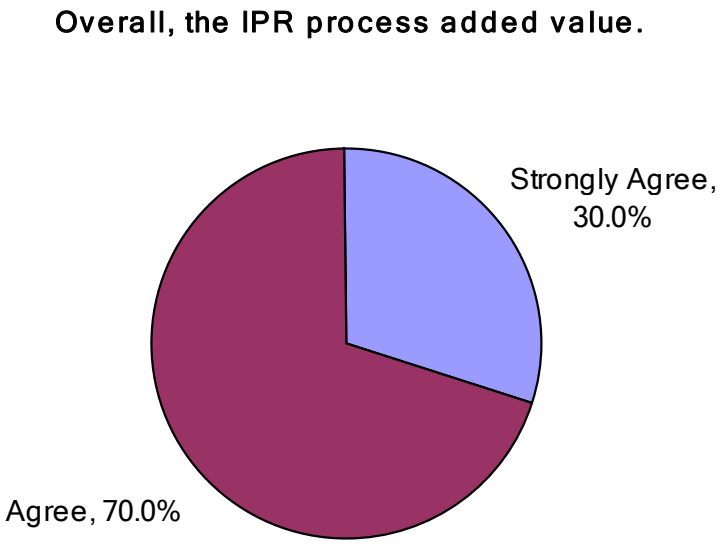
2011 IPR Survey Results

Technical Survey Results

Overall, the IPR process added value.		
Answer Options	Response Percent	Response Count
Strongly Agree	30.0%	3
Agree	70.0%	7
Disagree	0.0%	0
Strongly Disagree	0.0%	0
If you disagreed or strongly disagreed, please explain why.		0



Technical Survey Results

Was the Asset Management introduction useful in setting the long-term strategic approach to BPA's proposed spending levels?		
Answer Options	Response Percent	Response Count
Yes	100.0%	10
No	0.0%	0
If not, what other alternatives would be more useful?		0
answered question		10

