive	Subcontract agreements will be uploaded to the Documents section of CBfish.
F. Provide monthly accountability reporting	3/1/2026	2/28/2027	Inactive	The AP will prepare a brief and concise monthly accountability report detailing the tasks accomplished by staff and noting the work element(s) under which that work was performed. UCSRB staff will email monthly report(s) to the BPA F&W Invoices staff to accompany invoices for work performed.
G. Maintain effective and consistent coordination with BPA	3/1/2026	2/28/2027	Inactive	The UCSRB Contract Manager, staff, and subcontractors will cooperate, coordinate, and maintain effective communication with BPA PM/COR, EC Lead, BPA Habitat Area Lead (HAL), and BPA Engineering & Technical Services during the entire length of this contract. UCSRB will address BPA comments/concerns, and the two entities will arrive at a mutual beneficial consensus.
H. Travel to meetings in Washington and Oregon in management of Contract and support of BPA related activities.	3/1/2026	2/28/2027	Inactive	Covers UCSRB staff travel to meetings in Washington and Oregon specific only to this Programmatic in management of this contract as described in this Scope of Work. Limited regional coordination travel is included in the WE and specific to this Programmatic only. No RM&E or training related travel is included under this contract. No utilization of leftover/ remaining/ surplus travel budget relative to mileage or lodging can be used for travel to training in Eastern WA or elsewhere in the PNW.
I. Comply with all applicable federal, state, tribal and local safety requirements, including reporting	3/1/2026	2/28/2027	Inactive	As described in the contract's Terms and Conditions, the contract manager and contractor shall comply with all applicable federal, state, tribal and local safety laws, rules, regulations and requirements.
J. Facilitate inputting Cost Share information into CBFish at the Project level	9/30/2026	11/15/2026	Inactive	Cost share is not required; however, cost share information can be input anytime during the contract (e.g., concurrent with quarterly status reports) but no later than November 15 for each fiscal year. There are multiple contractors under this project and I am the lead project Proponent. I will solicit cost share information for the previous federal FY from project partners and enter previous FY's Cost Share information on the Project Cost Share tab by Nov 15 for all project partners. (Milestone starts Sep. 30 and ends Nov. 15)
K. 150 days before renewal, submit a complete, high-quality set of CR renewal package documents	10/1/2026	10/31/2026	Inactive	At least 150 days before the projected agreement start date, in CBFish: provide a high- quality agreement package: Submit an SOW with zero validation errors fixable by the Contract Manager, including Work Element budget; and upload a Line Item Budget (LIB) and (if applicable) Equipment Inventory that all fully comply with both BPA and Recipient requirements. All internal Recipient's review of the agreement package must be complete and approved by the Recipient's internal review process before the 150-day deadline to allow the Recipient's Contract Manager time to comply with this deadline. Note: Consistent with the procurement memo emailed to the entity's Contract Manager and Supervisors in March, 2025, titled "BPA Fish and Wildlife Project Procurement Updates", submissions of the full package of documents (SOW and Excel Budget, and, when required an Equipment Inventory) less than 150 day before the requested agreement start date, or with any of the products being of poor quality as determined by the COR, are subject to a prolonged break in service. (Milestone start date is at least 180 days before the agreement renewal date. Milestone end date is 150 days before the renewal date.)
L. Address comments and revise SOW, LIB, and PI as needed to get BPA manager approval	11/1/2026	11/30/2026	Inactive	Once your COR and his or her BPA manager have reviewed your contract renewal package and returned any comments to you, you will need to provide responses and changes as needed to achieve approval from the BPA manager, who will then forward the package to the Contracting Officer.
Deliverable: M. Effective implementation management and timely contract administration		2/28/2027	Inactive	<i>See the Deliverable Specification above</i>



C: 191. Watershed Coordination

Title: Executive Level Management

Description: The Executive Director (ED) will provide executive oversight of UCSRB operations and will work with the Program Manager (PM) to execute this contract. The ED will oversee contract management, and voucher submissions, and implementation of the Programmatic through coordination with the UCSRB Board of Directors, staff, and partners. The ED will identify and resolves time-sensitive issues that may affect successful implementation of Programmatic projects and work closely with the PM, SC, Facilitator, Outreach Coordinator, and Accounting staff to ensure services are delivered efficiently and consistently.

Deliverable Specification: The Executive Director (ED) will provide executive-level management, administration and facilitation of the Programmatic to maximize efficiencies, ensure internal staff coordination, and sustain and strengthen BPA-UCSRB relationships with partners at the local, regional, state and federal level.

Work Element Budget: \$6117 (3.84%)

Planned Metrics:

<None>

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Potential issue management/coordination	3/1/2026	2/28/2027	Inactive	As part of the ongoing communication required under this WE, if an issue arises that requires management or a Programmatic Project policy determination, UCSRB will closely coordinate with BPA from the onset of the issue. In the majority of cases, BPA and their Office of General Counsel will most likely make the policy determination. UCSRB is not authorized under this contract to communicate or make policy determinations on behalf of BPA. The role of the UCSRB under this contract is not that of a representative of BPA and therefore the organization does not speak on behalf of the agency, represent the agency, or communicate agency policy, messages or positions on behalf of BPA to any regional entity. In addition, the UCSRB does not have designated authority on behalf of BPA and is only limited to what is within the terms and conditions of this contract. COR recommends that if any question or uncertainty arises with an individual working under the contract, UCSRB personnel should check with the BPA PM/COR first before proceeding on any Programmatic related item to ensure consistency and alignment with BPA.
B. Engagement with UCSRB Board of Directors	3/1/2026	2/28/2027	Inactive	Engage with the UCSRB Board of Directors to support the Programmatic and discussion of issues related to the Programmatic.
C. Participation in regional coordination	3/1/2026	2/28/2027	Inactive	The ED will actively participate in regional coordination within the WATs, UCRTT and provide leadership to the IT.
Deliverable: D. Executive-level management		2/28/2027	Inactive	<i>See the Deliverable Specification above</i>

D: 191. Watershed Coordination

Title: Regional Programmatic Coordination

Description: The Program Manager (PM) will serve as the primary lead and point of contact for Programmatic administration within the Upper Columbia region. General program management services shall consist of day-to-day facilitation and coordination of Programmatic processes and activities including:



1. Tracking the progress of Programmatic projects through regular communication with Partners and site visits. This includes tracking and ensuring project alignment with BPA's objectives and contracting timelines.
2. Coordinating and scheduling meetings and site visits to ensure effective communication and integrated project advancement.
3. Supporting reporting, data compilation, and tool development, as requested by BPA.
4. Supporting regional coordination by actively participating in RTT, IT, and WATs, including facilitating meetings and disseminating information.
5. Supporting adaptive management, monitoring, and integrated recovery efforts aligned with the Upper Columbia Region Programmatic Habitat Narrative Proposal and the Upper Columbia Spring Chinook Salmon and Steelhead Recovery Plan.
6. Coordinating internally with the Executive Director, Science Coordinator, Facilitator, and Outreach Coordinator, and externally with BPA and partners, to ensure consistent communication, alignment of program activities, and successful delivery of Programmatic services.
7. Managing the UCSRB-BPA Technical Services contract including identifying and selecting subcontractors, overseeing subcontractors, and facilitating communication between subcontractors, BPA, and Programmatic Partners.

Deliverable Specification: Day-to-day facilitation and coordination of Programmatic process and activities.

Work Element Budget: \$61831 (38.85%)

Planned Metrics:

<None>

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Regional Programmatic coordination and facilitation	3/1/2026	2/28/2027	Inactive	Provide day-to-day facilitation and coordination of Programmatic process and activities. Facilitation of meetings and site visits to support Programmatic coordination among UCSRB, BPA, and sponsors.
B. Regional coordination of salmon recovery efforts	3/1/2026	2/28/2027	Inactive	Support regional coordination of salmon recovery through active participation in the RTT, IT, and WATs and through compilation of data and information to support adaptive management, monitoring, and an integrated recovery approach. Coordinate with UCSRB staff in support of regional collaboration and outreach. All activities will be in alignment with the Upper Columbia Region Programmatic Habitat Narrative Proposal and the Upper Columbia Spring Chinook Salmon and Steelhead Recovery Plan. Attend regional meetings and workshops, as necessary, to stay informed on other programs and efforts related to salmon recovery.
C. Participate in coordination with the Greater Columbia Basin Region	3/1/2026	2/28/2027	Inactive	The PM will coordinate with BPA COR on opportunities to engage with other Programmatic regions/boards/councils to capitalize on cross-basin shared learning on different approaches to planning, implementation, and adaptive management that might be applied to advance the UC Programmatic.
D. Outyear project planning	3/1/2026	2/28/2027	Inactive	In close coordination with BPA Upper Columbia Habitat Area Lead (HAL), develop and maintain an outyear project forecasting framework for planning future project implementation in subsequent fiscal years (e.g., 3-yr to 5-yr planning).
Deliverable: E. Programmatic coordination		2/28/2027	Inactive	<i>See the Deliverable Specification above</i>

E: 191. Watershed Coordination

Title: Regional Science Alignment and Subcontractor Services

Description: This Work Element covers the Science Coordinator's (SC) contribution to the Programmatic and subcontracted



services for the RTT Chair and GIS support. Services shall consist of:

1. The SC will ensure data and reports are provided publicly and in working order on the UCSRB website, including the Prioritization web map.
2. The SC will promptly respond to BPA data query-lookup requests related to the Programmatic.
3. Subcontracted services for Tracy Hillman from BioAnalysts to serve as the RTT Chair to support the Programmatic project evaluation process and oversee updates to the Prioritization Tool.
4. Subcontracted services for a GIS Analyst (Aspect Geosyntec) for on-call assistance with maintenance of the Prioritization Tool.

Deliverable Specification: The Science Coordinator will ensure the Prioritization Webmap and underlying data is in working order and publicly available on the UCSRB website.

Work Element Budget: \$22592 (14.20%)

Planned Metrics:

<None>

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Prioritization Tool Management	3/1/2026	2/28/2027	Inactive	UCSRB staff will provide management of the Prioritization tool, including ongoing QA/QC of Tool outputs and coordination with sponsors regarding any omissions, errors, tool versioning, etc. As part of the day-to-day Tool management, UCSRB staff will also provide assistance to BPA, sponsors, and other partners regarding access to the technical information and data underpinning regional Prioritization.
Deliverable: B. Prioritization Tool Management		2/28/2027	Inactive	<i>See the Deliverable Specification above</i>

F: 114. Identify and Select Projects

Title: Solicit and Select Programmatic Projects

Description: The PM will work closely with BPA to direct Programmatic funds toward the highest-priority restoration areas and action types in the Upper Columbia region, ensuring alignment with the UC Regional Technical Team’s Habitat Action Prioritization, the Biological Strategy, and BPA’s mitigation objectives. This includes:

1. Coordinating the identification of projects for Programmatic funding and working with BPA and Programmatic Partners on out-year planning.
2. Working with the COR and HAL to track and allocate Programmatic funding.
3. Coordinating with a subcontractor to develop site-level information and technical products that aid in identifying low-risk, high-biological-benefit project opportunities. This includes integrating available geomorphic, ecological, landownership, hydrologic, and habitat data into decision-support materials that help evaluate feasibility, anticipated biological benefits, HIP-compliance considerations, and permitting/landowner constraints, thereby strengthening the strategic selection and sequencing of Programmatic projects.
4. Tracking other regional funding processes (e.g., SRFB, RCO, and other local or federal grant opportunities) for alignment with BPA’s priorities and contracting timelines, identifying potential cost-share opportunities, and coordinating with partners to strategically position projects that meet Programmatic objectives.

Deliverable Specification: In coordination with BPA, provide a list of prioritized habitat projects that may be funded through the UC Habitat Programmatic. Priority projects are those evaluated and selected on the basis of criteria derived from a conceptual strategy, restoration framework, implementation work plan or through communications with BPA/UCSRB.

Deliverable will be a copy of the Programmatic budget spreadsheet or other planning document created in the process of coordinating and selecting priority projects with BPA.

Work Element Budget: \$60121 (37.78%)

Planned Metrics:



<None>

Primary Focal Species: Chinook (O. tshawytscha) - Upper Columbia River Spring ESU | Steelhead (O. mykiss) - Upper Columbia River DPS

Milestone Title	Start Date	End Date	Status	Milestone Description
A. In coordination with BPA, determine priority areas and actions (projects)	3/1/2026	2/28/2027	Inactive	Prioritize areas and actions (projects) at the site, reach, or watershed level based on the most current biological and physical data (e.g., habitat and fish data).
B. Coordinate with partners and BPA	3/1/2026	2/28/2027	Inactive	Work closely with Programmatic Partners, BPA, and technical support subcontractor to identify and plan Programmatic projects. Coordination for projects could include holding coordination meetings; leading site visits; and/or including the COR and EC Lead at annual reviews, solicitation meetings, or other sponsor-lead evaluations. Assure that project design review and approval, and funding commitments, are fully vetted with BPA staff; timely environmental compliance clearance for planned work requires the earliest possible coordination.
Deliverable: C. Develop or update (out-year) prioritized Programmatic project list		2/28/2027	Inactive	<i>See the Deliverable Specification above</i>

G: 132. Produce Progress (Annual) Report

Title: Annual Non-Technical Progress Report

Description: The PM will develop the UCSRB Annual Programmatic Progress Report that highlights design and restoration projects included in the Programmatic portfolio during the previous contract period. Entities that are provided funding through the Programmatic will provide a summary of project actions and accomplishments to the PM. PM will then compile one document to cover reporting requirements for all Programmatic partners. The report will include project status, biological goals and objectives, and anticipated metrics. The Annual Progress report may also discuss future improvements, and changes in level of effort for contract implementation, including any ramping up or ramping down of contract components.

Deliverable Specification: The Deliverable is considered concluded when the final report is published. It usually takes BPA 30-45 days to publish the final PDF version of a report. This milestone's end date should therefore be 45 days after the final version is uploaded in CBFish. You will receive an email from BPA confirming your report has been published to the web. If you do not receive such an email after 45 days, contact your COR.

