

**BOURKE**  

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**BUSINESS INTELLIGENCE**

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# Chelan County PUD

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2020 Stakeholder Feedback Assessment  
April 2020

Bourke Business Intelligence

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# Assessment Objectives

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Determine the relative importance of service attributes to selected Chelan County PUD stakeholders

Measure performance for each service attribute

Assess overall performance and trends

Enhance findings with qualitative research

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# Background – Assessment Design

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Two sections each with 19 questions – Ten point scale for importance and performance

Section I: Importance of specific factors

Section II: Performance on specific factors

One summary question regarding overall satisfaction

Two open ended questions to conclude the interview

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# Background - Assessment Participants

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## Assessment Participants

Total number of interviews: 59

52 stakeholder, 7 executive

Total number of stakeholder organizations: 56

On record: 97%

## Internal Employee Assessment

Total Chelan County PUD employees interviews: 6

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# Overview of Results

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The assessment continues to address key stakeholder “satisfiers”

Average importance: 9.3

Range of 8.8 to 9.7

Performance Scores

Average performance: 8.9

Range of 8.4 to 9.6

Much stakeholder feedback notes higher engagement, greater community involvement, and improved performance of Chelan County PUD

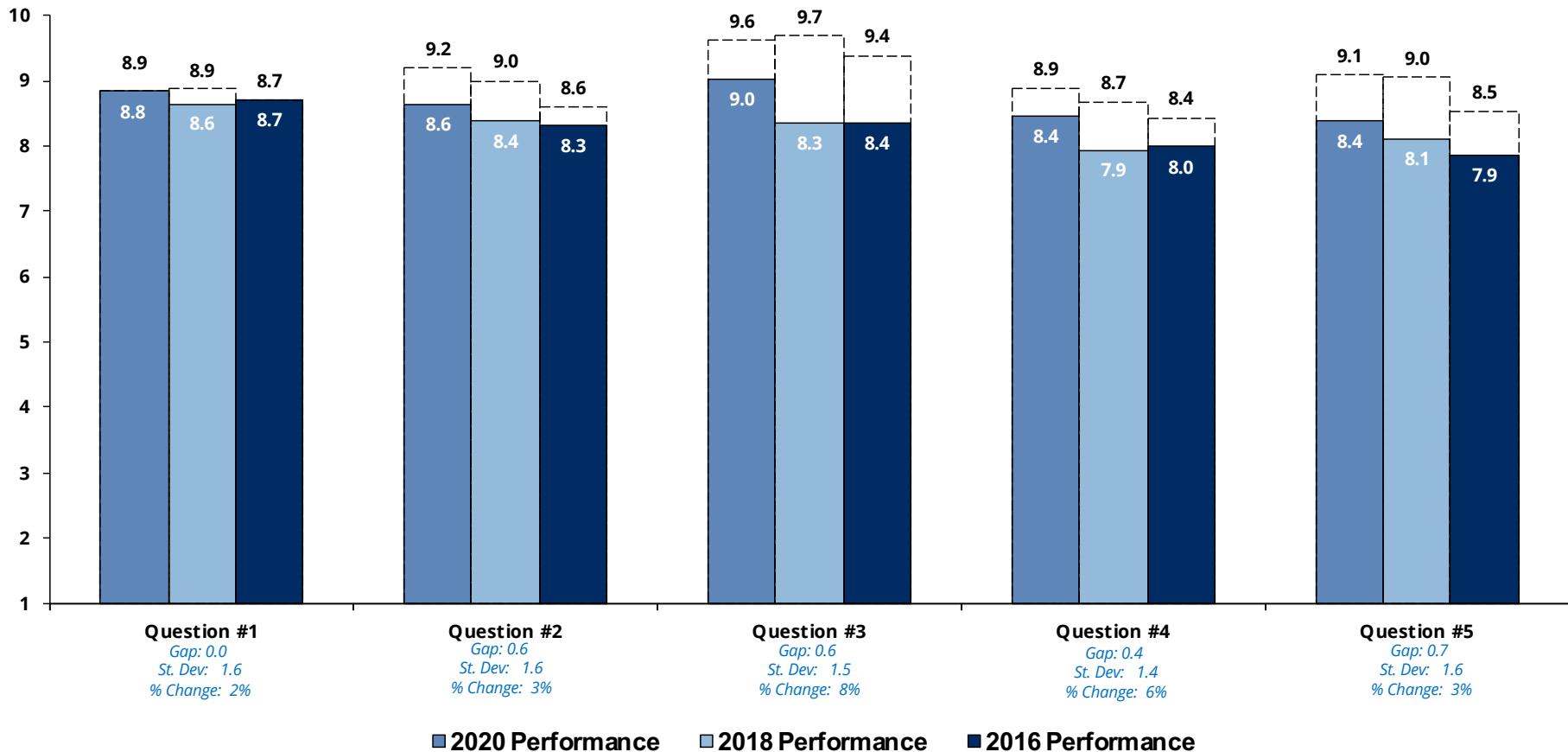
17 of 19 factors show performance increases between 1 and 8%

Low “gaps” exist for each factor – all “gaps” are 0.7 or below

73% of stakeholders extremely satisfied, up from 68% in 2018

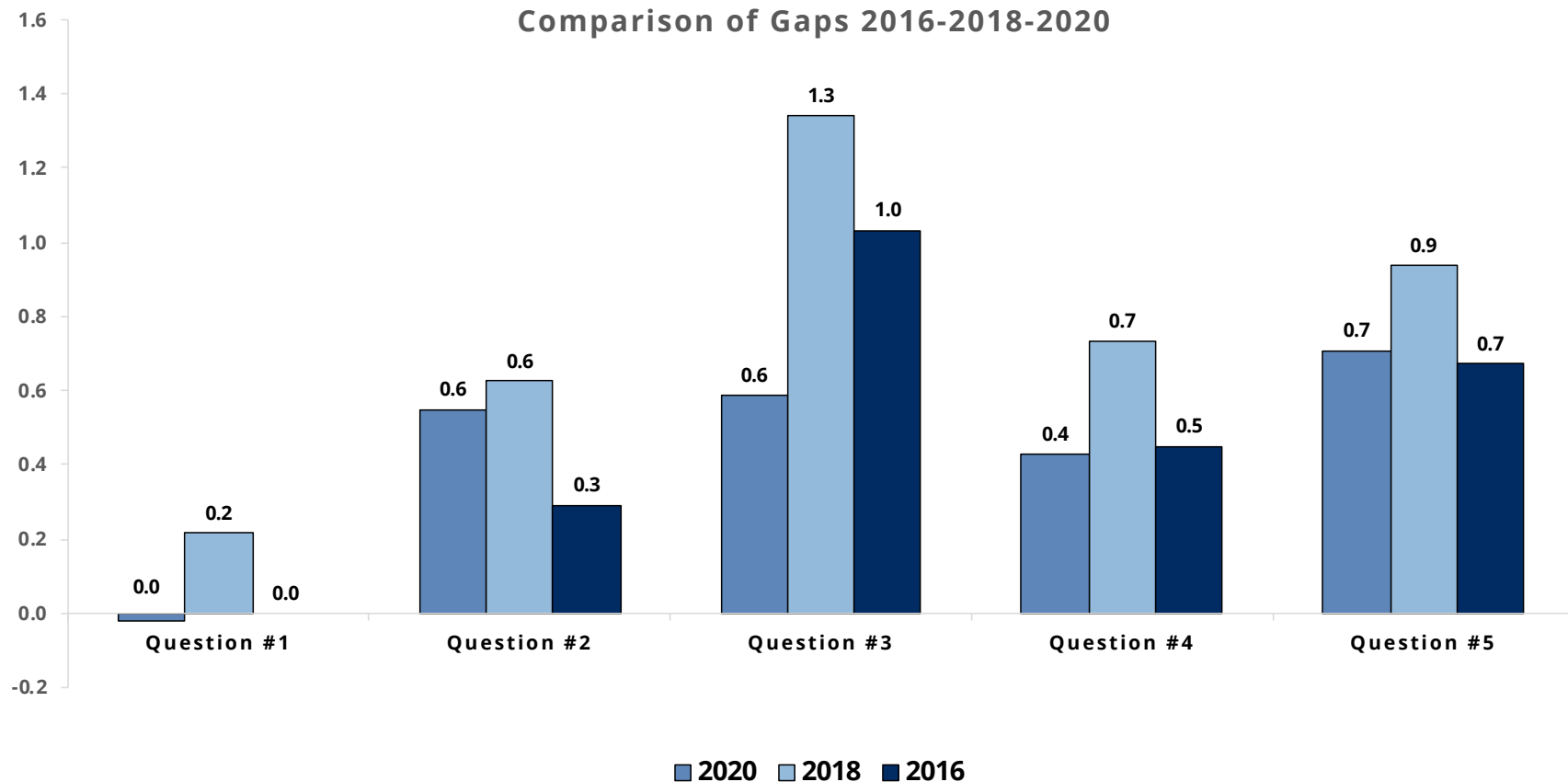
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# Staff Interaction