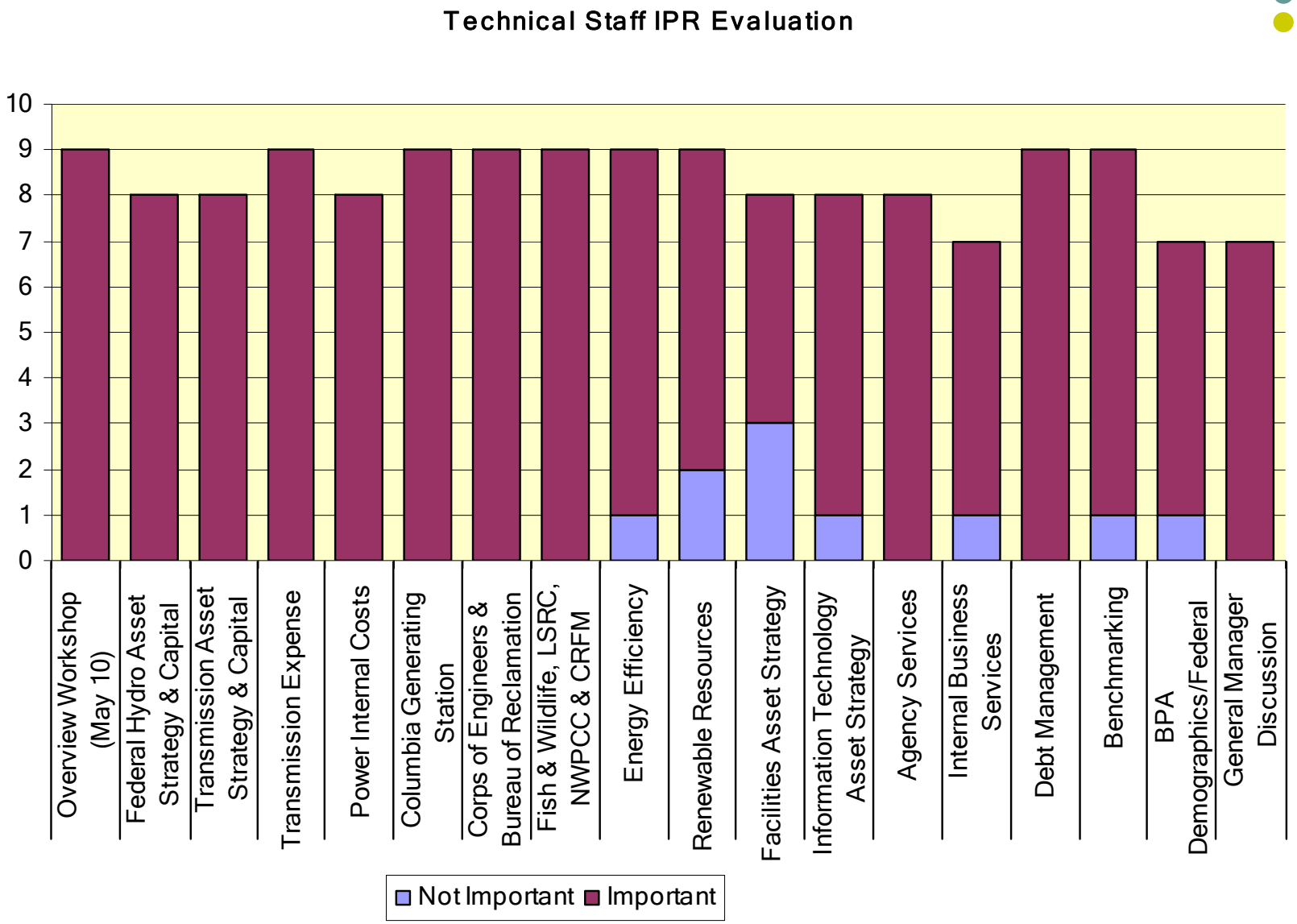
Did the following workshops provide value? Are they an important part of the process?					
Answer Options	Valuable	Not Valuable	Important	Not Important	Response Count
Overview Workshop (May 10)	9	0	9	0	10
Federal Hydro Asset Strategy & Capital	10	0	8	0	10
Transmission Asset Strategy & Capital	10	0	8	0	10
Transmission Expense	9	0	9	0	10
Power Internal Costs	10	0	8	0	10
Columbia Generating Station	9	0	9	0	10
Corps of Engineers & Bureau of Reclamation Expense	9	0	9	0	10
Fish & Wildlife, LSRC, NWPCC & CRFM	5	3	9	0	10
Energy Efficiency	7	2	8	1	10
Renewable Resources	8	1	7	2	10
Facilities Asset Strategy	7	3	5	3	10
Information Technology Asset Strategy	8	1	7	1	10
Agency Services	9	0	8	0	10
Internal Business Services	8	2	6	1	10
Debt Management	8	1	9	0	10
Benchmarking	7	2	8	1	10
BPA Demographics/Federal Workforce	9	1	6	1	10
General Manager Discussion	7	1	7	0	10
Were any program areas missing from the IPR that you would have liked discussed? If so, please describe.					3
answered question					10