Work Element Budget: \$6329 (3.98%)

Planned Metrics:

* Start date of reporting period : 12/1/2023
 * End date of reporting period : 11/30/2024



Milestone Title	Start Date	End Date	Status	Milestone Description
A. Non-Technical: Prepare for Non-Technical Progress (Annual) Report. Review guidance and template.	11/1/2026	11/13/2026	Inactive	Contractors should review Progress (Annual) Report guidance and templates before starting the first draft of their non-technical report. Please follow BPA required format for non-technical reports at: https://www.cbfish.org/Help.mvc/GuidanceDocuments .
B. Non-Technical: Upload Non-Technical Progress (Annual) Report.	1/1/2027	2/28/2027	Inactive	Address any BPA comments, if provided, from a draft or previous report, then finalize your report for submission to BPA. Upload your Progress (Annual) Report as a "Non-Technical, Final" in a MS Word document format to the contract's "Documents" tab in CBFish. During the upload you will be asked to validate that your title page matches BPA requirements. (Note: The milestone will be concluded once the report is published and the file accepted by the COR is uploaded. If the report is returned, you will need to address comments and select "Edit" to resubmit a revised report.) (Milestone suggested end date is 45 days prior to the end of the contract.)
Deliverable: C. Completed Progress (Annual) Report		2/28/2027	Inactive	<i>See the Deliverable Specification above</i>

Post Review Discovery Instructions:

BPA is required by section 106 of the National Historic Preservation Act (NHPA) to consider the effects of its undertakings on historic properties (54 USC 306108). Prior to approving the expenditure of its funds or beginning to implement a federal undertaking, BPA must comply with the regulations (36 CFR 800) implementing the section 106 process. The regulations provide for a process to occur if cultural resources are encountered during project implementation (36 CFR 800.13(b)(3)). In compliance with the regulations, BPA has drafted a Post Review Discovery procedure which outlines the steps to be taken and notifications to be made.

Inadvertent Discovery of Cultural Resources Procedure form:

<https://www.cbfish.org/EfwDocument.mvc/DownloadFile/177>

Upper Columbia Salmon Recovery Board

UC HABITAT PROGRAMMATIC ADMIN # 2010-001-00

March 1, 2026 - February 28, 2027

CR-381603; 98702

	WEs	Qty1		Unit Cost	COST
1 PERSONNEL					\$117,689
Program Manager - <i>Salary/Taxes</i>					
Program Administration - Meghan Camp	A, B, D, E, F, G	1650.0 hours	@	50.54 /hr.	\$83,391
Executive Director - <i>Salary/Taxes</i>					
Admin/Exec Oversight - Amanda Ward	C	80.0 hours	@	67.01 /hr.	\$5,361
Facilitator - <i>Salary/Taxes</i>					
Program Administration - Karen Berg	D	40.0 hours	@	45.47 /hr.	\$1,819
Science Coordinator - <i>Salary/Taxes</i>					
Regional Science Alignment - Ryan Niemeyer	E	80.0 hours	@	60.13 /hr.	\$4,810
Administrator - <i>Salary/Taxes</i>					
Admin Financial - Shelly McMullen	B	16.0 hours	@	51.22 /hr.	\$820
Admin General - Leslie Selgestad	B, C, F	100.0 hours	@	34.13 /hr.	\$3,413
	FTE	1966.0 hours		Subtotal Salaries	\$99,614
				%	
<i>Fringe:</i>	Program Manager			17.64%	\$14,708
	Executive Director			14.10%	\$756
	Science Coordinator			23.67%	\$1,139
	Facilitator			0.00%	\$0
	Administrator			18.35%	\$626
	Administrator			24.80%	\$846
				Subtotal Benefits	\$18,075
2 TRAVEL					\$2,094
Per diem: Coordination Meetings (Portland)	2 pers.	3 days	@	\$86 /day	\$516
Per diem: Coordination Meetings/Site Visits (Eastern WA)	1 pers.	6 days	@	\$68 /day	\$408
Lodging: Coordination Meetings (Portland)	2 pers.	2 nights	@	\$155 /night	\$620
Lodging: Coordination Meetings/Site Visits (Eastern WA)	1 pers.	5 nights	@	\$110 /night	\$550
3 PROFESSIONAL MEETINGS & TRAINING					\$1,600
Misc. training (professional, technical)	1 pers.	2 ea.	@	\$800	\$1,600
4 VEHICLES					\$840
Travel - GSA mileage (@ current rate)	12 mo.	100 mi/mo	@	\$0.700 /mi	\$840
5 SUPPLIES / EQUIPMENT					\$3,000
<i>Office Supplies/Non-Capital Equipment</i>					
Supplies and services - ArcGIS Pro		12 mo. @		\$250.00 /mo	\$3,000
6 OVERHEAD / INDIRECT		15.00%	of Items 1 thru 5:	\$125,223	\$18,783
7 SUBCONTRACTS					\$15,130
BioAnalysts - Regional Technical Team (RTT) Chair - Biological Priority Support					\$10,060
Aspect Geosyntec - GIS and Analytical Support					\$5,070
TOTAL COOPERATIVE AGREEMENT AMOUNT					\$ 159,136



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



In reply refer to:

MEMORANDUM

To: Victoria Bohlen
Alternate:
From: Jay Chong
Subject: Designation of Contracting Officer's Representative (COR)
Award No.: 98702
Award Title: 2010-001-00 EXP UCSRB UC PROGRAMMATIC ADMIN

You are hereby designated as the Contracting Officer's Representative (COR) for the subject award. You will represent the Contracting Officer (CO) in all technical matters that arise. Your major duties and responsibilities are consistent with applicable sections of the "Bonneville Financial Assistance Instructions" (BFAI), including those related to project monitoring, invoice review, and deliverables oversight.

This delegation is made without power of redelegation and shall remain in effect throughout the life of the award unless revoked by the CO, you are reassigned, or your employment is terminated. While performing COR responsibilities, you are expected to comply with applicable federal ethics rules and Bonneville's standards of conduct to avoid any appearance of impropriety.

1. You are authorized and instructed to perform the following functions:
 - 1.1. Monitor work performance.
 - 1.2. Inspect or witness test presentation or other activities.
 - 1.3. Review and monitor the project schedule.
 - 1.4. Review the recipient's financial reports and invoices to ensure spending is consistent with the award budget and progress achieved.
 - 1.5. Ensure invoices are consistent with the award. Questionable or unallowable costs must be promptly reported to the Contracting Officer for resolution.
 - 1.6. Approve submitted deliverables / technical reports (including property inventory reports).
 - 1.7. Ensure that NERC CIP protocols are followed (if applicable), if badged recipient personnel have access to NERC CIP sites or CCA, in particular, the requirement to notify the Access Revocation Team within four hours via email at Revoke@bpa.gov or call 503-230-LOCK (5625) when the person is terminated;
 - 1.8. Maintain a file of all Recipient property acquisition disposition documents.
2. COR Special Responsibilities: The COR shall, consistent with this Delegation and without expanding COR authority:

- 2.1. Safety. When work is performed on-site, confirm the required safety plans/briefings are in place before performance; monitor for unsafe conditions; and, if an imminent danger or unsafe practice is observed, direct the contractor to cease only the activity affected and immediately notify the CO. This authority does not include issuing a Stop Work Order.
 - 2.2. Foreign National Access. For any performance involving foreign national personnel or visits, verify that written Foreign National Access Program (FNAP) approval is obtained by the responsible office before any physical or network access or work begins; do not permit access absent such approval; and promptly notify the CO and Security of potential non-compliance.
 - 2.3. Export Control. For work that may involve export-controlled items, software, or technical data, verify that the Export Control Program has reviewed and cleared any transfer prior to performance; do not permit export, deemed export, or release of technical data without clearance; and promptly notify the CO and Export Control of suspected issues.
 - 2.3.1. Documentation and Coordination. Document actions in the COR file and coordinate with the CO on all determinations, approvals, or escalations of the COR Special Responsibilities above.
 - 2.4. No Expansion of Authority. Nothing in this section authorizes the COR to modify the contract, direct contractor staffing, approve access on behalf of Security/UFNAP, or make Export Control determinations.
3. In accordance with clause, entitled “Contracting Officer’s Representative,” you are not authorized to act for the CO in the following matters:
- 3.1. Modifications that change the total award value (budget), technical requirements, or time for performance, except as allowed by specific provisions in the award.
 - 3.2. Suspension or termination of the Recipient's right to proceed, either for default or for convenience of BPA.
 - 3.3. Final decisions on any matter are subject to appeal, as provided in a disputes clause.

Please carefully monitor the recipient’s activities. You are also required to provide periodic performance or status reports. You may do this via the “COR’s Status Report” or some other mechanism that we agree upon. The following events are some appropriate times to report: (1) Upon receipt of deliverables or reports; (2) Completion of verification of property inventories; (3) Completion of major milestones; (4) Whenever payment requests are processed; or (5) When issues arise that warrant written documentation.

Submit all performance issues requiring action in writing to the Contracting Officer.

Signed by:

 DEFBBC9C08A4497...
 Contracting Officer

cc: Official File, Recipient

COR Files

A uniform and orderly approach to file maintenance will reduce time spent searching for material and provide neat, standardized files. Consistency is important. The COR shall establish a financial assistance administration file in support of and separate from the CO's Official File. The COR may use the agency approved electronic records storage application to retain contract documentation. The following is a sample format, to be adapted as necessary for the type of financial assistance award:

- (1) File identification: The following information typically should be used to identify award files:
 - a. Recipient Name
 - b. Project Name and/or Number
 - c. Award No.
- (2) File content: The following below is a suggested file format, which may be modified as necessary for the award type (grant or cooperative agreement).
- (3) Award and Supplements
 - a. Copy of executed original award and all modifications
- (4) Basic File
 - a. Forms (travel, training, etc.)
 - b. Log of significant activities
 - c. Meeting notes
 - d. Quarterly Financial Reports
 - e. Annual Performance Reports
 - f. Project staffing/organization charts
 - g. List of BPA-furnished property
 - h. Close-out records
 - i. Final Financial Report
 - ii. Final Performance Report
 - iii. Financial Assistance close-out checklist
- (5) Correspondence File
 - a. Copies of all correspondence between COR and CO
 - b. Copies of all correspondence between COR and Field Inspectors
 - c. COR and any Field Inspector designation
 - d. Internal memoranda
 - e. Record of communication between COR and other support activities
 - f. Copies of all correspondence between COR and recipient
 - g. Copies of all general correspondence related to award
 - h. Copies of all correspondence regarding labor issues
 - i. Copies of all notices to proceed, stop or report submittals
 - j. Copies of all prior written approvals by the CO
- (6) Payment File
 - a. Backup documentation for recipient payment
 - b. Copies of inspection reports related to payment
 - c. Copies of invoices
 - d. Correspondence pertaining to payment
 - e. Payment status log

The COR file need not duplicate data or documents that are otherwise represented in the CO's Official File or the Electronic Records Management System, such as invoice submittals, Technical Evaluation records, or bonds and insurance certificates.



Net

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Mail Invoice To:

fwinvoices@bpa.gov
F & W Invoices - EWB-4
P. O. Box 3621
Portland OR 97208-3621

Please Direct Inquiries To:

JAY CHONG
Title CONTRACT SPECIALIST
Phone: 503-230-4007
Fax

Vendor:

UPPER COLUMBIA SALMON RECOVERY BOARD
11 Spokane Street
Suite 101
WENATCHEE WA 98801

Title

2010-001-00 EXP UCSRB UC PROGRAMMATIC TECHNICAL SERVICES

Contract Value

Total Value	\$199,505.00 USD	** NOT TO EXCEED **	
Pricing Method	COST, NO FEE	Start Date	03/01/2026
Contract Type	COOPERATIVE AGREEMENT	End Date	02/29/2028

Vendor Authorized Signature

Printed Name/Title

Date Signed

Phone

Authorized Signature

Jay Chong / Contracting Officer
Printed Name/Title

02/24/2026

Date Signed

(503) 230-4007

Phone



CONTINUATION PAGE

**COOPERATIVE AGREEMENT NO. 98704
 TITLE: 2010-001-00 EXP UCSRB UC PROGRAMMATIC TECHNICAL SERVICES
 – UPPER COLUMBIA SALMON RECOVERY BOARD**

Contracting Officer’s Representative (COR)	Victoria Bohlen	503-230-3506	vlbohlen@bpa.gov
Contracting Officer (CO)	Jay Chong	503-230-4007	jxchong@bpa.gov

This award is hereby executed under the terms and conditions of between the Bonneville Power Administration (BPA) and the Upper Columbia Salmon Recovery Board.

1. This Cooperative Agreement is issued as follows and consists of:
 - Signature page
 - Continuation page
 - Terms and Conditions
 - Project Description
 - Project Budget
2. The performance period is from 03/01/2026 – 02/29/2028
3. Funding in the amount of \$199,505.00 is awarded.
4. Invoice and Submittal Instructions: Submit requests for reimbursement and required reports marked with grant or cooperative agreement number to the COR at the email address provided herein.
5. The recipient shall provide evidence it has obtained motor vehicle liability insurance covering bodily injury and property damage, with limits of liability as required or approved by the agency, protecting the recipient and the Government against third- party claims arising from the ownership, maintenance, or use of an interagency fleet management system vehicle (IFMS).