1. Chelan County PUD provides prompt and accurate responses to your questions and requests.
2. Chelan County PUD resolves issues within a time frame that meets your needs.
3. Chelan County PUD effectively works as a partner with you to find solutions to issues of mutual concern.
4. Chelan County PUD representatives understand the particular concerns and requirements of your organization.
5. Chelan County PUD takes your concerns and requirements into consideration when it crafts solutions to issues.

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# Staff Interaction

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## Findings:

Performance improvements and “gap” decreases on every factor  
Chelan staff interaction matching up well with stakeholder expectations

## Stakeholder insights:

Stakeholder specific

## Quotes:

“We have a great working relationship with them. I have a FERC licensing staff member who handles most of the interaction with them. I chatted briefly with her this morning, and she said everything is great. The communication has been good.”

“They do well in education, providing career-connected learning opportunities for students. They have a hydro academy, which is a high-level academy for students to explore careers at the PUD, whether it be in engineering, or even central office accounting, or graphic design. They made a strong effort to connect with us in that way. And they value that. They've been good stewards in that regard, trying to cultivate and grow local talent. That's one area where I give them high marks.”

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# Staff Interaction

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## Quotes (continued)

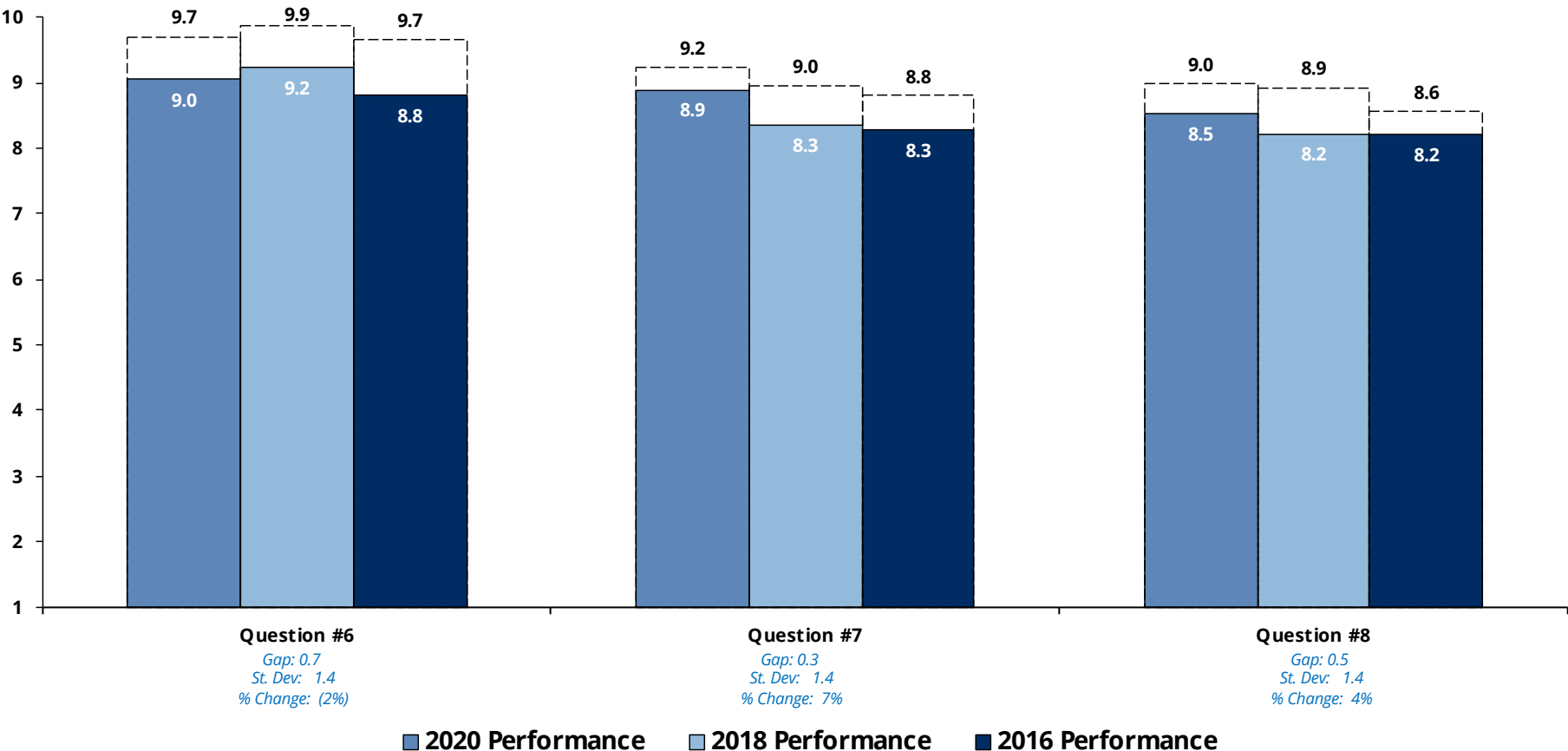
“From the perspective of both WDA and the public in general, I think the PUD could be more transparent. They're huge, and they're owned by the people they serve, but it doesn't always feel that way. So, more transparency is my biggest recommendation for them.”

“The area of focus should be our connection. We're pretty straightforward. We get responses back when we need them, 90% of the time. And I probably could be more familiar with more of the organizational structure and who's who. Again, that's a two-way street to find those opportunities. I know they're very vested in the resource adequacy work that's being done, and I appreciate their part in what they're doing in the world of the Columbia River Treaty Power Group stuff.”

“They need to continue to be open and transparent with all the stakeholders, and they're doing that. That's something that became an opportunity in the last couple of years primarily because one of our former staff went to work for them and he has a good understanding of how the tribe organization works. That's been extremely beneficial, I think, to both sides — that there's an inside-person who knows the right people to talk to, and who knows when it's appropriate to make those communications.”