Technical Survey Results

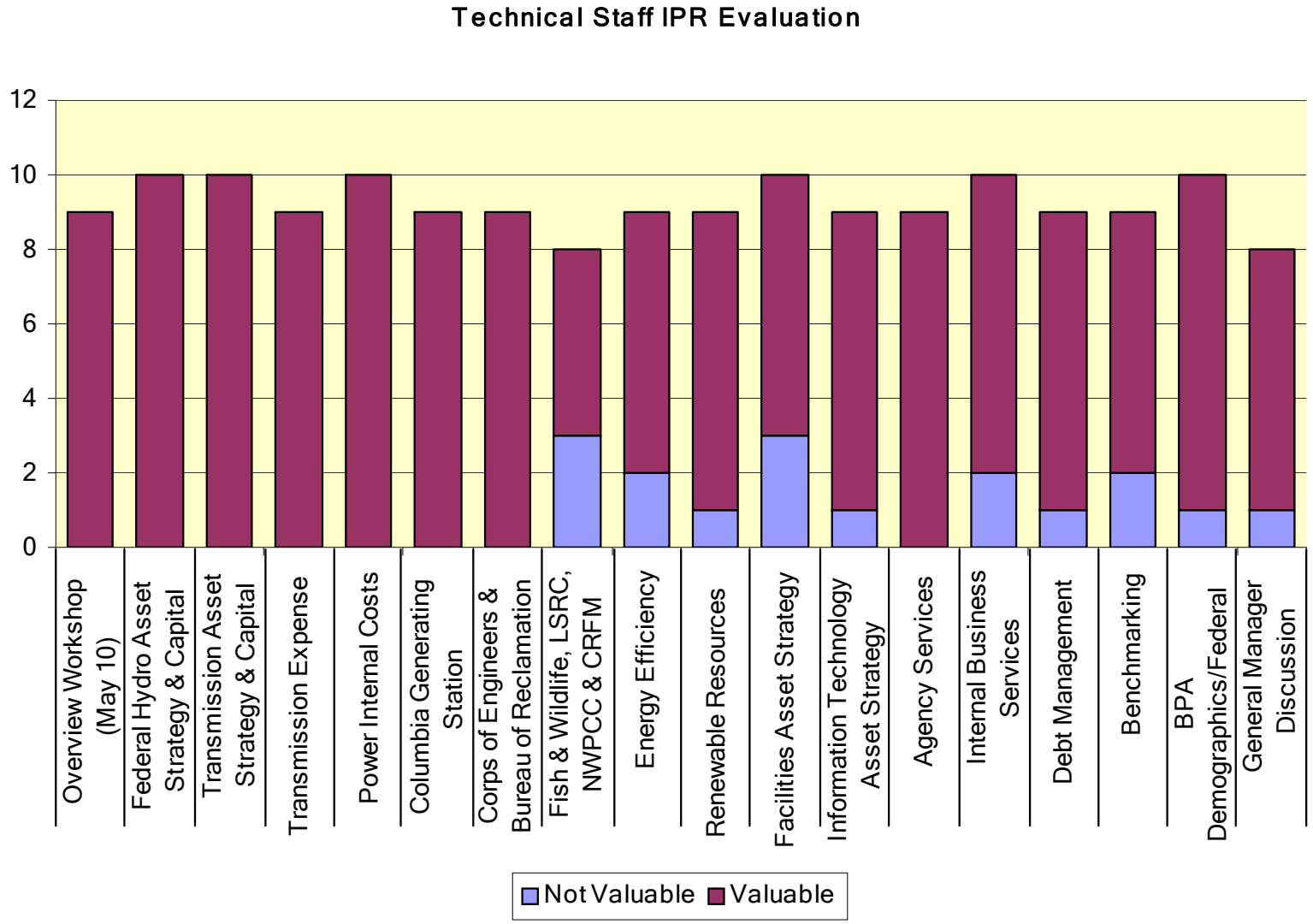
Were any program areas missing from the IPR that you would have liked discussed? If so, please describe.

#	Response
1	We believe that all of these programs are important. We had some frustration with the materials that were presented, in that the program levels and budgets seemed to be finalized prior to the IPR. We felt we had very little ability to provide feedback or effect any meaningful changes. The materials were also presented without the benefit of how they fit into BPA's strategic plan. We would like to see a greater integration between the budgets presented and the overall agency goals which the spending helps to achieve. Another useful analysis would be to provide justification that items in the programmatic budget are still necessary; we would like to see BPA identify and discontinue programs which are no longer needed or relevant in the same way they identify new costs and programs to be added to the budget.
2	Just a note that while I said all of the above were valuable some are more valuable than others. Key question, what are the drivers of upward costs , and where is more investment needed? These need to be the focus areas. Less attention can be given to the programs where costs are stable.
3	Starting out the process by talking with the general managers and seeing what their needs are and what is going on in their service territories and local economies would be useful to set the stage for how BPA staff should structure their budgets, what they need to think about. This time, that input was provided late in the process and a lot of re-work had to occur. Getting that message upfront would reduce the need for BPA staff to modify and re-do their work.