Financial Assistance – Cooperative Agreement

ATTACHMENT – TERMS AND CONDITIONS

CLAUSES INCORPORATED BY REFERENCE

This award incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at the following address:

Bonneville Financial Assistance Instructions Manual clauses: <https://www.bpa.gov/energy-and-services/customers-and-contractors/financial-assistance-instructions-manual>

Clause 1 Regulations Applicable To BPA Financial Assistance (JUL 2017)
Clause 2 Legal Authority And Effect (JUL 2017)
Clause 3 Non-assignability (JUL 2017)
Clause 4 Compliance With Federal, State, And Municipal Law (JUL 2017)
Clause 5 Inconsistency With Federal Law (JUL 2017)
Clause 7 Contracting Officer's Representative (OCT 2018)
Clause 10 Federal Stewardship (OCT 2018)
Clause 11 Substantial Involvement (OCT 2018)
Clause 12 Nondisclosure And Confidentiality Agreements Assurances (JUL 2017)
Clause 13 Foreign Work and Travel (JUL 2021)
Clause 14 Purchases (JUL 2017)
Clause 15 Lobbying Restrictions (JUL 2017)
Clause 16 Export Controls (JUL 2017)
Clause 18 Extensions Of Period Of Performance (JUL 2017)
Clause 19 Property Trust Relationship & Insurance Coverage (JUL 2017)
Clause 20 BPA Furnished Equipment Or Material (JUL 2017)
Clause 21 Property – Supplies And Equipment (JUL 2017)
Clause 22 Title To And Disposition Of Property (OCT 2018)
Clause 23 Record Retention (JUL 2021)
Clause 24 Audits (OCT 2018)
Clause 25 Suspension Or Termination (JUL 2017)
Clause 26 Claims, Disputes, And Appeals (JUL 2017)
Clause 27 Reporting Program Performance (JUL 2021)
Clause 29 Reimbursement Requests (JUL 2025)
Clause 31 Reimbursement Payment & Financial Reporting Requirements (JUL 2025)
Clause 32 Budget Changes (JUL 2025)
Clause 34 Insolvency, Bankruptcy Or Receivership (OCT 2018)
Clause 35 Nondiscrimination In Federally Assisted Programs (JUL 2017)
Clause 37 Endangered Species Act Requirements (JUL 2021)
Clause 38 NEPA Requirements (JUL 2021)
Clause 39 Felony Conviction And Federal Tax Liability Assurances (JUL 2017)
Clause 40 Drug-Free Workplace Requirements For Financial Assistance Awards (JUL 2017)
Clause 41 Intangible Property (OCT 2018)
Clause 42 Rights In Data (OCT 2018)
Clause 43 Indemnity (OCT 2018)
Clause 44 Environmental, Safety, And Health (OCT 2018)
Clause 45 Small Unmanned Aircraft (UAS) (JUL 2021)
Clause 46 Closeout (JUL 2025)
Clause 47 National Historic Preservation Act Requirements (JUL 2021)
Clause 50 Buy America Requirement For Infrastructure Projects (FEB 2023)
Clause 51 Information Assurance (MAY 2023)

CLAUSES INCORPORATED BY FULL TEXT

CLAUSE 17 PUBLICATIONS (JUL 2017)

BPA encourages the Recipient to publish or otherwise make publicly available the results of work performed under this Award. The Recipient is required to include the following acknowledgement in publications arising out of or relating to work performed under this Award:

Acknowledgment: "The information, data, or work presented herein was funded in part by the Bonneville Power Administration under Award Number 98704. The views and opinions of authors expressed herein do not necessarily state or reflect those of the United States Government or any agency thereof."

CLAUSE 36 ENVIRONMENTAL PROTECTION (M) (SEP 2024)

The recipient agrees to comply with all applicable Federal environmental laws including but not limited to the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), the Resource Conservation and Recovery Act (RCRA), the Toxic Substances Control Act (TSCA), the Hazardous Materials Transportation Act (HMTA), the Federal Water Pollution Control Act (CWA), the Clean Air Act, the National Environmental Policy Act (NEPA), the Endangered Species Act (ESA), and the National Historic Preservation Act (NHPA), and their implementing regulations, guidance, protocols, and related executive orders, and applicable State equivalents.

The recipient shall indemnify and hold BPA harmless, and shall be solely responsible for any cost (including but not limited to penalties, fees, assessments, damages, remediation costs, attorney fees, etc.), and for performing any corrective actions (including but not limited to response actions and actions required in administrative penalties or orders), arising from any act or omission of the recipient and its subcontractors, employees, or agents that is in violation of the environmental laws or protections described above.

The recipient is responsible for obtaining any permits needed for implementation and adhering to any mitigation, minimization, or conservation measures identified by BPA.

STATUTORY AND NATIONAL POLICY REQUIREMENTS

Financial assistance awards are subject to the following statutory and national policy requirements below. By signing or accepting the funds under the financial assistance award, the recipient agrees that it will comply with applicable provisions below.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
NONDISCRIMINATION				
On the basis of race, color, or national origin, in Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d, et seq.), as implemented by: DOE at 10 CFR Part 1040	All	All	All	Requirements flow down to subrecipients.
On the basis of race, color, religion, sex, or national origin, in Executive Order 11246 [3 CFR, 1964-1965 Comp., p. 339], as implemented by Department of Labor regulations at 41 CFR Part 60 and EPA at 40 CFR Parts 7 and 12.	Grants, cooperative agreements, and other prime awards defined at 40 CFR 60-1.3 as "Federally assisted construction contract."	All	Awards under which construction is to be done.	Requirements flow down to construction subrecipients.
On the basis of sex or blindness, in Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.). DOE at 10 CFR Part 1040	All	Education al institution [for sex discrimination, excepts all Institution controlled by religious organization, when inconsistent with the organization's religious tenets].		
On the basis of age, in the Age Discrimination Act of 1975 (42 U.S.C. 6101, et seq.), as implemented by Department of Health and Human Services regulations at 45 CFR part 90. DOE at 10 CFR Part 1040	Grants, cooperative agreements, and other awards defined at 45 CFR 90.4 as "Federal financial assistance."	All	All	Requirements flow down to subrecipients.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
On the basis of handicap, in: 1. Section 504 of the Rehabilitation Act of 1973 (29 USC 794), as implemented by Department of Justice regulations at 28 CFR Part 41 and DOE at 10 CFR Part 1040.	Grants, cooperative agreements, and other awards included in "Federal financial assistance"	All	All	Requirements flow down to subrecipients.
2. The Architectural Barriers Act of 1968 (42 USC 4151, et seq.).	Grant or loan	All	Construction or alteration of buildings or facilities, except those restricted to use only by able-bodied uniformed personnel.	
3. Americans with Disabilities Act. 42 USC 12101 et. seq	All	All		
LIVE ORGANISMS				
For human subjects:				
For human subjects, the Common Federal Policy for the Protection of Human Subjects. Codified by the: DOE at 10 CFR Part 745	All	All	Research, development, test, or evaluation involving live human subjects.	Requirements flow down to subrecipients
P.L. 104-191 Health Insurance Portability and Accountability Act (HIPAA)	As applicable	Covered Entities	As applicable	Limits uses of protected health information (PHI) collected or maintained by researchers within a covered entity or access to PHI from a covered entity. Research uses do not require Business Associate Agreements (defined at 45 CFR part 164 504 (e)(1) between collaborating institutions. Guidance available at http://privacyruleandresearch.nih.gov/
For animals:	All	All		Requirements flow down to subrecipients.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
<p>Rules on animal acquisition, transport, care, handling, and use in: (i) 9 CFR Parts 1-4, Department of Agriculture rules that implement the Laboratory Animal Welfare Act of 1966 (7 US+A160C. 2131-2156). Public Health Service Agencies must follow requirements in the PHS Policy on Humane Care and Use of Laboratory Animals, which implements PL 99-158, Sec. 495. NASA requirements for animal welfare are set forth at 14 CFR Part 1232 EPA at 40 CFR Part 40. For USDA/CSREES, "In the case of domestic farm animals housed under farm conditions, the institution should adhere to the principles stated in the Guide for the Care and Use of Agricultural Animals in Agriculture and Teaching, Federation of Animal Science Societies, 1999."</p>	All	All	<p>Research, experimentation, or testing involving the use of animals USDA regulations exempt birds, most rats and mice bred for research, and farm animals used for agricultural research.</p>	
<p>Rules of the Departments of Interior (50 CFR Parts 10-24) and Commerce (50 CFR Parts 217-227) implementing laws and conventions on the taking, possession, transport, purchase, sale, export, or import of wildlife and plants, including the: Endangered Species Act of 1973 (16 U.S.C. 1531-1543); Marine Mammal Protection Act (16 U.S.C. 1361-1384); Lacey Act (18 U.S.C. 42); and Convention on International Trade in Endangered Species of Wild Fauna and Flora.</p>	All	All	<p>Activities which may involve or impact wildlife and plants.</p>	
ENVIRONMENTAL STANDARDS				
<p>Comply with applicable provisions of the Clean Air Act (42 U.S.C. 7401, et. Seq.) and Clean Water Act (33 U.S.C. 1251, et. seq.), as implemented by Executive Order 11738 [3 CFR, 1971-1975 Comp., p. 799].</p> <p>EPA at 40 CFR Part 6</p>	All	All	<p>All, for Clean Air Act, Clean Water Act, and Executive Order 11738.</p>	<p>Requirements flow down to subrecipients.</p>

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
<p>The quality of the human environment, and provide help the agency may need to comply with the National Environmental Policy Act (NEPA, at 42 U.S.C. 4321, et. seq.) and to prepare Environmental Impact Statements or other required environmental documentation. In such cases, the recipient agrees to take no action that will have an adverse environmental impact (e.g., physical disturbance of a site such as breaking of ground) until the agency provides written notification of compliance with the environmental impact analysis process.</p> <p>DOE at 10 CFR Part 1021</p>				
<p>Flood-prone areas, and provide help the agency may need to comply with the National Flood Insurance Act of 1968 and Flood Disaster Protection Act of 1973 (42 U.S.C. 4001, et. seq.), which require flood insurance, when available, for Federally assisted construction or acquisition in flood-prone areas.</p> <p>DOE at 10 CFR Part 1022</p>	All	All	<p>Awards involving construction, land acquisition or development, with some exceptions [see 42 U.S.C. 4001, et. seq.].</p>	<p>The Council on Environmental Quality's regulations for implementing NEPA are at 40 C.F.R. Parts 1500-1508. Executive Order 11514 [3 CFR, 1966-1970 Comp., p. 902], as amended by Executive Order 11991, sets policies and procedures for considering actions in the U.S. Executive Orders 11988 [3 CFR, 1977 Comp., p. 117] and 11990 [3 CFR, 1977 Comp., p. 121] specify additional considerations, when actions involve floodplains or wetlands, respectively.</p>
<p>All existing or proposed components of the National Wild and Scenic Rivers system, and provide help the agency may need to comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C.1271, et seq.).</p> <p>EPA at 40 CFR Part 6</p>	Grants, cooperative agreements , and other "financial assistance" (see 16 U.S.C. 3502).	All	<p>Awards that may affect existing or proposed element of National Wild and Scenic Rivers system.</p>	<p>Requirements flow to subrecipients.</p>
<p>Underground sources of drinking water in areas that have an aquifer that is the sole or principal drinking water source, and provide help the agency may need to comply with the Safe Drinking Water Act (42 U.S.C. 300h-3).</p> <p>EPA at 40 CFR Part 6</p>	All	All	<p>Construction in All area with aquifer that the EPA finds would create public health hazard, if contaminated.</p>	<p>42 U.S.C. 300h-3(e) precludes awards of Federal financial assistance for all projects that the EPA administrator determines may contaminate a sole-source aquifer so as to threaten public health.</p>

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
Resource Conservation and Recovery Act 42 USC 6901	All	Awards to states or a political subdivision of a state (which for this purpose includes state and local institutions of higher education or hospitals)		
HEALTH & SAFETY GUIDELINES				
Applicable OSHA Standards in Laboratories 29 CFR 1910.1030 Bloodborne Pathogens; 29 CFR 1910.1450, Occupational Exposure to Hazardous Chemicals in Laboratories	All	All	Research involving use of hazardous chemicals or bloodborne pathogens	
Handling and transport of etiologic agents Procedures for Domestic Handling and Transport of Diagnostic Specimens and Etiologic Agents, 1994 (3rd ed.), H5a3doc.75, National Committee for Clinical Laboratory Standards	All	All	Research involving etiologic agents	
Hotel and Motel Fire Safety Act of 1990 - P.L. 101-39 40 USC 327-333	Conference or meeting support	All	Alterations and Renovations > \$500,000	
Labor Standards under Federally Assisted Construction: Construction Work Hours and Safety Standards Act 40 USC 327-333	All	All	Alterations and Renovations > \$500,000	
Text Messaging While Driving - EO 13513	All	All	When performing work for or on behalf of government	Adopt and enforce policies that ban text messaging while driving.
Increasing Seat Belt Use in the United States Executive Order 13043, Increasing Seat Belt Use in the United States, dated, April 16, 1997	All	All		In accordance with the Executive Order, "grantees are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented, or personally owned vehicles."