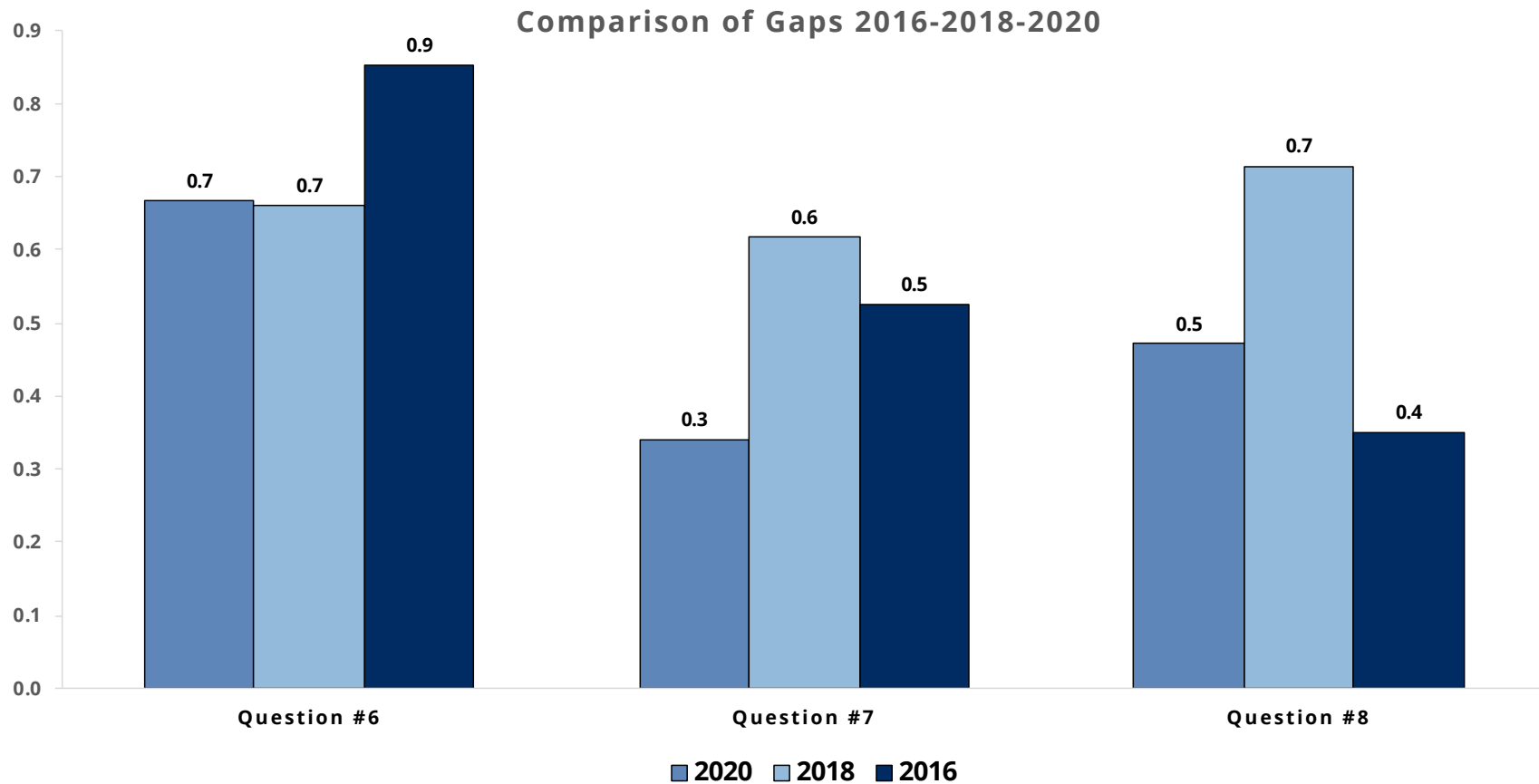
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# Communications



- 6. Chelan County PUD communicates with you in a forthright manner.
- 7. Chelan County PUD provides you with sufficient lead time and accurate information regarding evolving issues.
- 8. Chelan County PUD clearly communicates its policies and positions.

# Communications



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# Communications

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## Findings:

Steady performance within a narrow, high range

Stakeholders note improved communication, but still want more frequency

Open communication contributes to many strong stakeholder relationships

Stakeholder insights:

Stakeholder specific

## Quotes:

"I think they're doing an excellent job, and communications are better. I hear from my staff how much better engaged they are, how they're willing to help, and how they're doing a better job of understanding the significant regional issues we're working on, and they seem to be headed in the same direction. That's important for us."

"We could have more frequent meetings of leadership. Bi-monthly would be an ideal frequency. We could also coordinate better on legislative advocacy."

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# Communications

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## Quotes (continued)

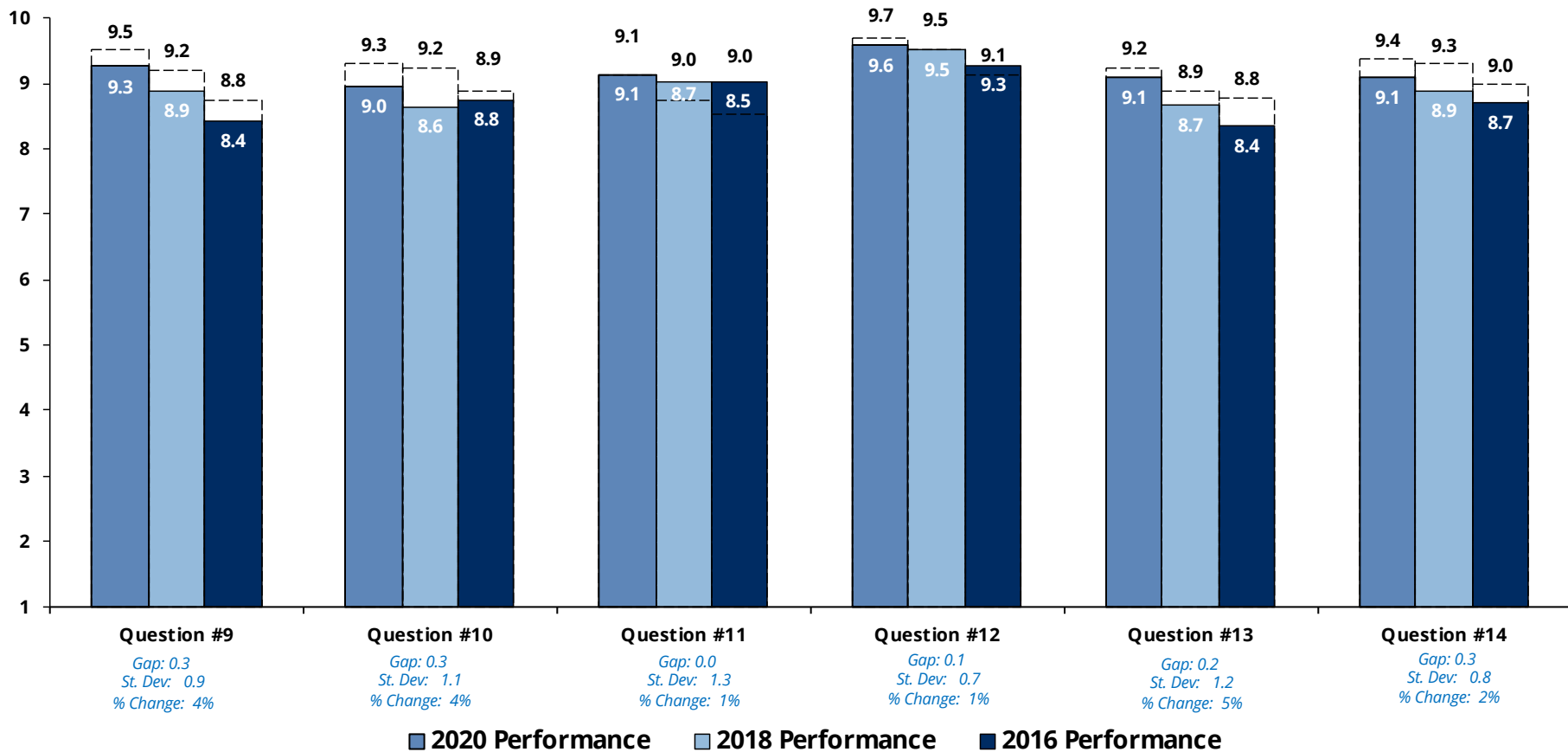
“We could benefit from a quarterly meeting covering some of the security issues they see along the riverfront park, as well as any other concerns. We always thought the Bitcoin situation would be an Armageddon scenario — people creating fires and things like that, but luckily it didn't play out that way. But if there are public safety concerns the PUD sees that relate to the city environment, it would be useful to have that type of information promptly.”