Technical Survey Results



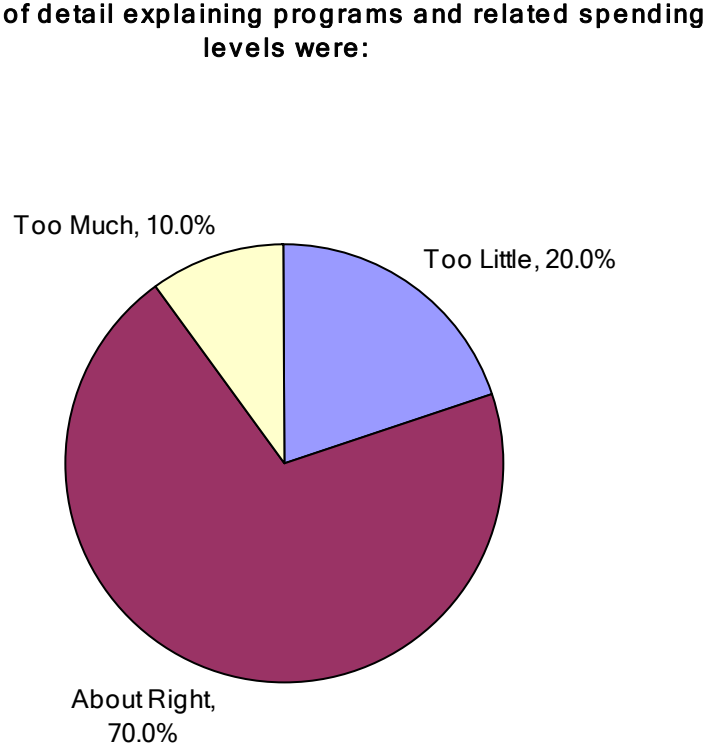
Technical Survey Results



Technical Survey Results

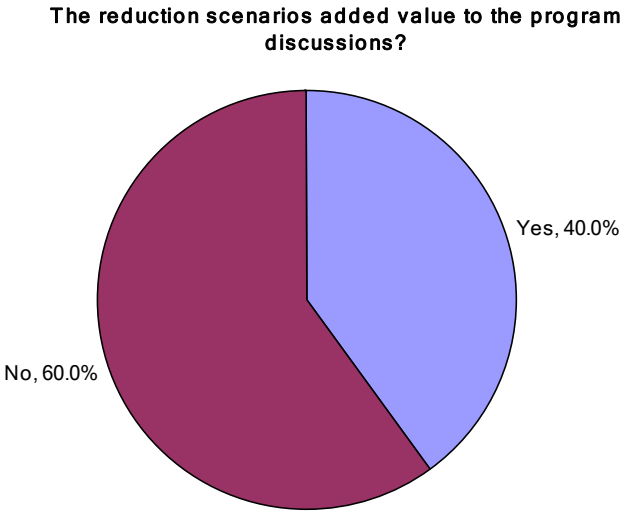
The level of detail explaining programs and related spending levels were:		
Answer Options	Response Percent	Response Count
Too Little	20.0%	2
About Right	70.0%	7
Too Much	10.0%	1
If too little or too much, what level of detail would be more useful for you?		2

#	Response
1	While much of the budget detail and spending levels were useful, information of certain topics was lacking. Please refer to the comments on Question 3.
2	This is a fine balance. There needs to be more intensity on the key drivers of rates and less on the issues that don't matter as much.



Technical Survey Results

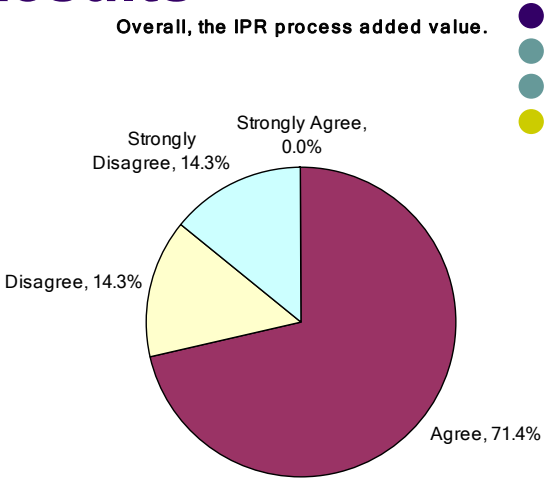
The reduction scenarios added value to the program discussions?		
Answer Options	Response Percent	Response Count
Yes	40.0%	4
No	60.0%	6
If not, please describe changes that would add value to the reduction		4



#	Response
1	As presented, the reduction scenarios seemed to be after-the-fact cuts that had little chance of implementation. A more valuable analysis would be to present the process by which BPA examines their programmatic budgets and identifies programs that could be reduced.
2	These are not as valuable as they might be and I didn't pay much attention to them.
3	Options provided did not seem like a reasonable approximation of what could be reduced. Of course the region isn't going to want highly important items to be scrapped, but there are ways to reduce budgets, like not printing in color on high quality paper for workshop handouts.
4	Since these scenarios were developed in-house, I was not convinced that these were credible scenarios. BPA could increase the validity of such scenarios if the were developed either by an independent third party or in collaboration with customers.