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
NATIONAL SECURITY GUIDELINES				
Executive Order 13224, Blocking Property and Prohibiting Transactions with Persons who Commit, Threaten to Commit, or Support Terrorism, dated September 23, 2001.	All			
GENERAL/MISCELLANEOUS REQUIREMENTS				
Drug Free Workplace 41 USC 701 et seq. DOE at 10 CFR Part 607	All	All		
Civil False Claims Act 31 USC 2739	All	All	All	
Criminal False Claims Act 18 USC 287 and 1001 31 USC 3801, 45 CFR 79	All	All	All	
Government-wide Debarment and Suspension (Nonprocurement) DOE at 10 CFR 1036	All	All		
Lobbying Prohibitions 31 USC 1352, stipulates that (1) No Federal appropriated funds have been paid or will be paid, any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement. (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the undersigned shall complete and submit the SF Form LLL, "Disclosure of Lobbying Activities", in accordance with its instructions. DOE at 10 CFR Part 601	All			Requirements flow down to construction subrecipients.
Metric System 15 USC 205 and Executive Order 12770	All	All	All	

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
<p>Misconduct in Science</p> <p>Policies and responsibilities associated with prevention, detection, and handling of misconduct in science allegations as stipulated in regulations:</p> <p>DOE at 10 CFR Part 733</p> <p>[Federal Register: December 6, 2000 (Volume 65, Number 235)] [Notices] [Page 76260-76264]</p>	All	All	All	
<p>National Historic Preservation</p> <p>The recipient agrees to identify to the awarding agency all property listed or eligible for listing on the National Register of Historic Places that will be affected by this award, and to provide all the help the awarding agency may need, with respect to the award.</p> <p>16 USC 470f</p>	All	All	All	
<p>Paperwork Reduction Act</p> <p>44 USC 3501</p>	All	All	<p>When data is collected from respondents using a questionnaire or other survey instrument. See, however, M-11-07 dated 12/9/10 entitled, "Facilitating Scientific Research by Streamlining the Paperwork Reduction Act Process." https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2011/m11-07.pdf</p>	<p>Data collection activities, if any, performed under this project are the responsibility of the recipient, and awarding agency support of the project does not constitute approval of any survey design, questionnaire content, or data collection procedures. The recipient shall not represent to respondents that such data are being collected for or in association with Bonneville without the specific written approval of the Bonneville CO. However, this requirement is not intended to preclude mention of Bonneville support of the project in response to an inquiry or acknowledgment of such support in any publication of these data.</p>

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
<p>U.S. Flag Air Carriers</p> <p>49 USC 40118 See also General Services Administration amendment to the Federal Travel Regulations, Federal Register (Vol. 63, No. 219, 63417-63421)</p>	All	All	<p>Any air transportation to, from, between, or within a country other than the U.S. of persons or property, the expense of which will be assisted by Federal funding, must be performed by or under a code-sharing arrangement with a U.S.-flag air carrier if service provided by such a carrier is available (see Comp Gen. Decision B-240956, dated September 25, 1991).</p>	
<p>Trafficking in Persons By signing or accepting funds under the agreement, the recipient agrees that it will comply with Trafficking Victims Protection Act of 2000 (22 U.S.C. 7104(g)) as implemented by 2 CFR 175.</p>	All	<p>175.15 (b)l.a. applies to private entities 175.15(b) l.b. applies to other than private entities if award includes subrecipient award to a private entity 117.15(b)l .c. applies to all recipients</p>		Requirements flow down to subrecipients.
<p>Whistleblower Protection</p> <p>Awardees are notified of the applicability of 41 U.S.C. § 4712, as amended by P.L. 112-239, providing protection for whistleblowers.</p>	All	All	All	
<p>Use of United States Flag Vessels</p> <p>46 CFR 381</p>	All	All		
<p>Patents, Trademarks and Copyrights</p> <p>35 USC 202-204 and 37 CFR 401</p>	All	Awards to non-profits and small businesses		

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
Privacy Act 5 USC 552a	All	All		
Pro Children Act 20 USC 7183	All	All	All awards performed in facilities where children are served.	
Uniform Relocation Assistance and Real Property Acquisition Policies Act 42 USC 4601 and 49 CFR 24	All	All		
Constitution Day PL 108-447	All	Education al Institutions		
Copeland Act 40 USC 4135	All	All		
Davis Bacon Act 40 USC 3141 et.seq	All	All		
Earthquake Hazards Reduction Act 42 USC 7701 et seq., EO 12699	All	All	Construction awards within applicable geographic areas	
Freedom of Information Act 5 USC 552	All	All		
Hatch Act 5 USC 7321-7328	All	State or Local Governments		
Limited English Proficiency EO 13166	All	All		
Native American Graves Protection and Repatriation 25 USC 3001-3013	All	All		



Statement of Work Report

Data Current as of: 02/23/2026
 Report Printed: 02/23/2026

Project Title: Upper Columbia Programmatic Habitat
Project #: 2010-001-00
Contract Title: 2010-001-00 EXP UCSRB UC PROGRAMMATIC TECHNICAL SERVICES
Contract #: CR-381725; 98704
Province: Columbia Cascade, **Subbasin:** Methow, Wenatchee, Entiat, Okanogan
 Columbia Cascade,
 Columbia Cascade,
 Columbia Cascade
Workorder Task(s): WO: 00245655
 Task: 1
Perf. Period Budget: \$199,505 **Perf. Period:** 3/1/2026 - 2/29/2028
Contract Type: Coop **Pricing Type:** Cost Reimbursement (CNF)
Contractor(s): Upper Columbia Salmon Recovery Board (Prime - UPPCOLSA00)
BPA Internal Ref: CR-381725; 98704
SOW Validation: Last validated 12/22/2025 with 0 problems, and 0 reviewable items
Contract Documents: [Transmittal Memo \(12/22/2025\)](#) Transmittal Memo for CR-381725

[Budget - Contract \(12/22/2025\)](#) CR-381725 LIB V2

Contract Description:

The Upper Columbia Salmon Recovery Board (UCSRB) will subcontract an experienced professional or firms to support the Bonneville Power Administration (BPA) Upper Columbia Habitat Restoration Programmatic. The subcontractors will assist the UCSRB, BPA, and regional project partners by developing GIS products that improve the identification, selection, and planning of low-risk, high-benefit restoration projects across the Upper Columbia region. The on-call archaeological and cultural resources consulting firm will provide timely support for Programmatic projects to ensure compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and relevant state and tribal cultural resource requirements. This work directly supports BPA Programmatic out-year forecasting, project development, and the strategic advancement of priority restoration actions.

Contacts:

Name	Role	Organization	Phone/Fax	Email	Address
Edward Gresh	Env. Compliance Lead	Bonneville Power Administration	(503) 230-5756 / NA	esgresh@bpa.gov	P.O. Box 3621 - EC-4 Portland OR 97208-3621
Sean Welch	F&W Approver	Bonneville Power Administration	(503) 230-7691 / NA	spwelch@bpa.gov	P.O. Box 3621 Mailstop - EWL-4 Portland OR 97208-3621
Jesse Wilson	Technical Contact	Bonneville Power Administration	(503) 230-4506 / NA	jcwilson@bpa.gov	P.O. Box 3621 Mailstop - EWL-4 Portland OR 97208-3621
Jay Chong	Contracting Officer	Bonneville Power Administration	(503) 230-4007 / NA	jxchong@bpa.gov	P.O. Box 3621 Mailstop - NSSP-4 Portland OR 97208-3621
Victoria Bohlen	COR	Bonneville Power Administration	(503) 230-3506 / NA	vlbohlen@bpa.gov	



Virginia Preiss	Interested Party	Bonneville Power Administration	(503) 230-3619 / NA	vdpreiss@bpa.gov	
Shelly McMullen	Administrative Contact	Upper Columbia Salmon Recovery Board	(206) 972-2998 / NA	shelly.mcmullen@ucsrb.org	
Amanda Ward	Supervisor	Upper Columbia Salmon Recovery Board	(773) 308-4310 / NA	amanda.ward@ucsrb.org	
Meghan Camp	Contract Manager	Upper Columbia Salmon Recovery Board	(509) 630-8226 / NA	meghan.camp@ucsrb.org	

Work Element Budget Summary:

<u>Work Element - Work Element Title</u>	<u>EC Needed*</u>	<u>Estimate</u>	<u>(%)</u>
A : 185. Produce CBFish Status Report - Periodic Status Reports for BPA		\$300	(0.15%)
B : 119. Manage and Administer Projects - Manage subcontracts		\$4,067	(2.03%)
C : 191. Watershed Coordination - On-Call GIS Services		\$97,638	(48.94%)
D : 165. Produce Environmental Compliance Documentation - Environmental compliance assistance for UCSRB partners 2026-27 & out-year projects		\$97,500	(48.87%)
Total:		\$199,505	

* Environmental Compliance (EC) needed before work begins.

Statement of Work Report

Work Element Details

A: 185. Produce CBFish Status Report

Title: Periodic Status Reports for BPA
Description: The Contractor shall report on the status of milestones and deliverables in CBFish. Reports shall be completed monthly, quarterly, or as negotiated with the BPA COR. In each report, when the work reaches a terminal status, additional data (actual metrics, updated budgets, final locations, etc.) may be required upon submitting the report to the BPA COR.
Deliverable Specification:
Work Element Budget: \$300 (0.15%)

Planned Metrics:

<None>



Milestone Title	Start Date	End Date	Status	Milestone Description
A. Mar-Jun 2026 (3/1/2026 - 6/30/2026)	7/1/2026	7/15/2026	Inactive	
B. Jul-Sep 2026 (7/1/2026 - 9/30/2026)	10/1/2026	10/15/2026	Inactive	
C. Oct-Dec 2026 (10/1/2026 - 12/31/2026)	1/1/2027	1/15/2027	Inactive	
D. Jan-Mar 2027 (1/1/2027 - 3/31/2027)	4/1/2027	4/15/2027	Inactive	
E. Apr-Jun 2027 (4/1/2027 - 6/30/2027)	7/1/2027	7/15/2027	Inactive	
F. Jul-Sep 2027 (7/1/2027 - 9/30/2027)	10/1/2027	10/15/2027	Inactive	
G. Oct-Dec 2027 (10/1/2027 - 12/31/2027)	1/1/2028	1/15/2028	Inactive	
H. Final Jan-Feb 2028 (1/1/2028 - 2/29/2028)	2/15/2028	2/29/2028	Inactive	

B: 119. Manage and Administer Projects

Title: Manage subcontracts

Description: UCSRB will manage this contract and the subcontracts involved in completing this work.

- * Managing subcontractors
- * Invoicing
- * Cost Share

Deliverable Specification: Provide effective implementation and administration: a) evaluate current workload and monitor implementation progress; b) develop work plan consistent with expected budget availability and potential tasks or projects; c) integrate and manage planning, permitting, environmental compliance, and coordinated implementation of contract actions; and (d) provide contract's financial status report at least once a year attached in contract Documents.

Work Element Budget: \$4067 (2.04%)

Planned Metrics:

<None>

Milestone Title	Start Date	End Date	Status	Milestone Description
A. N/A - Facilitate inputting Cost Share information into CBFish at the Project level	3/1/2026	3/1/2027	Canceled	NOTE: Cost share information will be provided under the UCSRB administrative contract (CR-381603). There are multiple contractors under this project and I am the lead project Proponent. I will solicit cost share information for the previous federal FY from project partners and enter previous FY's Cost Share information on the Project Cost Share tab by Nov 15 for all project partners. (Milestone starts Sep. 30 and ends Nov. 15)
B. N/A - Error-check & update actual WE budget spending w/in 3 months (reflect contract close-out value)	3/1/2026	3/1/2026	Canceled	NOTE: No previous contract. No later than 3 months after the end of the previous contract, (a) open the prior-year contract SOW at the "WE Budget" tab; and (b) enter "Updated" WE budget amounts to reflect the final contract close-out amount actually spent by the contractor.



Milestone Title	Start Date	End Date	Status	Milestone Description
C. Return signed contract to BPA's Contracting Officer within 30 days	3/1/2026	3/31/2026	Inactive	Respond to the CO and COR indicating any problems with the contract within 20 days, or return the signed contract to the BPA Contracting Officer (CO) within 30 days.
D. Coordinate all line-item budget transfers with BPA COR	3/1/2026	11/30/2027	Inactive	UCSRB shall notify COR of any proposed changes to the line item budget. If UCSRB is requesting to move money between line items within an approved budget that does not change the contract total, that action may qualify for a line-item transfer (LIT). LITs may not be permitted within 90 days of the end of the contract period. A request to add or remove funds and/or scope from the contract is subject to a contract modification.
E. Upload all subcontracts to CBfish	3/1/2026	2/28/2027	Inactive	Subcontract agreements will be uploaded to the Documents section of CBfish.
F. Provide monthly accountability reporting	3/1/2026	2/29/2028	Inactive	The AP will prepare a brief and concise monthly accountability report detailing the tasks accomplished by staff and noting the work element(s) under which that work was performed. UCSRB staff will email monthly report(s) to the BPA F&W Invoices staff to accompany invoices for work performed.
G. Maintain effective and consistent coordination with BPA	3/1/2026	2/29/2028	Inactive	The UCSRB Contract Manager, staff, and subcontractors will cooperate, coordinate, and maintain effective communication with BPA PM/COR, EC Lead, BPA Habitat Area Lead (HAL), and BPA Engineering & Technical Services during the entire length of this contract. UCSRB will address BPA comments/concerns, and the two entities will arrive at a mutual beneficial consensus.
H. Comply with all applicable federal, state, tribal and local safety requirements, including reporting	3/1/2026	2/29/2028	Inactive	As described in the contract's Terms and Conditions, the contract manager and contractor shall comply with all applicable federal, state, tribal and local safety laws, rules, regulations and requirements.
I. 150 days before renewal, submit a complete, high-quality set of CR renewal package documents	10/1/2027	10/31/2027	Inactive	At least 150 days before the projected agreement start date, in CBFish: provide a high- quality agreement package: Submit an SOW with zero validation errors fixable by the Contract Manager, including Work Element budget; and upload a Line Item Budget (LIB) and (if applicable) Equipment Inventory that all fully comply with both BPA and Recipient requirements. All internal Recipient's review of the agreement package must be complete and approved by the Recipient's internal review process before the 150-day deadline to allow the Recipient's Contract Manager time to comply with this deadline. Note: Consistent with the procurement memo emailed to the entity's Contract Manager and Supervisors in March, 2025, titled "BPA Fish and Wildlife Project Procurement Updates", submissions of the full package of documents (SOW and Excel Budget, and, when required an Equipment Inventory) less than 150 day before the requested agreement start date, or with any of the products being of poor quality as determined by the COR, are subject to a prolonged break in service. (Milestone start date is at least 180 days before the agreement renewal date. Milestone end date is 150 days before the renewal date.)
J. Address comments and revise SOW, LIB, and PI as needed to get BPA manager approval	11/1/2027	11/30/2027	Inactive	Once your COR and his or her BPA manager have reviewed your contract renewal package and returned any comments to you, you will need to provide responses and changes as needed to achieve approval from the BPA manager, who will then forward the package to the Contracting Officer.
Deliverable: K. Effective implementation management and timely contract administration		2/29/2028	Inactive	<i>See the Deliverable Specification above</i>

C: 191. Watershed Coordination

Title: On-Call GIS Services

Description: The selected contractor will develop technical site-level information and spatial products that aid in identifying,



- evaluating, and planning high-quality tributary habitat restoration projects. Core services will include:
1. Develop relative elevation models (REMs) and compile relevant metrics (e.g., floodplain connectivity indicators, channel migration zone delineations, riparian condition summaries, hydrologic and geologic context, and other geomorphic or habitat-related parameters) that can assist with early project screening, feasibility assessments, and biological uplift evaluations.
 2. In collaboration with Sponsors, BPA, and UCSRB, the contractor will generate project concepts including maps and brief narratives of opportunities, constraints, and insights that inform whether a site represents a low-risk, high-benefit opportunity for Programmatic investment.
 3. Provide rapid turnaround on requested analysis and summaries, delivering maps and data summaries within two weeks of an initial request.
 4. Deliverables must be clear, well-organized, and adaptable for use in regional decision-making processes. Maps must include all necessary components, professional cartography, and visually appealing symbology. The contractor will be required to convert map products into different formats including raw geodatabases and shapefiles, PDF, web maps, and KMZ/KML files.
 5. The contractor will refine requests collaboratively and remain flexible in meeting evolving needs of Sponsors and BPA as Programmatic priorities and project opportunities shift.