“My one suggestion would be more outreach to talk about the issues where we have common ground. We can look for more ways we might be able to work together.”

“I think they're covering everything they need to do. Our interactions happen a few times a year, and they're always really positive. I don't have frequent communication, but it's always positive. I appreciate the really good and prompt communication... The line of communication between them and us is good. Because I know the people I work with very well and they know me, we have very open communication, and we communicate either via email, calls, or sometimes in-person meetings, which happen often.”

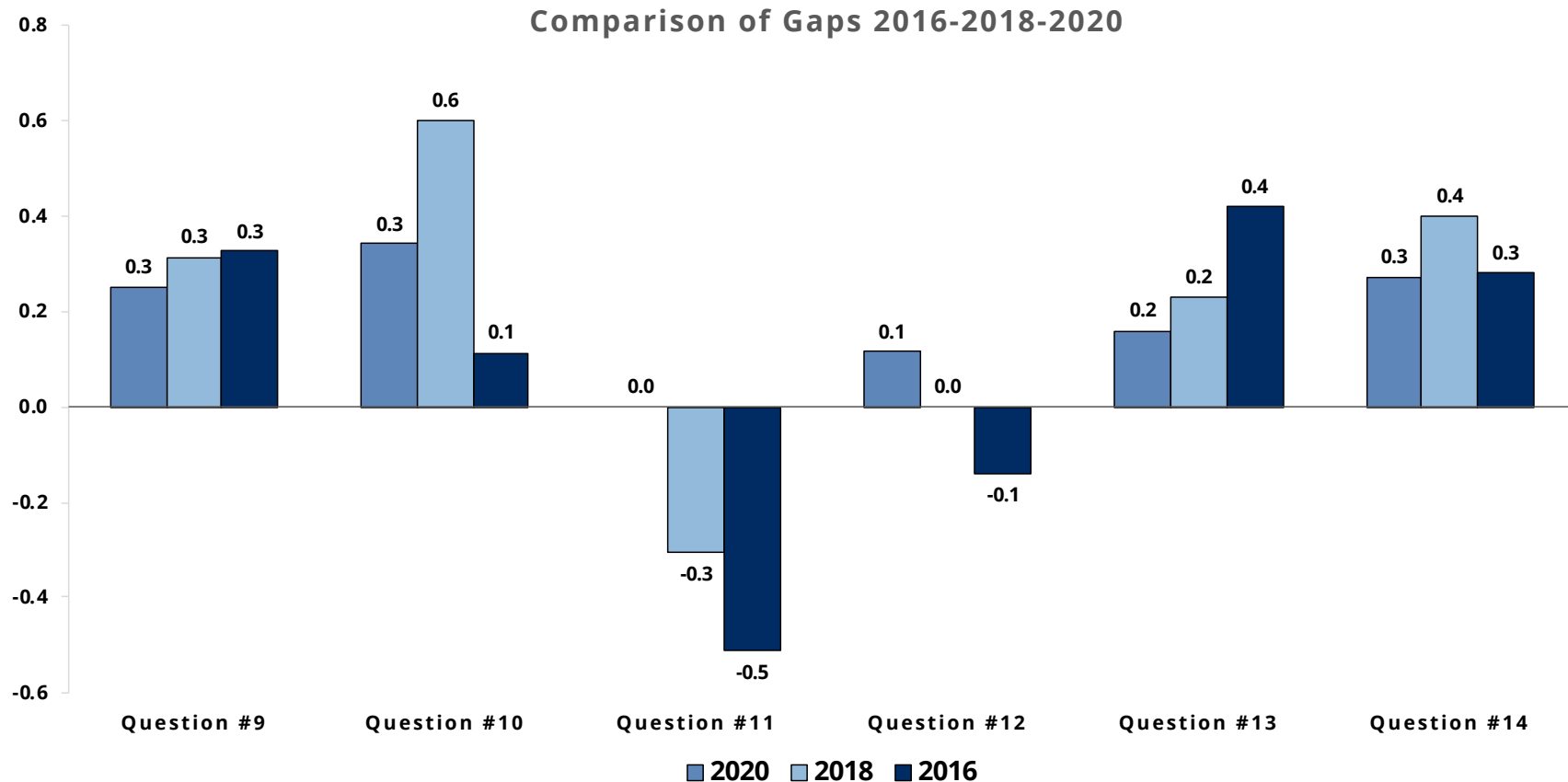
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# Public Responsibilities (part 1)



9. Chelan County PUD effectively meets its public service obligations.
10. Chelan County PUD is an environmentally responsible organization.
11. Chelan County PUD effectively meets its renewable energy and energy conservation responsibilities.
12. Chelan County PUD provides reliable and affordable electric service.
13. Chelan County PUD effectively operates and maintains its fiber optic network.
14. Chelan County PUD effectively meets its fish and wildlife obligations.

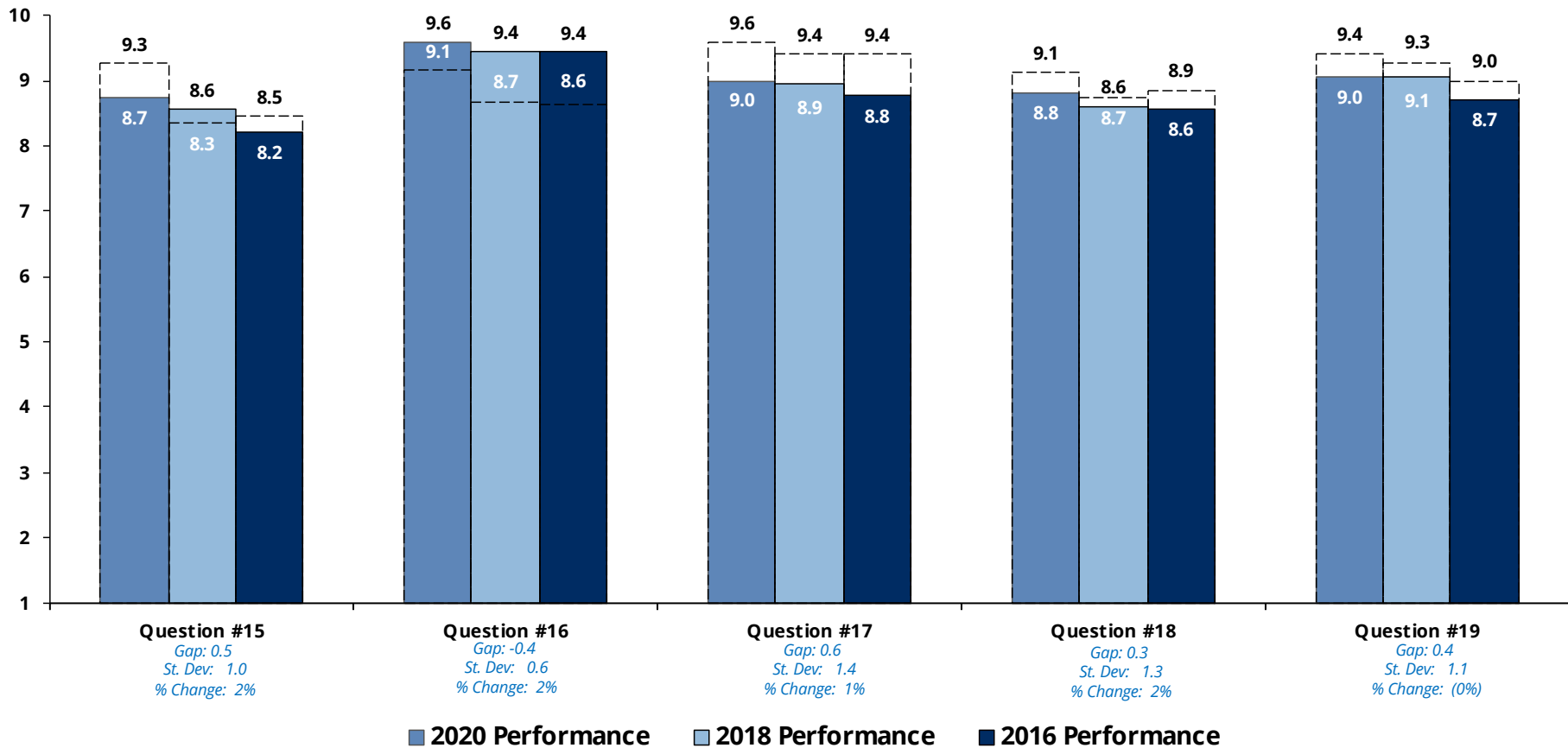
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# Public Responsibilities (part 2)