General Manager Survey Results

Overall, the IPR process added value.		
Answer Options	**Response Percent**	**Response Count**
Strongly Agree	0.0%	0
Agree	71.4%	5
Disagree	14.3%	1
Strongly Disagree	14.3%	1
If you disagreed or strongly disagreed please explain why.		1
	answered question	7



Response

There are a few modifications that would make IPR a more effective process through earlier collaboration:

- Start with a working meeting between BPA and utility managers to set high level strategic goals for the spending period and an overall maximum target rate increase;
- Convene focus groups composed of BPA and customers' staff to set sub-targets for maximum spending increase by major cost category (i.e., transmission facilities; transmission operations; Federal power system O&M; Federal power system capital improvements; corporate facilties, etc.) consistent with the overarching targets set in #1.
- Convene smaller focus groups of BPA and customers' staff for each major cost category to delve into details about where to increase or cut back spending within major categories, consistent with the strategic goals established in #1, and to collaborate to prepare detailed budget proposals.
- Conduct a series of public workshops to review preliminary budget proposals developed by small focus groups, document public input.
- Reconvene small focus groups to rework budget proposals to address public comments, where appropriate.
- Prepare final proposal for public review, ensuring that strategic goals and maximum overall spending targets set in #1 are still being met.

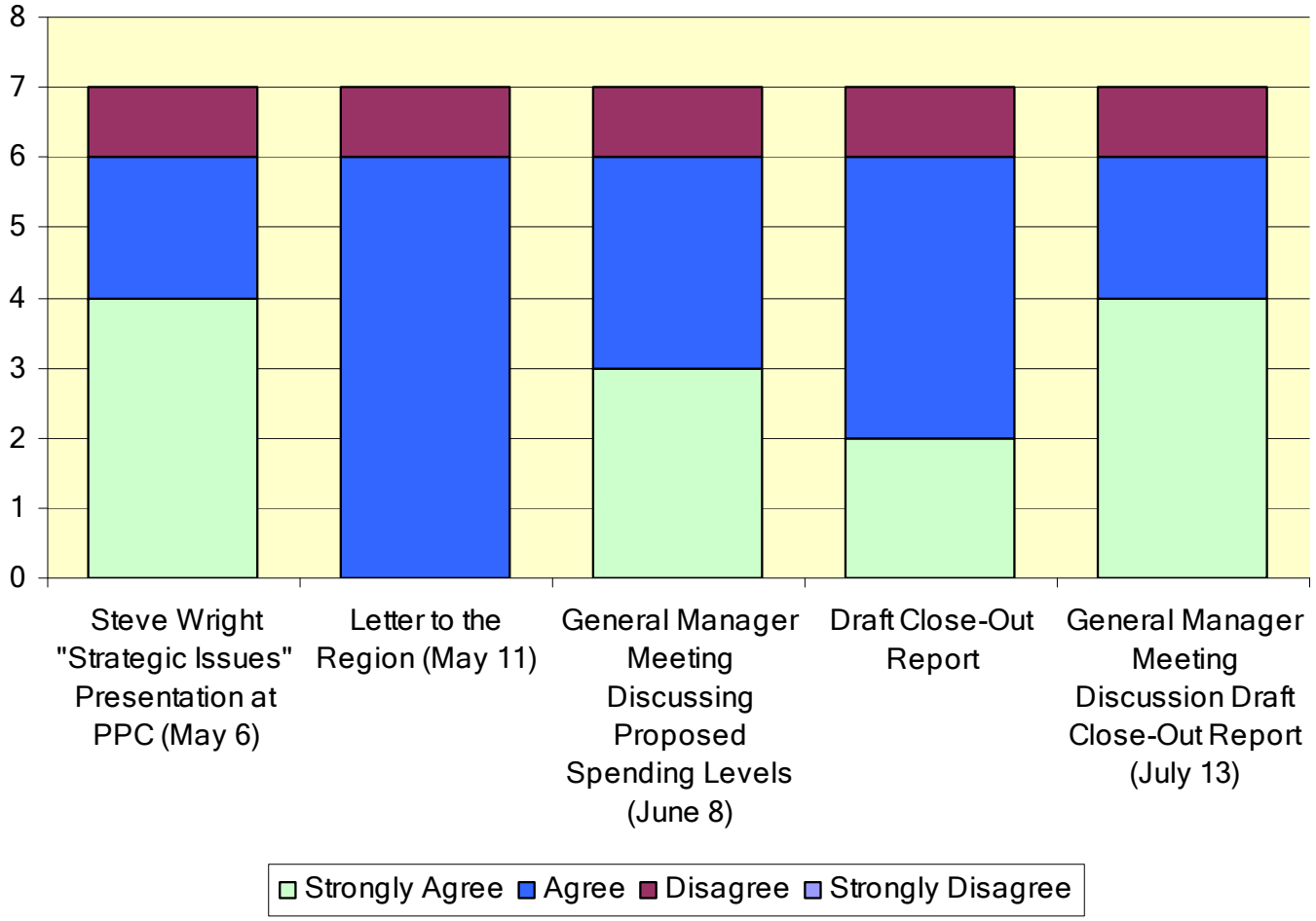
General Manager Survey Results

BPA used the following forums and tools to identify and describe strategic issues. Did the following forums and tools provide added value to the IPR process?					
Answer Options	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**Response Count**
Steve Wright "Strategic Issues" Presentation at PPC	4	2	1	0	7
Letter to the Region (May 11)	0	6	1	0	7
General Manager Meeting Discussing Proposed	3	3	1	0	7
Draft Close-Out Report	2	4	1	0	7
General Manager Meeting Discussion Draft Close-Out	4	2	1	0	7
If you disagreed or strongly disagreed, please explain and provide any other alternatives that would add value.					3
				answered question	7

Response
While some useful information was presented, these processes lacked the ability to have meaningful conversations about the proposals.