Deliverable Specification: See the Deliverable Specification above

Work Element Budget: \$97638 (48.94%)

Planned Metrics:

<None>

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Develop technical site-level information and spatial products	3/1/2026	2/29/2028	Inactive	The selected contractor will develop technical site-level information and spatial products that aid in identifying, evaluating, and planning high-quality tributary habitat restoration projects. Core services will include: 1. Develop relative elevation models (REMs) and compile relevant metrics (e.g., floodplain connectivity indicators, channel migration zone delineations, riparian condition summaries, hydrologic and geologic context, and other geomorphic or habitat-related parameters) that can assist with early project screening, feasibility assessments, and biological uplift evaluations. 2. In collaboration with Sponsors, BPA, and UCSRB, the contractor will generate project concepts including maps and brief narratives of opportunities, constraints, and insights that inform whether a site represents a low-risk, high-benefit opportunity for Programmatic investment. 3. Provide rapid turnaround on requested analysis and summaries, delivering maps and data summaries within two weeks of an initial request. 4. Deliverables must be clear, well-organized, and adaptable for use in regional decision-making processes. Maps must include all necessary components, professional cartography, and visually appealing symbology. The contractor will be required to convert map products into different formats including raw geodatabases and shapefiles, PDF, web maps, and KMZ/KML files. 5. The contractor will refine requests collaboratively and remain flexible in meeting evolving needs of Sponsors and BPA as Programmatic priorities and project opportunities shift.
Deliverable: B. Technical site-level information and spatial products		2/29/2028	Inactive	See the Deliverable Specification above

D: 165. Produce Environmental Compliance Documentation

Title: Environmental compliance assistance for UCSRB partners 2026-27 & out-year projects



Description: Provide assistance to UCSRB partners to complete environmental compliance for UC Habitat Programmatic-funded projects (as requested).

Services will include the following, but not limited to:

- * Early planning, project risk assessment
- * Cultural Resource surveys and reports
- * Coordination meetings and calls
- * Wetland delineation survey and reports
- * Stream function and assessment method (SFAM)

List of potential projects:

- * Icicle historic channel
- * Upper White Pine
- * Lower Wenatchee Island Demo Project
- * Nason RM 1.5
- * Lower Wenatchee Island Assessment
- * Chiwawa 13 Culverts
- * Methow Island Assessment
- * Methow Demo Project

UCSRB will work with BPA to develop a pre-qualified pool of consultants.

Deliverable Specification: Assistance provided to Programmatic partners to complete environmental compliance for projects approved for funding under the Upper Columbia Habitat Programmatic (as requested).

Work Element Budget: \$97500 (48.87%)

Planned Metrics:

* Are herbicides used as part of work performed under this contract?: No

* Will water craft, heavy equipment, waders, boots, or other equipment be used from outside the local watershed as part of work performed under this contract?: Yes

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Provide information for Section 106 Cultural review	3/1/2026	2/29/2028	Inactive	Email EC Lead detailed project description, map, and shapefiles so that BPA can initiate Section 106 review.
B. Plan for field inventory	3/1/2026	2/29/2028	Inactive	Coordinate with EC Lead and BPA archaeologist to determine appropriate approach and methodology for field inventory, if determined necessary by BPA archaeologist.
C. Cultural resource surveys	3/1/2026	2/29/2028	Inactive	Coordinate with EC Lead to schedule cultural resources surveys if required by BPA archaeologist.
D. Wetland delineation survey and report	3/1/2026	2/29/2028	Inactive	Provide technical and financial assistance to partner's as requested to complete wetland delineation surveys and reports.
Deliverable: E. Environmental compliance assistance		2/29/2028	Inactive	<i>See the Deliverable Specification above</i>

Post Review Discovery Instructions:

BPA is required by section 106 of the National Historic Preservation Act (NHPA) to consider the effects of its undertakings on historic properties (54 USC 306108). Prior to approving the expenditure of its funds or beginning to implement a federal undertaking, BPA must comply with the regulations (36 CFR 800) implementing the section 106 process. The regulations provide for a process to occur if cultural resources are encountered during project implementation (36 CFR 800.13(b)(3)). In compliance with the regulations, BPA has drafted a Post Review Discovery procedure which outlines the steps to be taken and notifications to be made.

Inadvertent Discovery of Cultural Resources Procedure form:



<https://www.cbfish.org/EfwDocument.mvc/DownloadFile/177>

Upper Columbia Salmon Recovery Board

UC HABITAT PROGRAMMATIC # 2010-001-00

March 1, 2026 - February 29, 2028

CR-381725; 98704

	WEs	Qty1		Unit Cost	COST
1 PERSONNEL					\$3,797
Program Manager - <i>Salary/Taxes</i>					
Manage Contract - Meghan Camp	A, B	24.0 hours	@	50.54 /hr.	\$1,213
Executive Director - <i>Salary/Taxes</i>					
Admin/Exec Oversight - Amanda Ward	B	12.0 hours	@	67.01 /hr.	\$804
Administrator - <i>Salary/Taxes</i>					
Admin Financial - Shelly McMullen	B	24.0 hours	@	51.22 /hr.	\$1,229
		FTE 60.0 hours		Subtotal Salaries	\$3,246
				%	
<i>Fringe:</i> Program Manager				17.64%	\$212
Executive Director				14.10%	\$113
Administrator				18.35%	\$226
				Subtotal Benefits	\$551
6 OVERHEAD / INDIRECT		15.00%	of Items 1 thru 5:	\$3,797	\$570
7 SUBCONTRACTS					\$195,138
Cultural Resources Support for Programmatic Projects - Contractor TBD					\$97,638
GIS and Technical Support for Programmatic Projects - Contractor TBD					\$97,500
TOTAL COOPERATIVE AGREEMENT AMOUNT					\$ 199,505



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



In reply refer to:

MEMORANDUM

To: Victoria Bohlen
Alternate:
From: Jay Chong
Subject: Designation of Contracting Officer's Representative (COR)
Award No.: 98704
Award Title: 2010-001-00 EXP UCSRB UC PROGRAMMATIC TECHNICAL SERVICES

You are hereby designated as the Contracting Officer's Representative (COR) for the subject award. You will represent the Contracting Officer (CO) in all technical matters that arise. Your major duties and responsibilities are consistent with applicable sections of the "Bonneville Financial Assistance Instructions" (BFAI), including those related to project monitoring, invoice review, and deliverables oversight.

This delegation is made without power of redelegation and shall remain in effect throughout the life of the award unless revoked by the CO, you are reassigned, or your employment is terminated. While performing COR responsibilities, you are expected to comply with applicable federal ethics rules and Bonneville's standards of conduct to avoid any appearance of impropriety.

1. You are authorized and instructed to perform the following functions:
 - 1.1. Monitor work performance.
 - 1.2. Inspect or witness test presentation or other activities.
 - 1.3. Review and monitor the project schedule.
 - 1.4. Review the recipient's financial reports and invoices to ensure spending is consistent with the award budget and progress achieved.
 - 1.5. Ensure invoices are consistent with the award. Questionable or unallowable costs must be promptly reported to the Contracting Officer for resolution.
 - 1.6. Approve submitted deliverables / technical reports (including property inventory reports).
 - 1.7. Ensure that NERC CIP protocols are followed (if applicable), if badged recipient personnel have access to NERC CIP sites or CCA, in particular, the requirement to notify the Access Revocation Team within four hours via email at Revoke@bpa.gov or call 503-230-LOCK (5625) when the person is terminated;
 - 1.8. Maintain a file of all Recipient property acquisition disposition documents.
2. COR Special Responsibilities: The COR shall, consistent with this Delegation and without expanding COR authority:

- 2.1. Safety. When work is performed on-site, confirm the required safety plans/briefings are in place before performance; monitor for unsafe conditions; and, if an imminent danger or unsafe practice is observed, direct the contractor to cease only the activity affected and immediately notify the CO. This authority does not include issuing a Stop Work Order.
 - 2.2. Foreign National Access. For any performance involving foreign national personnel or visits, verify that written Foreign National Access Program (FNAP) approval is obtained by the responsible office before any physical or network access or work begins; do not permit access absent such approval; and promptly notify the CO and Security of potential non-compliance.
 - 2.3. Export Control. For work that may involve export-controlled items, software, or technical data, verify that the Export Control Program has reviewed and cleared any transfer prior to performance; do not permit export, deemed export, or release of technical data without clearance; and promptly notify the CO and Export Control of suspected issues.
 - 2.3.1. Documentation and Coordination. Document actions in the COR file and coordinate with the CO on all determinations, approvals, or escalations of the COR Special Responsibilities above.
 - 2.4. No Expansion of Authority. Nothing in this section authorizes the COR to modify the contract, direct contractor staffing, approve access on behalf of Security/UFNAP, or make Export Control determinations.
3. In accordance with clause, entitled “Contracting Officer’s Representative,” you are not authorized to act for the CO in the following matters:
- 3.1. Modifications that change the total award value (budget), technical requirements, or time for performance, except as allowed by specific provisions in the award.
 - 3.2. Suspension or termination of the Recipient's right to proceed, either for default or for convenience of BPA.
 - 3.3. Final decisions on any matter are subject to appeal, as provided in a disputes clause.

Please carefully monitor the recipient’s activities. You are also required to provide periodic performance or status reports. You may do this via the “COR’s Status Report” or some other mechanism that we agree upon. The following events are some appropriate times to report: (1) Upon receipt of deliverables or reports; (2) Completion of verification of property inventories; (3) Completion of major milestones; (4) Whenever payment requests are processed; or (5) When issues arise that warrant written documentation.

Submit all performance issues requiring action in writing to the Contracting Officer.

Signed by:

 DEFBBC9C08A4497...
 Contracting Officer

cc: Official File, Recipient

COR Files

A uniform and orderly approach to file maintenance will reduce time spent searching for material and provide neat, standardized files. Consistency is important. The COR shall establish a financial assistance administration file in support of and separate from the CO's Official File. The COR may use the agency approved electronic records storage application to retain contract documentation. The following is a sample format, to be adapted as necessary for the type of financial assistance award:

- (1) File identification: The following information typically should be used to identify award files:
 - a. Recipient Name
 - b. Project Name and/or Number
 - c. Award No.
- (2) File content: The following below is a suggested file format, which may be modified as necessary for the award type (grant or cooperative agreement).
- (3) Award and Supplements
 - a. Copy of executed original award and all modifications
- (4) Basic File
 - a. Forms (travel, training, etc.)
 - b. Log of significant activities
 - c. Meeting notes
 - d. Quarterly Financial Reports
 - e. Annual Performance Reports
 - f. Project staffing/organization charts
 - g. List of BPA-furnished property
 - h. Close-out records
 - i. Final Financial Report
 - ii. Final Performance Report
 - iii. Financial Assistance close-out checklist
- (5) Correspondence File
 - a. Copies of all correspondence between COR and CO
 - b. Copies of all correspondence between COR and Field Inspectors
 - c. COR and any Field Inspector designation
 - d. Internal memoranda
 - e. Record of communication between COR and other support activities
 - f. Copies of all correspondence between COR and recipient
 - g. Copies of all general correspondence related to award
 - h. Copies of all correspondence regarding labor issues
 - i. Copies of all notices to proceed, stop or report submittals
 - j. Copies of all prior written approvals by the CO
- (6) Payment File
 - a. Backup documentation for recipient payment
 - b. Copies of inspection reports related to payment
 - c. Copies of invoices
 - d. Correspondence pertaining to payment
 - e. Payment status log

The COR file need not duplicate data or documents that are otherwise represented in the CO's Official File or the Electronic Records Management System, such as invoice submittals, Technical Evaluation records, or bonds and insurance certificates.

UPPER COLUMBIA SALMON RECOVERY BOARD
BOARD RESOLUTION #26-01

APPROVING AMENDMENTS TO BYLAWS

WHEREAS, the Board of Directors of the Upper Columbia Salmon Recovery Board (UCSRB) has reviewed the current Bylaws and determined that certain amendments and updates are necessary to better reflect the organization’s mission, governance structure, and operational needs;

WHEREAS, the proposed amendments have been presented to the Board in writing, reviewed, and discussed in accordance with the procedures set forth in the existing Bylaws;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors hereby approves the amendments to the Bylaws as presented in *Exhibit A*, attached;

FURTHER RESOLVED, that:

1. These amendments shall take effect on February 26, 2026, unless otherwise required by law or the existing Bylaws.
2. A copy of the amended Bylaws shall be maintained in the corporate records; and
3. A copy of the amended Bylaws shall be distributed to all directors and, if applicable, members of the organization.

CERTIFICATION

We, the undersigned, hereby certify that the foregoing resolution was duly adopted by the Board of Directors of the Upper Columbia Salmon Recovery Board at a meeting held on February 26, 2026, at which a quorum was present and acting throughout.

Signatures:

Shannon Adams, Chair
Upper Columbia Salmon Recovery Board

Date: 02/26/2026

Signatures continued - page 2

Signatures continued:

Andy Hover, Vice Chair
Upper Columbia Salmon Recovery Board]

Date: 02/26/2026

Chuck Brushwood, Treasurer
Upper Columbia Salmon Recovery Board]

Date: 02/26/2026

Shon Smith, Board member
Upper Columbia Salmon Recovery Board]

Date: 02/26/2026

Randy Agnew, Board member
Upper Columbia Salmon Recovery Board]

Date: 02/26/2026

Upper Columbia Salmon Recovery Board

BYLAWS

PREAMBLE

The local governments and government agencies in the upper Columbia River basin recognize a need to form a cooperative endeavor to facilitate a variety of needs with respect to salmon recovery. The capacity and authority of each entity will provide a strong basis to advocate protection and restoration of fish species, and the protection and enhancement of human and fish environments through cooperation. The mission of the *Upper Columbia Salmon Recovery Board* is to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the upper Columbia region.