15. Chelan County PUD provides reliable and affordable water and waste water services.

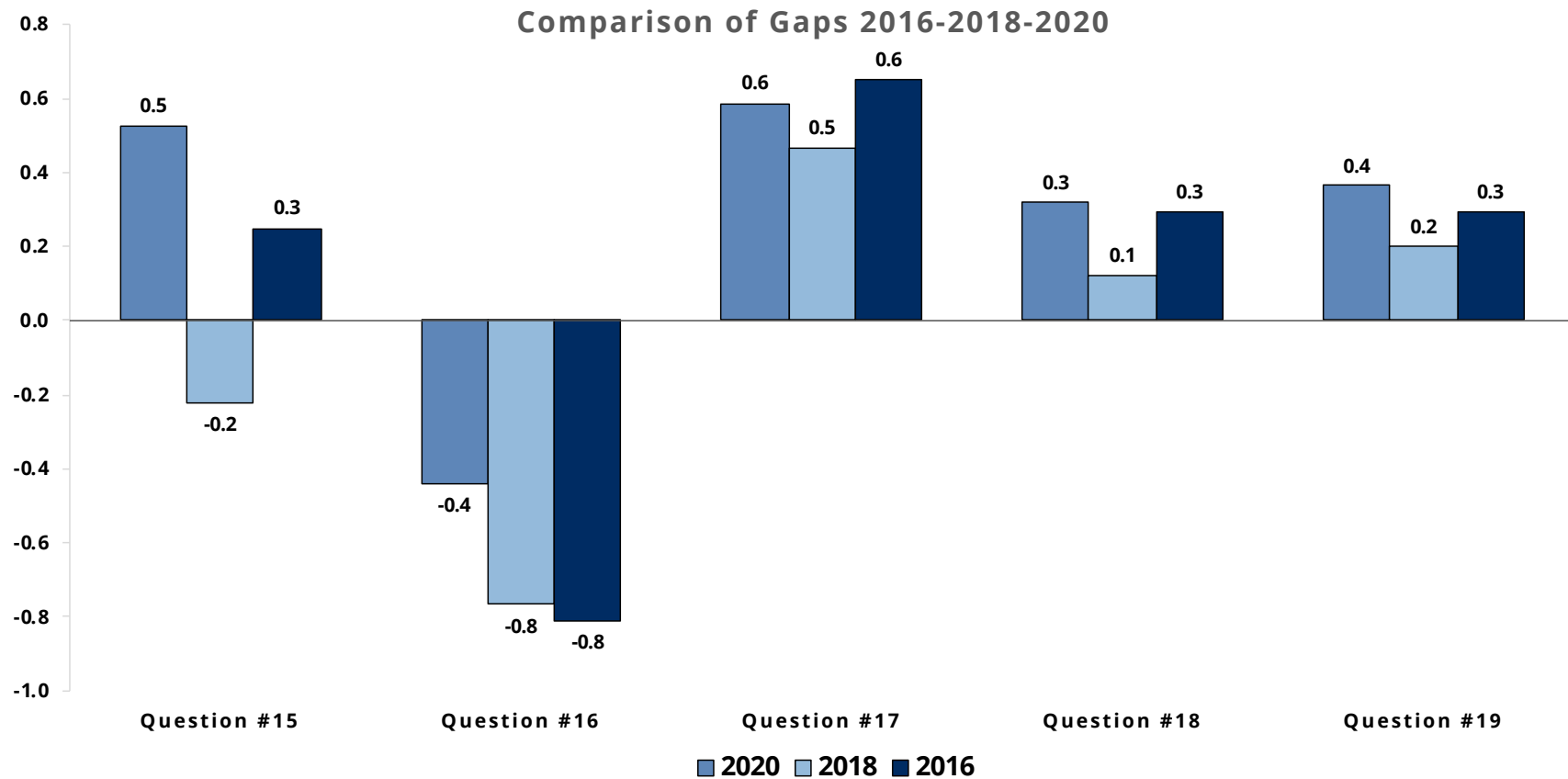
16. Chelan County PUD is a good steward of its park and recreation facilities.

17. Chelan County PUD is responsive to its customers' needs and concerns.

18. Chelan County PUD takes a leadership role in addressing regional public policy issues that impact the utility.

19. Chelan County PUD is a good corporate citizen.

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# Public Responsibilities

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## Findings:

An area of strength, with highest average performance score and lowest average gap

Performance scores increase across nearly every factor, however expectations are increasing

## Stakeholder insights:

Transition to post-carbon remains an area of focus

Covid-19 has shifted near-term focus to safety and reliability of the utility during a crisis

## Quotes:

“The relationship has improved over the last few years, so I’d simply encourage them to continue their outreach with tribes, understanding that the government-to-PUD relationship is important. I think they've done a better job with that in recent history, but I don't know if that was always the case. Continued strides there would be important to building a positive relationship with the tribe and making sure we're working on good projects that benefit everybody in the region.”

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# Public Responsibilities

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## Quotes (continued)