Steve could not provide the information I needed to make an informed decision about a rate increase to my customers that needed to be made prior to August 2010. In order to not pass on a significant rate increase in Oct 2011 we needed to split the increase over two years but because there was no definitive answer we had to assume the worst case.
Options provided did not seem like a reasonable approximation of what could be reduced. Of course the region isn't going to want highly important items to be scrapped, but there are ways to reduce budgets, like not printing in color on high quality paper for workshop handouts.
A discussion with managers prior to the IPR process would provide BPA with an overall sense of what the economy is doing and the expected level of revenues. Many managers felt that the IPR started as a "wish list" that didn't reflect the economic realities the region was facing. A better sense of the reductions that occurred prior to the initial IPR presentation would also be helpful.

General Manager Survey Results

BPA used the following forums and tools to identify and describe strategic issues. Did the following forums and tools provide added value to the IPR process?



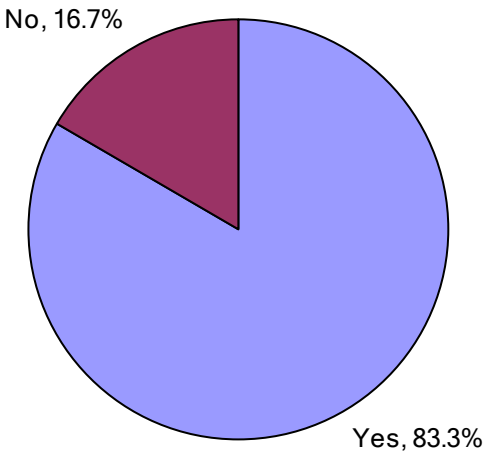
General Manager Survey Results

Were any strategic topics missing from the IPR that you would have liked discussed?		
Answer Options	Response Percent	Response Count
Yes	50.0%	3
No	50.0%	3
If no, please elaborate.		3
answered question		6

Response
The IPR was presented primarily as a budget and spending level proposal without tying the spending to a comprehensive strategic plan. We would like to see more detail on how the programmatic budgets fit with BPA's Strategic Plan.
I would encourage more long term plans for Maintenance (10 years).
Options provided did not seem like a reasonable approximation of what could be reduced. Of course the region isn't going to want highly important items to be scrapped, but there are ways to reduce budgets, like not printing in color on high quality paper for workshop handouts.
See first comment about a high level, executive collaboration on strategic goals.

General Manager Survey Results

Was the Asset Management introduction useful in setting the long-term strategic approach to BPA's proposed spending levels?		
Answer Options	Response Percent	Response Count
Yes	83.3%	5
No	16.7%	1
If no, what alternatives would be more useful?		1
answered question		6

Response
Additional explanation would be helpful. To much high level spending discussion with little justification.

Was the Asset Management introduction useful in setting the long-term strategic approach to BPA's proposed spending levels?