BYLAWS

The corporation will operate under these Bylaws. The intent of these bylaws is to create and maintain efficient operation of the Upper Columbia Salmon Recovery Board and to provide certainty for process and responsibility. Any organizational changes as a result of evolving and adaptive need shall not change the intent of these bylaws. Bylaw modifications shall be by consensus of the Board.

1. TITLE

The name of this group shall be the Upper Columbia Salmon Recovery Board (UCSRB).

2. GEOGRAPHIC AREA OF CONCERN

The geographic area of concern of the UCSRB is Chelan, Douglas and Okanogan Counties.

3. ORGANIZATIONAL STRUCTURE

The UCSRB organization will consist of a Board of Directors (Board), Staff, Implementation Team (IT), and a Regional Technical Team (RTT).

BOARD OF DIRECTORS

The Board shall consist of five members: one each from Chelan County, Douglas County, Okanogan County, the Confederated Tribes of the Colville Reservation, and the Yakama Nation.

UCSRB STAFF

The UCSRB Staff shall consist of an Executive Director, Program Manager(s), Lead Entity Coordinator, Administrative Assistant, and other positions added as needed to perform the functions of the Board.

REGIONAL IMPLEMENTATION TEAM

The Implementation Team (IT) is an advisory group of representative stakeholders across the region that provides recommendations to the Upper Columbia Salmon Recovery Board. Each of the following organizations may be represented with one vote: *Chelan County, Douglas County, Okanogan County, Yakama Nation, Confederated Colville Tribes, Methow Restoration Council, Entiat Watershed Planning Unit, Wenatchee Watershed Planning Unit, Okanogan Restoration Council, Foster Creek/Douglas County Planning Unit, Upper Columbia Salmon Recovery Board, Regional Technical Team, Upper Columbia Regional Fisheries Enhancement Group, Washington Department of Fish and Wildlife, Governor's Salmon Recovery Office, Chelan County Public Utility District, Douglas County Public Utility District, Grant County Public Utility District, National Marine Fisheries Service, US Forest Service, US Fish and Wildlife Service, Bureau of Reclamation, Bonneville Power Administration, and Bureau of Land Management.*

REGIONAL TECHNICAL TEAM

The Regional Technical Team (RTT) shall consist of people with appropriate technical skills and shall be appointed by the RTT. The RTT may consist of members of private, tribal, public utility, and government entities, but is not representational of these entities. A team member must possess a strong technical background and knowledge of salmonids and their habitats in the upper Columbia Region. To reduce the potential for conflicts of interest, RTT members must place no vested interest in a particular subbasin or activity within the region and must reflect regional responsibilities in their deliberations.

Entities that seek membership on the RTT shall provide written notice to the RTT of their request to join. The RTT shall determine, in consultation with the UCSRB chairperson, whether the candidate meets the criteria for RTT membership stated in the preceding paragraph. The RTT chairperson will provide written notice to the Board of revisions to RTT membership. A member shall formally notify the chairpersons of the RTT of his or her intent to leave the RTT.

4. DURATION

The UCSRB shall function as long as the Board Members maintain support of the body. Board Members shall provide written notice of their intent to leave the body. Upon receipt of written notice of a party's intent to leave the body, the remaining Board Members shall convene to pass a formal statement of action regarding the notice. In the case of a notice of intent to leave the body, the Board Members shall determine whether to continue the UCSRB. If the UCSRB is continued, the Board Members shall adapt the Bylaws to reflect the changed nature of the UCSRB.

5. MEMBERSHIP

Members of this corporation consist of Confederated Tribes of the Colville Reservation, Yakama Nation, Okanogan County, Douglas County, and Chelan County, Washington.

At the discretion of the Board, the Executive Director or designee will facilitate meetings to assure that members have an equal opportunity to participate.

6. MEETINGS

Regular meetings of the Board will be scheduled on the fourth Thursday of February, and the 4th Thursday semi-monthly thereafter except December from 9:00 am to 3:00 pm, to be held at the Douglas County Transportation and Land Services Building, 140 19th St NW A, East Wenatchee, WA 98802.

The Annual Business Meeting shall be held on the 1st Thursday of December from 9:00 am to 3:00 pm, to be held at the Douglas County Transportation and Land Services Building, 140 19th St NW A, East Wenatchee, WA 98802.

The Regional Technical Team (RTT) meetings will be scheduled on the second Wednesday of each month from 9:00 am to 1:00 pm, either in-person at the UCSRB office or as a virtual meeting via Zoom, Teams or similar platform, unless stricken by the RTT chair due to lack of quorum or business.

All meeting times, places, and other logistical details may be changed as needed and will be given a seven-calendar-day notice.

Meetings of the Board and the Regional Technical Team are open to the public. Meetings shall be advertised to the extent practicable, and dates and times will be posted on the corporation's website. Minutes will be taken of the Board meetings. Public participation at such meetings shall be at the discretion of the Board.

7. SPECIAL MEETINGS

If it is necessary to make a decision outside of a regular board meeting if the issue is time-sensitive and/or complicated, a special meeting may be called at any time by the Board chair or a majority of board members.

A special meeting notice must specify the date, time and place of the special meeting, and the business to be transacted. This notice must be delivered personally, by mail or email, at least 24 hours before the meeting to each member of the Board and each news media who has provided UCSRB with a written request for notice of special meetings.

A special meeting notice must also be posted on UCSRB's website and prominently displayed at the main entrance of the agency's principal location and/or meeting location, at least 24 hours prior to the special meeting.

A special meeting notice is not required if the special meeting is called to deal with an emergency involving injury or damage to persons or property or the likelihood of such injury or damage, when time requirements would make this notice impractical and increase the possibility of such injury or damage.

Final disposition cannot be taken on any matter not listed in the special meeting notice.

8. QUORUM

A quorum is required to hold an official Board meeting. A quorum for the transaction of business exists when two of the three counties and one of the two tribes are in attendance at any scheduled Board meeting and no action may be taken by less than a quorum of members.

Each Board Member may appoint an alternate representative from within their respective organization to serve in the event that the primary Board Member is unable to attend a Board meeting or is no longer qualified to serve. Each Alternate Board Member may be an elected official or staff representative of the Member as determined by such Member. Alternate Board Members will be authorized to vote on behalf of such Member at all meetings where the Primary Board Member is absent. Each primary Board member shall provide written notice informing the appointment of an Alternate Board Member, including contact information and disclosures of potential conflicts of interest, if any. Alternate Board Members may be appointed at any time provided, however, that the Alternate Board Member is designated to serve by written notice to the UCSRB Executive Director not less than five (5) business days prior to any Board meeting at which the Alternate Board Member will serve.

Members present at a meeting in which a quorum is not present may either:

- 1). elect to proceed with the business of the meeting subject to ratification of all actions taken whenever a quorum is next present at a meeting; or
- 2). elect to adjourn to a definite time and place at which a quorum will be present.

A quorum for the transaction of RTT business exists when a super majority (defined as 60%) of voting members is in attendance at any meeting. Members shall not assign an alternate or proxy without previous approval from the RTT.

9. ATTENDANCE OF MEETINGS

The operation of the UCSRB is a voluntary, cooperative process intended to recognize and account for the needs of each individual government and stakeholder group. Attendance at meetings by representatives is necessary to provide for the proper

functioning of the UCSRB. It is the responsibility of each government Member represented to assure participation in the UCSRB functions to prove successful.

Participation in Board meetings, including committee and special meetings, may be by way of telephone or electronic platform such as Teams or Zoom, that provide the means for all persons participating in the meeting to hear and/or see each other at the same time and thereby constitute presence in person at a meeting. In-person meeting accommodations may be provided in the UCSRB office or at an alternative location approved by the Board.

BOARD OF DIRECTORS

Members shall make a concerted effort to attend all Board meetings. When a member is unable to attend a Board meeting, s/he should make an effort to advise the Chair, Executive Director, or other members of any issues of concern or special interest to such member.

REGIONAL TECHNICAL TEAM (RTT)

Members shall make a concerted effort to attend all RTT meetings. When a member is unable to attend a RTT meeting, s/he should make an effort to advise the RTT Chair or other RTT members of any issues which are of concern or of special interest to such member.

10. CHAIR AND DELEGATION

BOARD OF DIRECTORS

The terms of all officers will be for one year. Appointments will be made at the business meeting held in December and new roles will be assumed at the first regularly scheduled meeting in February the following year.

The Board will select a chairperson to preside over the meetings, sign decisional documents that meet the criteria for decision-making, and speak on behalf of the Board in public forums. A vice chair will be appointed to serve as chair pro-tem in the event that the chairperson is unavailable and a secretary-treasurer will be appointed. The three appointments will be made by consensus of the Board.

UCSRB STAFF

The Executive Director shall facilitate staff meetings and submit staff progress reports to the Board.

REGIONAL IMPLEMENTATION TEAM

UCSRB staff shall act as the Implementation Team Leader and shall facilitate the Implementation Team meetings and submit periodic progress reports to the Board.

REGIONAL TECHNICAL TEAM

In consultation with the Board chairperson, the RTT shall appoint a chairperson to facilitate the deliberations of the RTT and to take notes of attendance, decisions, and action plans of the RTT. The RTT chairperson shall act in an *ex officio* capacity and shall be the official spokesperson for the RTT. The RTT shall appoint a vice-chairperson to preside as chair pro-tem in the absence of the chairperson. At the request of any Board member, the chairperson shall provide a formal report of RTT activities to the Board.

11. DECISION-MAKING

BOARD OF DIRECTORS

Decision-making by the Board shall be by consensus. Consensus is defined as unanimous agreement or lack of disagreement amongst Board Members present for a vote.

Whenever possible, a decision can be made in advance if a known circumstance is expected to arise between Board meetings. Should an unexpected or emergency situation occur that requires a timely Board decision, the following process will be followed:

- The Executive Director will advise the Board Chair and provide all the relevant information for review and discussion,
- If the Board Chair agrees a timely Board decision is necessary, the Executive Director will call a Special Meeting.
- For operational matters requiring timely action, such as contract execution, the ED and the Board Chair are authorized to make the decision, provided they bring that decision to the Board at the next regularly scheduled meeting for ratification by the entire Board.

REGIONAL IMPLEMENTATION TEAM

Decisions of the group are based on consensus, which is defined as the agreement of all parties present at a meeting.

REGIONAL TECHNICAL TEAM

For the transaction of RTT business, 60% of the RTT membership needs to be present, in-person or virtually, or on the phone (this includes the chairperson), and a supermajority of the RTT is necessary to make RTT decisions, except for the acceptance of new members, project scoring, and a new Chairperson (see below).

The chair will give a seven-day notice of decisional items to be addressed by the RTT at a regularly scheduled meeting, typically identified in the agenda for an upcoming meeting. Members shall not assign a proxy. When a member is unable to attend a meeting, he or she should advise the chairperson or other RTT members of any issues of concern or of special interest to such member. The chairperson shall provide for members to participate by conference call. Members must respond within five working

days of the notification; non-response indicates concurrence. RTT members shall make no recommendation to the UCSRB or other entity without a formal decision. Any member may submit a minority opinion with the recommendation report of the RTT.

12. ACTIONS BY WRITTEN CONSENT

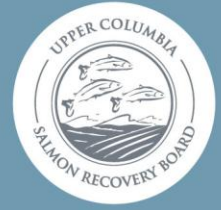
Any board action taken at a meeting of the directors may be finalized after a meeting with consent in writing or email, setting forth the action so taken. Such consent shall have the same force and effect as a quorum vote and may be described as such.

These updated Bylaws are ADOPTED and signed by Resolution of the UCSRB Board of Directors.

Resolution number: 26-01

UCSRB Board meeting date: February 26, 2026:

Working to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the Upper Columbia Region.



2/12/2026

To: UCSRB Board of Directors
From: Ariel Edwards, Lead Entity Coordinator
Re: Chelan County Citizen Advisory Committee Confirmation

Upper Columbia Salmon Recovery Board (UCSRB) staff would like to request the Board of Director's review and confirm one nominee for the Chelan County Citizens' Advisory Committee (CAC). Citizens' Advisory Committees were created under the Salmon Recovery Act of 1998 (RCW 77.85) to compile a list of salmon recovery habitat projects for funding consideration by the State. Local CAC members serve an important role in contributing to the accountability of the Upper Columbia in the allocation of funding from the Salmon Recovery Funding Board to promote locally led salmon recovery efforts in the region. The CACs review salmon recovery project grant proposals, attend an annual series of up to three meetings, and attend on-site project tours.

From October 8, 2025, to December 31, 2025 the UCSRB staff facilitated a "call for nominations" through the local Chelan County watershed planning groups seeking two or more nominees. For CAC representation in Chelan County, the UCSRB is seeking one individual with representative interest in: agricultural, county, environmental groups, landowners, local business, ranching, regional fish enhancement groups, tribes, or volunteer groups.

During the February 2, 2026 Chelan County Commissioners meeting, Bob Bugert was selected to fill the vacancy on the Chelan County Citizens Advisory Committee.

Staff is seeking confirmation from the UCSRB Board of Director's on this nomination.

Included is additional background information:

1. Recruitment Background Information
2. Call for Nominations announcement
3. Chelan County Commissioners signed action from 2/2/2026
4. Letter of interest and resume – Bob Bugert
5. Letter of interest and resume – Tod Treat

Working to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the Upper Columbia Region.



Chelan County Citizens Advisory Committee 2025 Recruitment Background Information

The Upper Columbia Salmon Recovery Board (UCSRB) approved the Chelan and Okanogan Citizens Advisory Committee (CAC) recruitment process December 12, 2013. Once the membership of either CAC committee falls below seven members, the UCSRB initiates a “call for nomination” through the local subbasin planning groups. The UCSRB requests that each planning group submit one or more citizen committee applicants. The Lead Entity Coordinator will transmit these nominations to the respective county commissions. Each county commission will provide a final candidate from these nominations to the UCSRB for approval. **Please see the recruitment criteria, the list of current citizens committees (Table 1) and the anticipated timeline for this recruitment process (Table 2) below.**

Recruitment Criteria:

1. Diverse Interest Representation
 - a. Currently seeking representative interests from: **agricultural, county, environmental groups, landowners, local business, ranching, regional fish enhancement groups, tribes, or volunteer groups.**
2. Geographic Representation within the Upper Columbia
 - a. Nominees from the Wenatchee and Entiat subbasins are eligible currently.