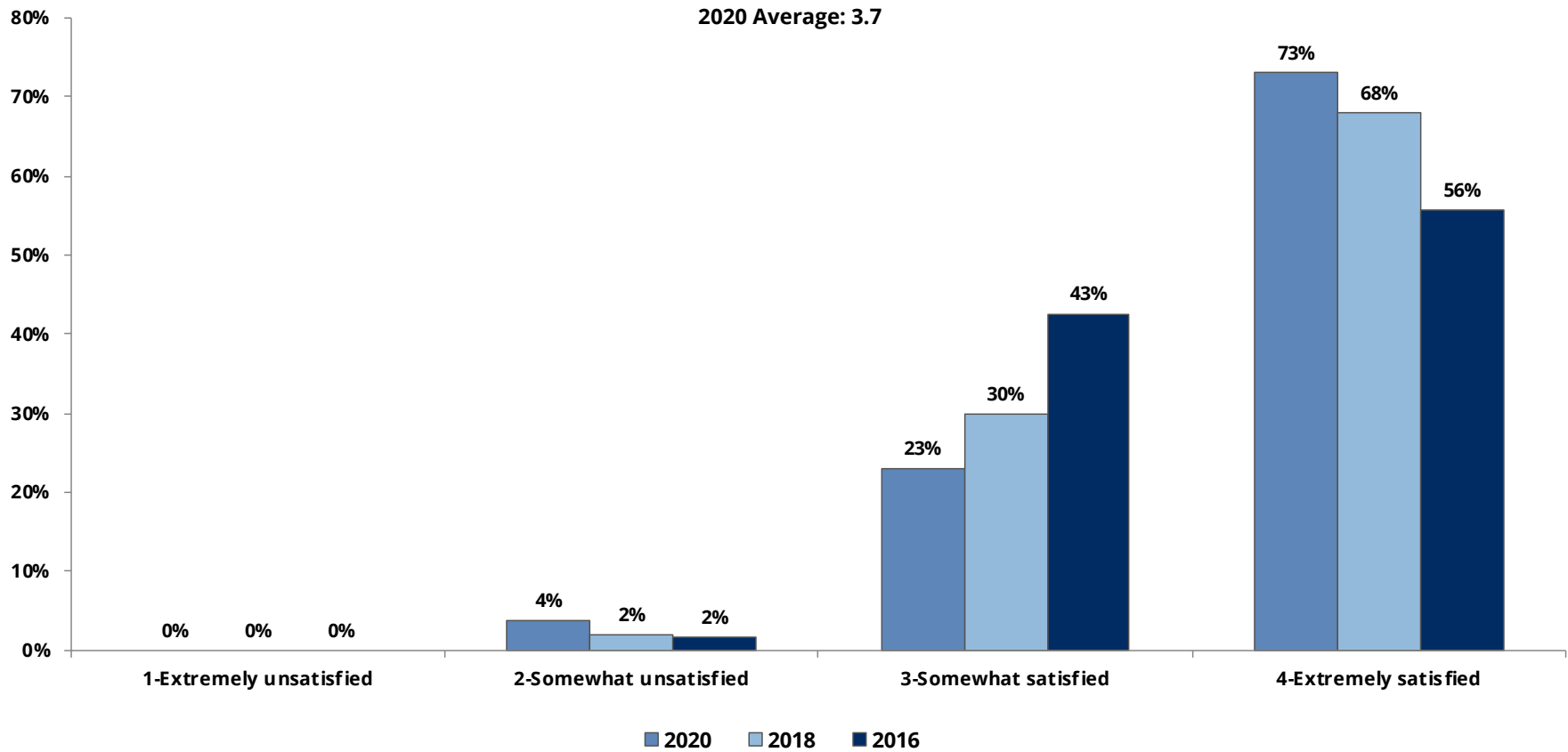
“Moving forward, their focus should be on placing more emphasis on things other than hydropower — like electric cars, charging stations, and local solar power. They should get all those things on the power grid. I'm not an expert in this area at all, but these are things that our utilities need to be doing more of nationwide. Chelan PUD is probably further ahead than in a lot of parts of the country, but it's an area where I think we can and should be doing more.”

“I want to add a big thank you to Steve Wright and his leadership in that organization. The leadership team he's developing, including the PUD commissioners, has done a lot of great work over the last five years. They're making difficult decisions for the betterment of the community, including small rate increases now or looking at the future of the PUD and creating a campus that can allow the utility to serve everyone better in Chelan County, as well as repurposing their Fifth Street space.”

“I think they're doing a great job of taking on the task of managing the dams and generating power. That's their most important job, and they're doing it well. Beyond that, I'd encourage them to explore how they can make our community better, consistent with what laws allow public utility districts to do. I think that deserves additional attention in the future. I'm very proud to have Chelan as our PUD. It's our public utility district, and in the last four or five years they've done amazing things to increase efficiency, to take care of the dams, to look at their facilities, and so on. I think they've done terrific things, and I believe we're headed in a great direction.”

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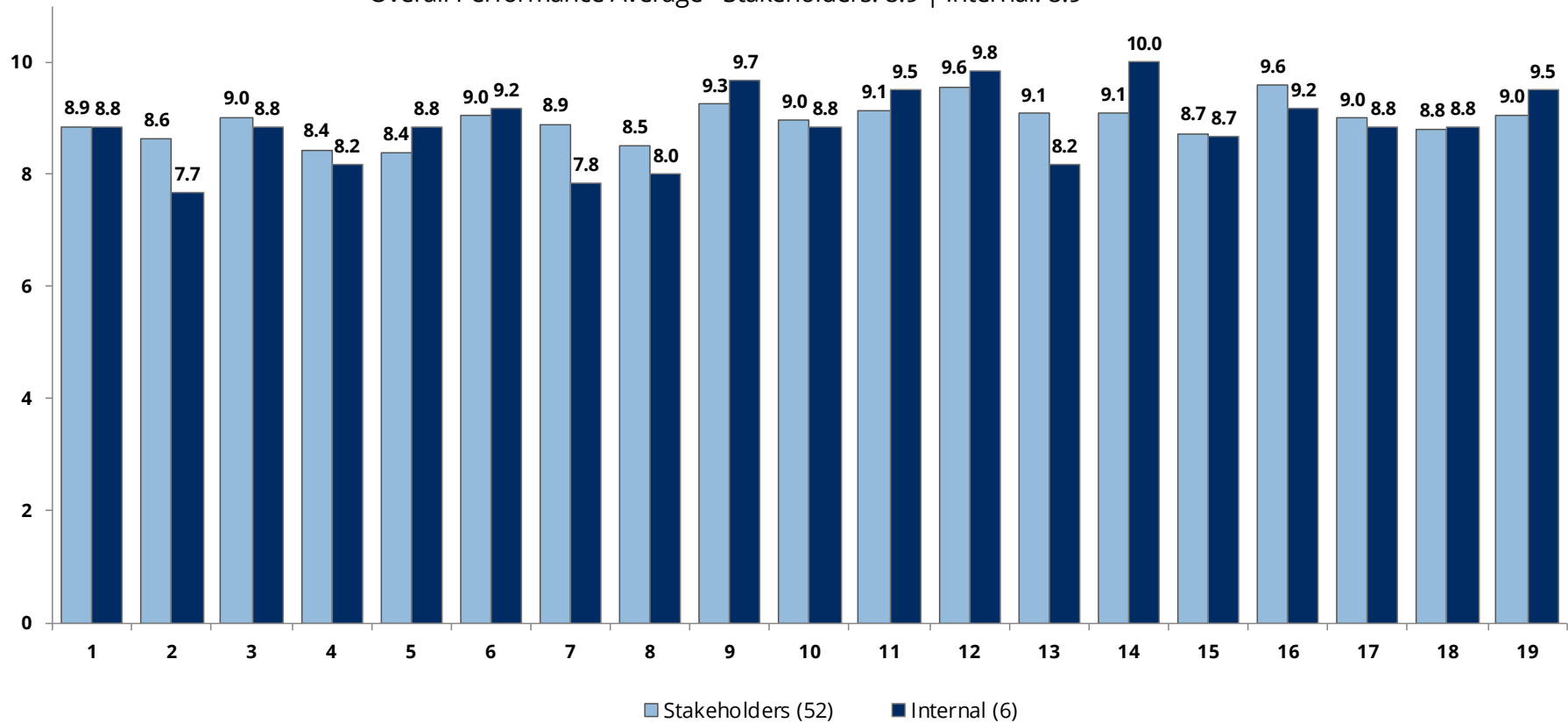
# Summary Questions



20. Please indicate your level of overall satisfaction with Chelan County PUD.

# Stakeholders vs. Internal: Performance

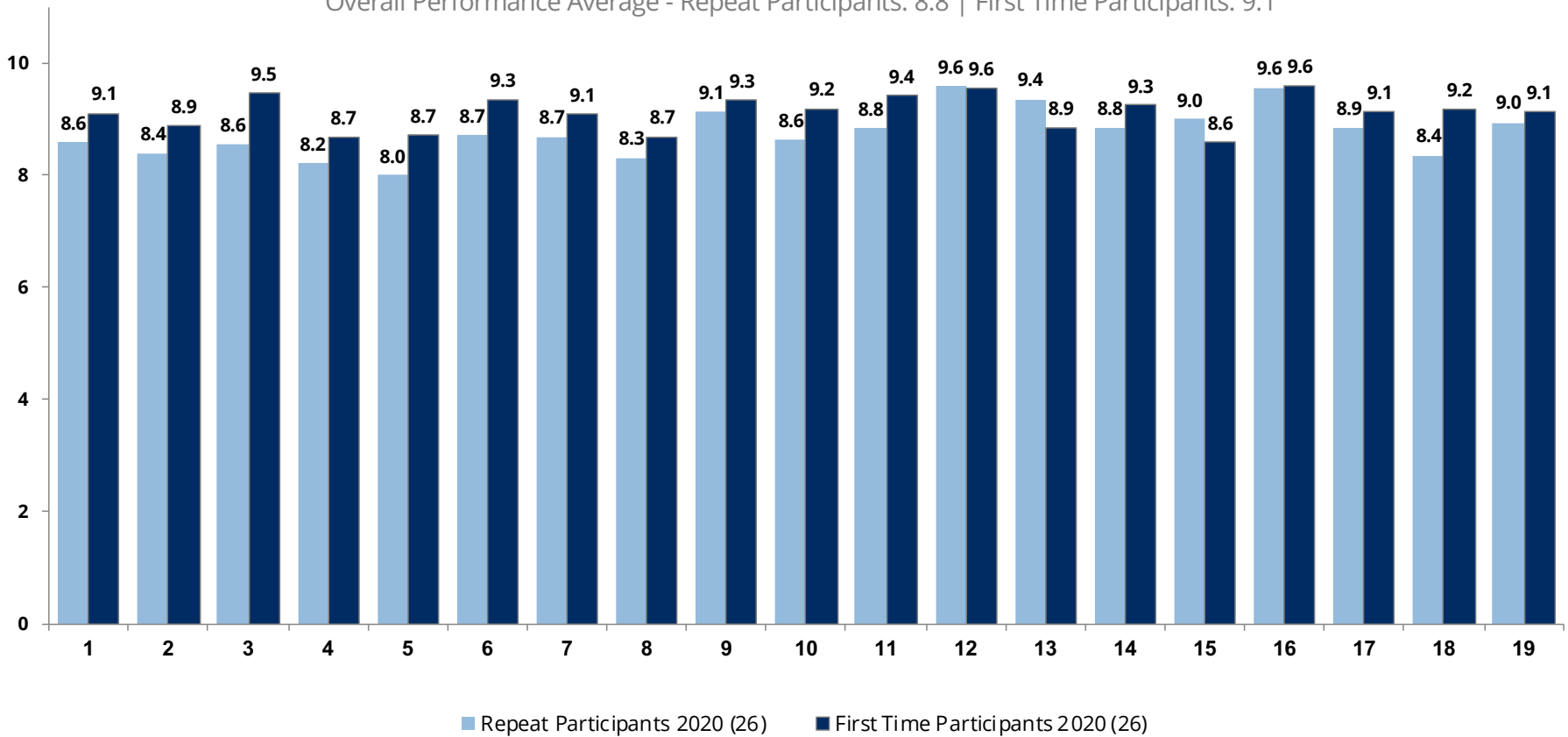
Overall Performance Average - Stakeholders: 8.9 | Internal: 8.9



- |                                       |  |   |
|---------------------------------------|--|---|
| 1 Prompt & accurate responses         | 8 Clearly communicates policies                    | 14 Meets fish and wildlife obligations              |
| 2 Timely resolution of issues         | 9 Meets public service obligations                 | 15 Reliable & affordable water/waste water services |
| 3 Works as partners                   | 10 Environmentally responsible                     | 16 Good steward of park and rec facilities          |
| 4 Understands concerns & requirements | 11 Meets renewable energy responsibilities         | 17 Responsive to customer needs & concerns          |
| 5 Considers concerns & requirements   | 12 Provides reliable & affordable electric service | 18 Leadership role in regional public policy        |
| 6 Forthright communications           | 13 Effective fiber optic network                   | 19 Good corporate citizen                           |
| 7 Provides sufficient lead time       |  |   |

# Repeat vs First Time Participants: Performance

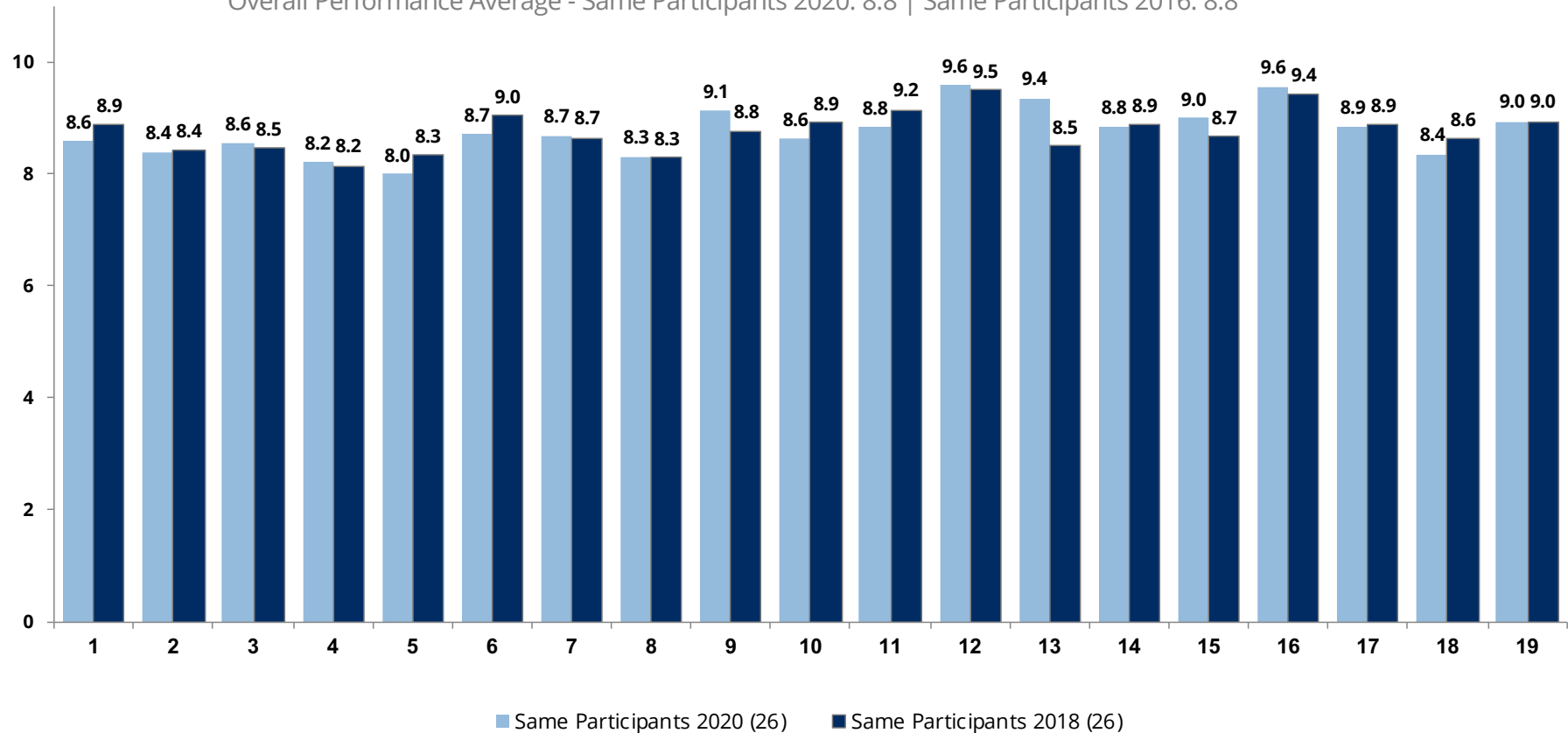
Overall Performance Average - Repeat Participants: 8.8 | First Time Participants: 9.1