Table 1. Current Chelan County Citizens Advisory Committees Representatives

Okanogan CAC Members	Member Since	Representation	Geographic Area
Mike Deason	2007	City	Leavenworth
Keith Truscott (Chair)	2019	Other Habitat Interest	Wenatchee
Alan Schmidt	2018	Landowner	Entiat
James Johnson	2022	Agriculture / Commercial Fishing	Cashmere
Bruce Merighi	2020	Landowner / Other Habitat Interest	At Large
Matt Collins	2022	Business Owner	Peshastin
[Open Position]			

Table 2. Recruitment Timeline

Citizens Advisory Committee Recruitment Timeline		
Oct 8 – Nov 14, 2025	Call for Nominations through the groups/Leads and forwarded to the LE Coordinator	Compilation of Nominees planning
Nov 15 – Dec 2, 2025	LE Coordinator compiles and transmits to the County Commissions for selection	Nominee Selection
Dec 4, 2024	UCSRB BOD meeting	Board Decision/Approval

Legislative Language:

The following excerpt is from the Washington State Revised Code of Washington (RCW) 77.85 Salmon Recovery Act as it pertains to Citizens Committees.

“(b) The lead entity shall establish a committee that consists of representative interests of counties, cities, conservation districts, tribes, environmental groups, business interests, landowners, citizens, volunteer groups, regional fish enhancement groups, and other habitat interests. The purpose of the committee is to provide a citizen-based evaluation of the projects proposed to promote salmon habitat.”

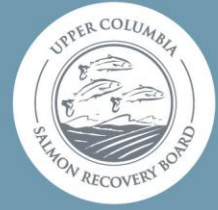
Conflict of Interest Statement:

A conflict of interest occurs if the candidate stands to benefit financially from a salmon recovery project; or has a position that directly contributes to the development of salmon habitat proposal.

Planning Group Leads please send all nominees to:

Ariel Edwards
Lead Entity Coordinator
Upper Columbia Salmon Recovery Board
Phone: 208-540-2691
ariel.edwards@ucsrb.org

Working to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the Upper Columbia Region.



2025 Call for Nominations: Chelan County Citizens Advisory Committee Members for the Salmon Recovery Funding Board (SRFB) funding process

The Upper Columbia Salmon Recovery Board (UCSRB) is seeking nominations for **one new member** to serve on the Chelan County Citizens Advisory Committee (CAC). The UCSRB invites applications from the Chelan County area who represent one or more of the following sectors: agriculture, county, environmental organizations, landowners, local businesses, ranching, regional fish enhancement groups, tribes, or volunteer groups.

Nominations need to be from the following Geographic Areas:

- Chelan County (Wenatchee or Entiat subbasin)

Interested individuals should contact the lead staff for your local watershed planning groups (see contacts below) and provide a letter of interest and short bio/resume to support the application by the COB on November 15, 2025.

The UCSRB is a regional salmon recovery organization tasked with implementing the *Upper Columbia Spring Chinook Salmon and Steelhead Recovery Plan* to recover three independent populations of spring Chinook, four steelhead populations, and bull trout, all listed as threatened or endangered under the Endangered Species Act. CACs were created under the Salmon Recovery Act of 1998 to compile a list of Salmon Recovery habitat projects, establish priorities for individual projects, define the sequence for project implementation, and submit these activities as the proposed habitat project list. CAC members play an instrumental role in bringing accountability to the Upper Columbia in the allocation of Pacific Coastal Salmon Recovery Funds (PCSRF) to promote the restoration of viable and sustainable populations of salmon, steelhead, and other at-risk species through collaborative, locally- led salmon recovery efforts in the region. The CACs review and rank salmon recovery project grant proposals, attend an annual series of up to three meetings, and attend on-site project tours.

Upper Columbia Planning Group Contacts		
Watershed Action Teams	Lead	Contact Information
Wenatchee Habitat Sub-Committee	Christina Barrineau	christina.barrineau@co.chelan.wa.us – Chelan County Natural Resources Dept.
Entiat Habitat Sub-Committee	Mark Ingman	MarkI@cascadiacd.org – Cascadia Conservation District

Working to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the Upper Columbia Region.



January 8, 2026

Chelan County Commissioners
400 Douglas St # 201,
Wenatchee, WA 98801

APPROVED
CHELAN COUNTY COMMISSIONERS
[Signature]
CHAIRMAN
2/5/26
DATE

Dear Chelan County Commissioners:

Upper Columbia Salmon Recovery Board (UCSRB) staff would like to request Commissioners' review of nominees to the Chelan County Citizens Advisory Committee (CAC). Citizens Advisory Committees were created under the Salmon Recovery Act of 1998 (RCW 77.85) to compile a list of salmon recovery habitat projects. Local CAC members serve an important role in contributing to the accountability of the Upper Columbia in the allocation of funding from the Washington State Salmon Recovery Funding Board (SRFB) to promote locally led salmon recovery efforts in the region. The CACs review salmon recovery project grant proposals, attend an annual series of meetings, and may also attend project tours.

For CAC representation in Chelan County, the UCSRB is seeking one new member with a representative interest in: **agricultural, county, environmental groups, landowners, local business, ranching, regional fish enhancement groups, tribes, or volunteer groups.** The UCSRB staff facilitated a "call for nominations" through the local Chelan County watershed planning groups seeking nominees. We received two nominees and are requesting the selection of one nominee from the Commissioners. Once the nominee is selected by the Commissioners, the nomination will proceed to the UCSRB Board of Directors for approval at its upcoming meeting on February 26, 2025.

We have included additional background information in this packet. Attached to this cover letter are:

1. Background Information on Existing Membership and Representation on the CAC
2. Call for Nominations Announcement
3. Nominee letters of intent, resumes and/or biographies

Nominees are listed below (listed alphabetically by first name):

- Bob Bugert
- Tod Treat

2/2/26 11:05:30 AM - Action taken: Nomination of Bob Bugert to serve on the Chelan Co. Citizen Committee Board - with Tod Treat as alternate.

UCSRB.ORG

123 Easy St. Wenatchee, WA 98801 | 509-662-4707 | Info@ucsrb.org
Upper Columbia Salmon Recovery Board | Chelan, Douglas and Okanogan Counties, Colville Confederated Tribes, and the Yakama Nation

I would like to thank the Commissioners in advance for review and consideration of these nominees.

Please contact me at ariel.edwards@ucsrb.org or (208) 540-2691 with any questions or requests for additional information.

Respectfully,

Ariel Edwards, Lead Entity Coordinator
Upper Columbia Salmon Recovery Board

Bob Bugert
1561 Alpensee Strasse
Leavenworth, WA 98826
rmbugert@gmail.com
509-670-5948

16 December 2025

Ariel Edwards
Lead Entity Coordinator
Upper Columbia Salmon Recovery Board
ariel.edwards@ucsrb.org
208-540-2691

Ariel,

Please accept this letter of interest in serving on the Chelan County Citizen Advisory Committee. I believe that I have the background and perspective to provide a balanced and informed review and ranking of the salmon habitat projects in the Upper Columbia Region.

I have been involved in the *Statewide Strategy to Recover Salmon* since Governor Locke initiated it in 1998. I have served in several capacities related to this effort: representing the Governor's Salmon Recovery Office (GSRO) during the formation of the Upper Columbia Salmon Recovery Board (UCSRB); founding and chairing the Regional Technical Team, chairing the Tributary Committees to the PUD's Habitat Conservation Plan, submitting SRFB and Tributary Fund applications as a project sponsor, and serving as a board member of both the UCSRB and State Salmon Recovery Funding Board (SRFB). I have seen this process through many angles!

Having worked in these various positions, I continuously affirmed my belief that successful salmon projects require: 1) a strong technical review and 2) an approach that considers the social and political support of the planned actions. Through the years, I have seen several habitat projects fail because they lacked community support. With that perspective, I believe I can make a meaningful contribution to the Chelan County Citizen Advisory Committee.

Thank you for this opportunity to submit my name for this important volunteer position. Attached is an abbreviated list of my experience and qualifications.

Bob Bugert

BOB BUGERT

ABBREVIATED LIST OF EXPERIENCE AND QUALIFICATIONS

EDUCATION

1976 BS, Wildlife Biology. Washington State University

1985 MS Fishery Biology, University of Idaho

1990 Graduate, Washington Agriculture and Forestry Education Foundation

RELEVANT EXPERIENCE

1985-1995 Fish Biologist, Washington Department of Fish and Wildlife

1995-1998 Technical Facilitator, Chelan and Douglas PUD Habitat Conservation Plans

1998-2007 Eastern Washington Coordinator, Governor's Salmon Recovery Office

2000-2007 Founder and Chairman, Upper Columbia Regional Technical Team

2005-2007 Chairman, PUD HCP Tributary Fund

2007-2017 Executive Director, Chelan-Douglas Land Trust

2014-2021 Board Member, Washington State Salmon Recovery Funding Board

2019-2022 Chelan County Commissioner

2021-2022 Board Member, Upper Columbia Salmon Recovery Board

2024-present Board Member, Washington Recreation and Conservation Funding Board

302 Olive Street
Cashmere, WA 98815
509.607.6571
todtreat@gmail.com email
December 4, 2025

To the Upper Columbia Salmon Recovery Board,

I am writing to express my enthusiastic interest in serving on the Chelan County Citizens Advisory Board. A resident of Cashmere since 2019, I would be representing the Wenatchee River watershed. I am past president of Wenatchee Vally Fly Fishers and became interested in the group in part due to their conservation work.

I have been in higher education since 1994, serving as a science faculty member and administrator. I hold a PhD in Education from the University of Illinois where my dissertation focused on collaborative partnerships. I earned an MS in Chemistry from the University of Colorado with a focus on enzymes that remove pollutants form the environment and a BS in Biochemistry from the University of Illinois. One of my research products studied genetic hybridization of bluegill and pumpkinseed in Illinois watersheds. While in graduate school I served as a trained volunteer naturalist in Boulder County, Colorado.

I have a long history of service to nonprofit and community organizations, including evaluation of community applications. These include

Select Volunteer Experience.

- Current Community Foundation Local Advisory Board member, 2023- Present
- Past President, Wenatchee Valley Fly Fishers, 2024-2025
- Board of Directors, Pinnacles Prep, Wenatchee, WA, 2021-2024.
- Board of Directors, Greater MetroParks Foundation, Tacoma, WA. 2017-present.
- Board of Directors, Children's Museum of Illinois, Decatur, Illinois, 2012- 2013.
- Volunteer Teacher, Science Day, Lincoln Trail Elementary School, Mahomet, Illinois, November 12, 2010.
- Emerging Community Leader Program, United Way of Champaign County, Illinois, 2006.
- Citizen's Advisory Committee, Champaign County Forest Preserve District, 1999-2000.
- Board of Trustees, Community Recycling Center, Champaign, IL, 1998-1999.
- Volunteer Naturalist, Boulder County Open Space, Boulder, CO, 1992-1994.

Finally, I have reviewed the obligations of the Board and am able to fulfill them. Thank you for considering my application.

Sincerely,



Tod Treat
Cashmere, WA

Tod E. Treat
302 Olive Street
Cashmere, WA 98815
509.607.6571
todtreat@gmail.com

Education

University of Illinois at Urbana-Champaign <i>Doctorate of Philosophy, College of Education</i> Dissertation Title: The Role of Collaboration in Knowledge Production and Technology Transfer	Urbana, IL 2008
University of Colorado at Boulder <i>Master of Science, Chemistry</i> Concentration in bioorganic chemistry.	Boulder, CO 1994
University of Illinois at Urbana-Champaign <i>Bachelor of Science, Biochemistry</i>	Urbana, IL 1991

Experience

Wenatchee Valley College WVC serves over 5000 students per year (2800 FTE) with an operating budget of \$42 million. In addition to comprehensive associate's level programs in professional-technical and transfer, WVC offers applied baccalaureates in Behavioral Health, Nursing, Teaching, and Engineering Technology.	Wenatchee, WA
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Vice President for Instruction Interim Vice President for Instruction Oversight for Instruction, Library, Elearning, Student Grants Center, MESA, Central Washington AHEC (2022-), ASPIRE (2024-), Concurrent Enrollment (2018-2023), and Information Technologies (2018-19).	<i>July, 2018- present</i> <i>Aug. '18-June, '19</i>
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Key Accomplishments to Date

- SBCTC Approval of Applied Baccalaureate in Behavioral Health (2024)
- WVC BoT Approval of first Institutional Scorecard (2024)
- Creation of a faculty professional development system, Faculty and Course Enrichment (FACE) (2020)
- Obtained institutional commitment to improving institutional climate through PACE Survey (2020, 2022, 2025)
- Established WVC's Annual Academic Master Plan (established 2019, annual)
- Continuous accreditation status with NWCCU through Year Seven (2018), Ad Hoc (2019, 2021), and MidCycle (2022)
- Established Assessment Coordinator consultant model to promote Program Learning Outcomes assessment (2019)
- SBCTC Approval of Applied Baccalaureate in Teaching (2019)

- SBCTC Approval to implement Applied Baccalaureate in Data Analytics (2019)
- Simplification of Instructional Area Plan process to promote participation and program improvement. (2018)

Interim Vice President for Student Services

May - Sept, 2023

Oversight for student services (Admissions/Registration, Financial Aid, CAMP, TRiO/SSS and Campus Life, Equity and Inclusion).

Key Accomplishments to Date

- Establishment of automated application acceptance and processing (2023).
- Use of guided pathways funding to fill student pathways support needs (student work study) (2023).

Tacoma Community College

Tacoma, WA

Executive Vice President for Academic and Student Affairs

2013-August, 2018

Oversight of all academic and student services areas of the College including policy, planning, budget, curricula, accountability, and accreditation. My office currently oversees an annual budget of over \$30 million in support of 29 associate degrees, 2 applied baccalaureates, 52 professional certificates and 72 programs of study, 137 full time faculty in four academic divisions, the Library, Organizational Learning and Effectiveness, eLearning, and corrections education. My office also oversees Enrollment Services, Student Development, and Counseling and Advising through the Vice President for Student Services as a direct report. My office has also overseen Information Technologies (2013-2016, 2017-2018).

Key Accomplishments

- Established partnership with Freedom Education Project Puget Sound to provide transfer education to incarcerated women in Washington, leading to pilot college status in Second Chance Pell.
- Established TCC's first applied baccalaureates - Health Information Management (2016) and Community Health (fall, 2018).
- Led TCC's 2014-2018 Strategic Plan and Operational Plan process.
- Reestablished TCC's honors program and established TCC's distinction pathways in global engagement and sustainability.
- Realigned degree and program review process under faculty curriculum committee.
- Integrated Organizational Learning and Institutional Effectiveness through restructuring.
- Aligned business programs and unified TCC's writing program through restructuring.
- Established a STEM focused short-term program with the Learnmark Horsens Gymnasium in Denmark, TCC's Sister City Strategy, and first faculty-led study abroad programs.

Richland Community College

Decatur, IL

Vice President of Student and Academic Services

2010-2013

Chief Academic and Student Services Officer with oversight of faculty, instruction, student services, institutional research, accreditation, and planning. In this role, I was responsible for an annual budget of over \$6 million in support of 80 associate degree and certificate programs of study, 79 full time faculty in four academic divisions, the Library, Institutional Effectiveness, eLearning, Enrollment and Advising Services, and Learning Support and College Readiness.

Key Accomplishments

- Established RCC’s Transfer Academy, a campus based dual credit program aimed as allowing high school students from Richland’s 13 districts to attend half-day and realized the Illinois Articulation Initiative General Education Courses Core (GECC) in the junior and senior year.
- Led RCC’s Strategic Plan and Operational Plan process.
- Established RCC’s Faculty Academy offering faculty led, faculty focused professional development programming for full and part time faculty.
- Integrated Learning Support and College Readiness through restructuring.
- Established a home-grown Continuous Student Feedback system in consultation with the union and a faculty task voice to improve the effectiveness of student feedback for improved instruction.

**University of Illinois at Urbana-Champaign
College of Education**

Urbana, IL

Adjunct Assistant Professor of Education

2011-present

Assistant Professor of Education (tenure track)

2008-2011

Research, Teaching, and Service in areas of postsecondary teaching and learning, technology transfer, cross-sector collaboration, science and technology policy, community colleges, higher education accreditation.

Key Accomplishments

- Primary instructor of the Community College Teaching and Learning Advanced Certificate
- Service on dissertation committees/student advising
- Research in international professional development, organizational change, knowledge management, human resource development, career and technical education
- Served as invited faculty on a Collegewide task force to integrate three departments: Human Resource Development, Educational Policy Studies, and Higher Education into Education Policy Organizational and Leadership.

Parkland College

Champaign, IL

Dean of Academic Services

2003- 2008

Key Accomplishments

- Development of the Center for Academic Success
- Secured participation as one of five pilot colleges in the United States Department of State Community College Initiative

Acting Director of International Education

2005-2006

Supervisory responsibility over foreign languages, humanities, and intensive ESL; study abroad, international projects; faculty hiring, scheduling, and evaluation; representation and partnerships with international consortia and colleges. Designed and implemented an institutional reorganization which included initial Board membership with Community Colleges for International Development and participation in the Community College Initiative.

Department of Natural Sciences

Chemistry Professor (with tenure)

1994- 2003

Activities included teaching of general, introductory, and organic chemistry, curriculum assessment, coordination of part-time instructors in chemistry, and committee work. Coordinator of laboratory remodel.

Assistant to the Chair of Natural Sciences

1997- 1999

Activities included evaluation of part-time faculty, departmental course specs, catalog revisions, and other duties as required by the chair of the department.

Department of Distance and Virtual Learning

Project Manager, Online Resources for Classroom Activities

1999- 2001

Manage a graphic designer and three programmers in the development of a customizable online workspace for faculty and staff using perl, javascript, and Java applications.

National Service

Editorial Board, Community College Journal of Research and Practice, 2018 to Present.

[Published by Taylor and Francis.](#) Hosted by Florida Atlantic University

Board Member at Large, National Council of Instructional Administrators, 2020 to Present.

University of Nebraska, [College of Education and Human Sciences \(unl.edu\)](#).

Teaching Experience

Graduate – University of Illinois

The Community College, Design of Learning Systems, Assessing Learning Outcomes
Assessing Learning Outcomes (CCTL), Program Development (CCTL)

Undergraduate – Parkland College, Wenatchee Valley College, and University of Colorado

Essentials of Forensic Science, Chemistry of Everyday Life, General Chemistry I & II, Organic Chemistry I & II, Introduction to Liberal Arts and Sciences

Select Publications

Treat, T. (2017). A Scholarship of Our Own. *Community College Journal of Research and Practice*, 41 (4-5), 323-325.

Treat, T. (2016). Mentoring in International Professional Development Programs. In Raby, R. & Valeau, E. (Eds.) *International Education at Community Colleges: Themes, Practices and Case Studies*. Palgrave-McMillan. New York.

Treat, T. (2010). Evaluating Learning Outcomes in an International Professional Development Program. *Community College Journal of Research and Practice*. 34(1): 111-135.

Benson A. D., Johnson, S. D., Taylor, G. D., Treat, T. E., Duncan, J., & Shinkareva, O. N. (2008). Community College Participation in Distance Learning for Career and Technical Education. *Community College Journal of Research & Practice*, 32(9), 665-687.

- Benson A. D., Johnson, S. D., Taylor, G. D., Treat, T. E., Duncan, J., & Shinkareva, O. N. (2005). Achievement in online and campus-based career and technical education (CTE) courses. *Community College Journal of Research & Practice*, 29(5), 369-394.
- Johnson, S. D., Benson A. D., Treat, T. E., Duncan, J., Shinkareva, O. N., & Taylor, G. D. (2004). Internet-Based Learning in Postsecondary Career and Technical Education. *Journal of Vocational Education Research* 29(2). Published online at <http://scholar.lib.vt.edu/ejournals/JVER/v29n2/johnson.html>

Service

Statewide Committees

- Competency Based Education Policy Work Group, State Board of Community and Technical Colleges, 2025- Present.
- Critical Issues Equity Work Group, WACTC (President’s Council) Critical Issues Committee, State Board of Community and Technical Colleges, State of Washington, 2017-2019.
- Enrollment Management Task Force, State Board of Community and Technical Colleges, State of Washington, 2017-Present.
- Guided Pathways Steering Committee, State Board of Community and Technical Colleges, State of Washington, 2016-2018.
- Instruction Commission (Chief Academic Officers), State Board of Community and Technical Colleges, State of Washington, 2013-present (Vice Chair, 2016-2017, Chair, 2017-2018).
- Chief Academic Officer Representative, Illinois Articulation Initiative General Education Physical and Life Sciences Panel, 2011-2013.

Faculty Leadership Positions

- PCA Senate President Parkland College, January, 2001- January, 2002.

Community Service

- President, Wenatchee Valley Fly Fishers, Wenatchee, Washington. 2024 (Past President, 2025).
- Community Foundation of NCW, Local Advisory Board, Cashmere, WA. 2024 – Present.
- Board of Directors, Pinnacles Prep Charter School, Wenatchee, WA. 2019- 2024.
- Board of Directors, Greater MetroParks Foundation, Tacoma, WA. 2017-2018.
- Board of Directors, Children’s Museum of Illinois, Decatur, Illinois, 2012- 2013.
- Emerging Community Leader Program, United Way of Champaign County, 2006.
- Prosperity Team Leader, Big.small.all- Champaign County Visioning Process, 2006.
- President, Board of Directors, Cooperative Nursery School, 2002-2004.
- Citizen’s Advisory Committee, Champaign County Forest Preserve District, 1999-2000.
- Board of Trustees, Community Recycling Center, 1998-1999.

Accreditation

- Accreditation Reviewer -Northwest Commission for Colleges and Universities, 2016-present
- Accreditation Reviewer -Higher Learning Commission (North Central Association Accreditation), 2008-2017

Habitat Restoration Implementation Challenges and Potential Adaptive Management Actions

Challenge	Potential Actions	Lead Actor(s)
1. Regulatory complexity and project liability	Explore creating additional regional programmatic consultation opportunities.	UCSRB, IT
	Develop shared permitting templates and/or how-to resources (e.g., spreadsheet with permitting info and timelines). Develop regional specialists for key permitting processes (e.g. floodplain permitting).	UCSRB, WATs, Sponsors
	Advocate for project designs that reduce liability (e.g. project failure ≠ infrastructure damage).	UCSRB, RTT, WATs, Sponsors
	Advocate for mechanisms to shift (pool) project liability from sponsors/landowners to funders/responsible parties.	UCSRB, IT
2. Funding cycles misalignment with restoration project timelines	Advocate for longer term grant contracts with funding agencies (e.g. RCO, WSCC, and BPA)	UCSRB
	Advocate for additional flexible funding sources to support project development and landowner engagement.	UCSRB
3. Project review (RTT project scoring) discourages projects that don't have a direct link to fish productivity, and projects that may occur in locations with limited data.	Re-evaluate and update scoring criteria to incentivize a broader mix of project types, locations, and approaches. This may require targeted research and monitoring to develop the technical rationale for these priorities. Examples include scoring that allows for: <ul style="list-style-type: none"> • Projects outside fish distribution with demonstrated benefits to fish productivity • Considering risk of inaction • Pilot/experimental/ innovative projects with demonstrated learning potential and fish benefit • Update geomorphic models (e.g., floodplains) 	UCSRB, RTT
	Refine the Upper Columbia prioritization framework to lessen influence of data gaps/limitations	UCSRB, RTT
	Integrate climate change resilience and adaptation potential into prioritization frameworks	UCSRB, RTT
	Develop plain-language communication tools to support landowner engagement (use the NRCS model) and engagement with the community in general	UCSRB, WATs, Sponsors

Challenge	Potential Actions	Lead Actor(s)
4. Insufficient or ineffective landowner outreach and engagement.	Advocate for additional flexible funding sources for project development and landowner engagement.	UCSRB, IT, HCPs
	Expand landowner incentives, and develop new and innovative incentives, such as easement programs with higher applicability to restoration objectives (see Channel Migration Easement concept from Snohomish County as an example)	UCSRB, Counties, Land Trusts, State
	Advocate for counties to integrate fish habitat objectives into Comprehensive Flood Hazard Management Plans required by Ecology.	UCSRB, Sponsors, Counties, State
	Facilitate inter-sponsor coordination and agreements (e.g., MOUs) on select projects and initiatives to increase effectiveness with the landowners and infrastructure owners (for example, see CRM group).	Sponsors, WATs
	Develop and advocate for mechanisms to shift (pool) project liability from sponsors/landowners to funders/ responsible parties.	UCSRB, IT
	Leverage restoration actions such as smaller wood structures that carry lower risk from a liability and infrastructure perspective.	Sponsors
5. Fragmented collaboration and excessive competition	Evaluate barriers to coordination and options to improve effectiveness of regional collaboration efforts (e.g. WATs)	UCSRB, WATs
	Explore structures/approaches of other Lead Entities. What approaches have been successful at gaining more coordination and collaboration?	UCSRB
	Provide on-call professional facilitation services for sensitive discussions	UCSRB
	Incentivize inter-sponsor coordination through project scoring in RTT review	RTT
6. Infrastructure conflicts with restoration goals (railroads, DOT, etc.)	Develop MOUs and coordinate (inter-organization) engagements with major infrastructure owners (WSDOT, BNSF, Utilities) during project planning phases.	UCSRB, IT, Sponsors
	Incentivize collaboration among sponsors, especially on larger projects involving infrastructure, to ease the burden on staff with landowner engagement and permitting.	UCSRB, RTT, Sponsors
7. Monitoring gaps and scale mismatch	Advocate for increased monitoring funding, by clearly articulating the monitoring objectives and benefits (e.g., increased metric credit) to restoration/management decision making.	RTT, IT, MaDMC, UCSRB
	Remote sensing analysis to create accessible accounting of floodplain/riparian/stream channel status and trajectory. Use results to develop and share regional targets for floodplain and riparian restoration efforts	RTT, UCSRB

Challenge	Potential Actions	Lead Actor(s)
	Monitoring and Data Management Committee (MaDMC) to clarify data gaps to better define status and trend monitoring and project effectiveness monitoring to build support with RCO	MaDMC
	Develop and sustainably fund a centralized monitoring data repository for the Upper Columbia	UCSRB, RTT
8. All life history pathways are not fully addressed with current restoration efforts (e.g. steelhead age classes, downstream rearing habitats)	Update prioritization and/or RTT scoring criteria to include more life history pathways and habitats.	UCSRB, RTT
	Allow for more flexibility in project scoring the considers risk of inaction because lack of information.	UCSRB, RTT
	Create guidance on targeting restoration actions to life history bottlenecks and needs.	UCSRB, RTT
	Conduct research to compare fitness (<i>r</i>) among different life history characteristics (e.g., compare fitness among stayers and movers, e.g., Euler-Lotka model).	UCSRB, RTT
9. Climate change and ongoing degradation might be outpacing restoration efforts	Create a transparent framework for tracking restoration progress and remaining needs (e.g. web map that tracks habitat metrics over time using remote sensing and reported project metrics)	UCSRB, RTT
	Improve understanding of on-going development pressure and impacts to contextualize the pace of restoration. This likely requires remote-sensing/GIS-based mapping of floodplains and landcover change. Regarding habitat conditions, climate change effects, and watershed development, determine whether we are gaining, maintaining, or losing ground?	UCSRB, RTT
	Clarify and develop integrated understanding of climate change impacts on salmonids through comprehensive mapping, thermal and behavioral studies to inform robust climate strategy	UCSRB, RTT
	Expand the use of existing tools (e.g. Snow2Flow or similar) through education of desired applications in the context of restoration planning or develop new tools	UCSRB, RTT
	Expand use of existing programs (e.g., Trust Water Rights , WA Water Trust) through education to secure water for instream benefits	Sponsors

Challenge	Potential Actions	Lead Actor(s)
10. Weak cross-H transparency and coordination	<ul style="list-style-type: none"> • Develop a framework for All-H coordination. • IT/Board to convene All-H coordination forum • Appoint and fund a person or entity to “champion” this effort that will lead and facilitate the All-H coordination effort • Clarify the decision-making power of the IT to improve participation and buy-in 	UCSRB, IT