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# Trend – Same Participants

Overall Performance Average - Same Participants 2020: 8.8 | Same Participants 2016: 8.8

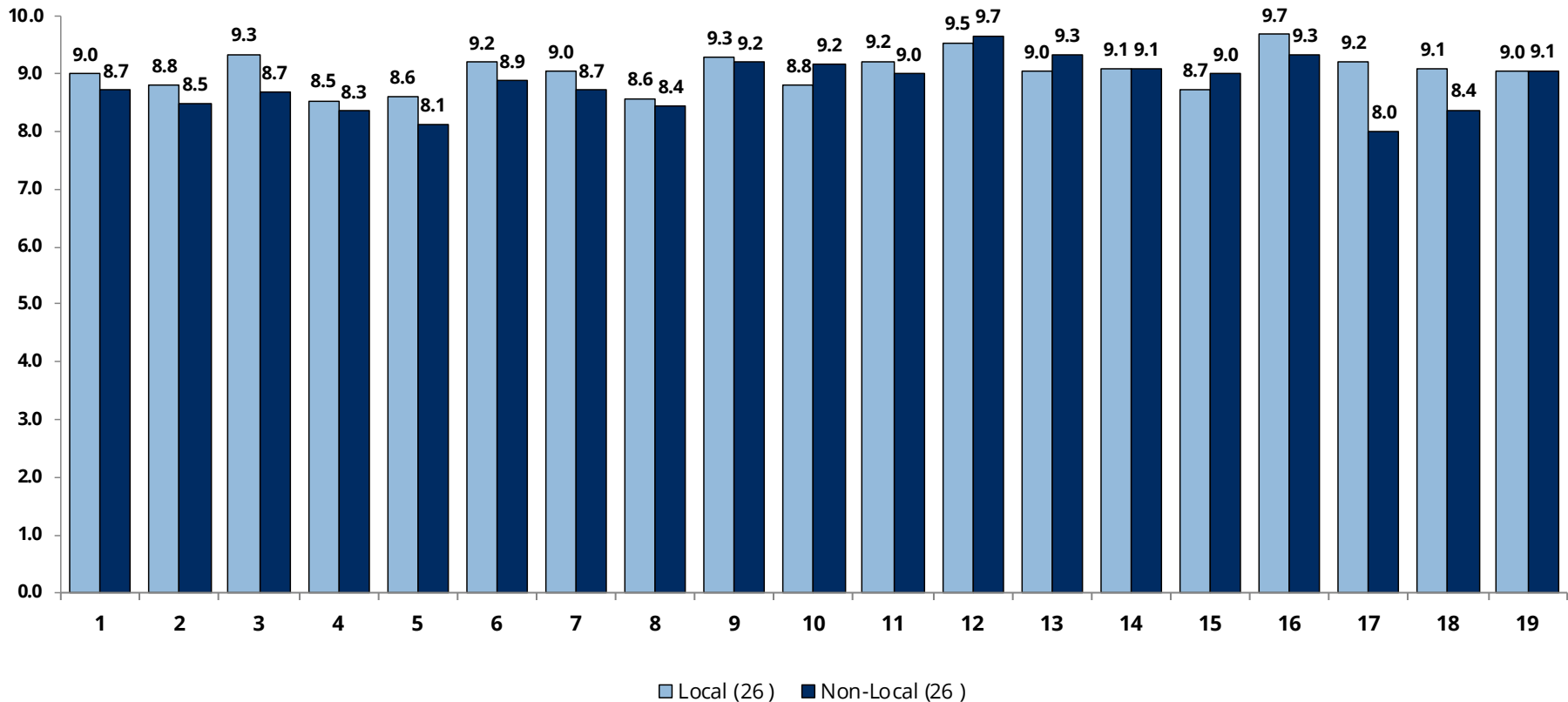


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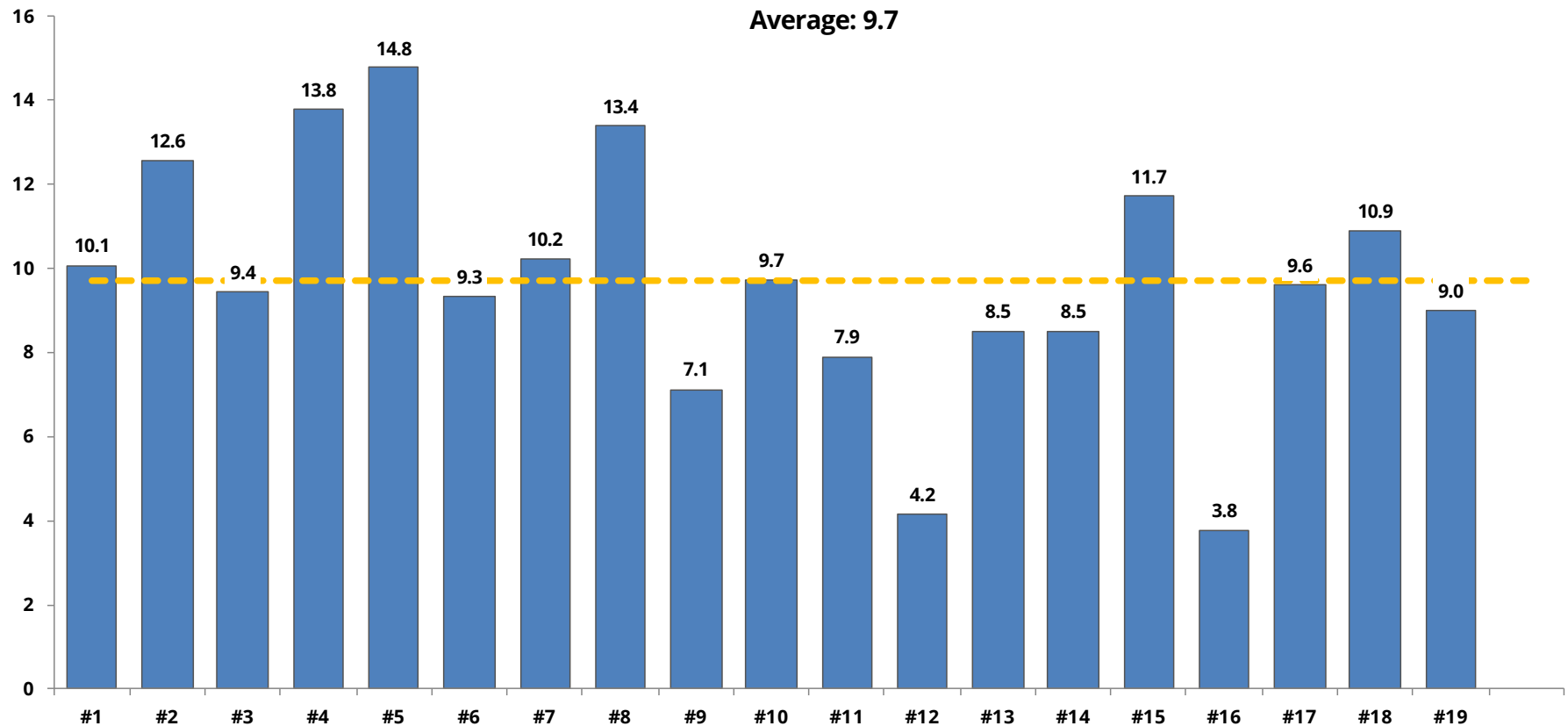
# Performance Averages: Local vs non-local

Overall Performance Average - Local: 9.0 | Non-Local: 8.8



- |                                       |  |   |
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# Priority Diagram



1 Prompt & accurate responses

2 Timely resolution of issues

3 Works as partners

4 Understands concerns & requirements

5 Considers concerns & requirements

6 Forthright communications

7 Provides sufficient lead time

8 Clearly communicates policies

9 Meets public service obligations

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