

BEFORE THE IDAHO PUBLIC UTILITIES COMMISSION

IN THE MATTER OF THE APPLICATION)
OF IDAHO POWER COMPANY FOR)
AUTHORITY TO INCREASE ITS RATES) CASE NO. IPC-E-03-13
AND CHARGES FOR ELECTRIC SERVICE)
TO ELECTRIC CUSTOMERS IN THE STATE)
OF IDAHO.)

IDAHO POWER COMPANY

DIRECT TESTIMONY

OF

SUSAN J. FULLEN

1 Q. Please state your name, address, and present
2 occupation.

3 A. My name is Susan J. Fullen. My business
4 address is 1221 West Idaho Street, Boise, Idaho. I am
5 General Manager of Customer Services and Metering for Idaho
6 Power Company.

7 Q. What is your educational background?

8 A. In 1988 I received a Bachelor of Science in
9 Management Technology from Lewis-Clark State College, and in
10 1991 I received a Master of Business Administration from
11 Portland State University. I am currently enrolled in the
12 Doctor of Business Administration Program at the University
13 of Phoenix.

14 Q. Please outline your experience with Idaho
15 Power Company.

16 A. In July of 1980, I began my career with Idaho
17 Power as a Collections Clerk in Hailey, Idaho. Shortly
18 after that I relocated to the Southern Division headquarters
19 in Twin Falls and became a Customer Service Representative.
20 In 1982 I was promoted to Customer Service Supervisor in the
21 Boise Customer Service Department. In 1983, I relocated
22 back to Twin Falls and was a Customer Service Representative
23 until 1985 when I was again promoted to Customer Service
24 Supervisor. In 1987 I was promoted to Assistant Division
25 Accounting Manager in the Idaho Power Western Division. In

1 1991 I was promoted to the Ontario District Manager
2 position, and in 1992 I was promoted to the Southern
3 Division Accounting Manager. From November of 1994 through
4 August of 1995 I was assigned to work on the Distribution
5 Department reorganization. In September of 1995, I was
6 promoted to Manager of Energy Services of the Eastern
7 Region. In 1997, my title was changed to Area Manager of
8 the Southern Region. In 1999, I was promoted to Customer
9 Services Manager. In 2002, I was promoted to my current
10 position of General Manager of Customer Services and
11 Metering. In this position, I oversee the customer care
12 operations, the customer information system, the billing
13 processes, including metering, the demand-side management
14 activities, and the customer relations and research
15 activities. I have been active in the Edison Electric
16 Institute Customer Services Organization, serving as the
17 Chair for this committee in 2002.

18 Q. What is the purpose of your testimony in this
19 proceeding?

20 A. I will describe customer service and
21 community relations' developments since Idaho Power's last
22 general rate case.

23 Q. How have the Company's customer service
24 operations changed since the last general rate case?

25 A. The evolution of technology, improved

1 processes within the Company, and the change in customer
2 lifestyles have required Idaho Power to implement a new
3 business model that better serves customers. That model
4 includes changes that are identified as: (1) a move to
5 centralized customer care transactions, (2) the installation
6 of a new customer information system, (3) additional payment
7 options, (4) 24 hours a day, 7 days a week access to account
8 information, (5) improved outage management and
9 communication systems, (6) improved customer service systems
10 throughout the Company's service territory, (7) demonstrated
11 performance of our metering and billing systems, (8)
12 improved facility siting process, (9) enhancements to
13 community involvement activities, (10) additional customer
14 assistance programs, (11) renewed focus on demand-side
15 management programs, (12) increased use of benchmarking and
16 performance monitoring, and (13) continual emphasis on
17 customer satisfaction measurements. I will elaborate on
18 each of these changes.

19 Q. Please describe the move to centralized
20 business transactions.

21 A. Prior to the establishment of the Customer
22 Service Center in 1994, Idaho Power operated with
23 approximately 31 District Offices. These offices
24 individually performed customer service functions. Those
25 functions included taking and processing cash payments, work

1 information regarding our policies and procedures, and (4)
2 prompt service with over 80 percent of our inbound calls
3 answered within 30 seconds.

4 The Customer Service Center employs a well-trained
5 staff with specific customer service skills and uses state
6 of the art technology. Idaho Power monitors calls for
7 quality and to provide on-going training support to
8 personnel. All Customer Service Representatives (CSRs) have
9 defined standard performance expectations. A performance
10 management system is utilized that provides feedback to
11 ensure that our customers receive superior customer service.

12 Idaho Power employs bi-lingual CSRs that provide
13 native language service to the Company's Spanish-speaking
14 customers. Additionally, we provide an outside language
15 line service to help Idaho Power communicate with other non-
16 English speaking customers.

17 Q. How has Idaho Power's Customer Information
18 System changed since the last general rate case?

19 A. In November of 2000, the Company installed a
20 new Customer Information System (CIS) that provides many
21 enhancements for customers as well as improved access to
22 customer information for our CSRs, thus increasing our
23 ability to be responsive. Bill presentation has been
24 improved for easier customer understanding. The system is
25 available nearly 24 hours a day, 7 days a week, and

1 facilitates the use of self-service technologies such as
2 Interactive Voice Response Units and integration with the
3 Internet. Single account number and enhanced rate option
4 capability, integrated trouble orders, and improved customer
5 relationship management documentation are now standard.

6 The new CIS enables the Company to combine service
7 at multiple locations into one bill for the customer.
8 Residential and Small General Service accounts can be
9 combined for Budget Pay purposes. Large General Service
10 customers can combine all of their commercial services into
11 one bill. One such customer has over 100 accounts combined
12 into one bill.

13 The new system also allows for a summary of all
14 services to be displayed on the first page of the bill and
15 for the printing of informative messages to customers
16 directly on the bill.

17 Another CIS improvement is the ability to retain
18 permanent customer records. Now, when a customer is added
19 to the customer system, his or her information is not
20 deleted if he or she moves. Should that customer leave
21 Idaho Power and then subsequently return to our service
22 territory, his or her previous history can be retrieved.

23 The system also has the ability to track all
24 customers having service at a specific premises over time,
25 or to track every service any specific customer has had on

1 arrangements, retrieve billing, payment, and meter reading
2 information, sign up for Budget Pay, and access conservation
3 and usage information. Idaho Power's telephone menu has
4 been recognized by Enterprise Integration Group as "above
5 average" for both the utility industry and call center
6 industry for overall quality, voice quality, information
7 delivery, user friendliness, and ease of operation. Idaho
8 Power's telephone menu scores are shown on Exhibit 51, a
9 one-page exhibit entitled "Idaho Power Overall Score".

10 Q. Has Idaho Power also improved its outage
11 management and communication systems?

12 A. Yes. Ten years ago Idaho Power's outage
13 management system was not an integrated system. It
14 consisted of separate dispatch centers with limited
15 telephone lines and limited use of technology to convey
16 information. Although 24 hours a day, 7 days a week
17 coverage was available, it was often staffed by only one
18 person with multiple urgent activities to respond to while
19 keeping the electrical distribution system operational. The
20 ability to provide relevant customer information was limited
21 until additional help arrived. Idaho Power had no system to
22 contact customers prior to a planned outage, and very little
23 technology to identify an outage location unless customers
24 called to tell us they were out of service. Today, Idaho
25 Power provides 24 hour a day, 7 days a week coverage for

1 territory to ensure quick response, as well as a presence
2 within the communities it serves.

3 As stated earlier, Idaho Power provides 61 pay
4 stations serving 37 communities throughout the Idaho service
5 territory to receive cash payments. In addition, each of
6 the operation centers has a drop box available for check or
7 money order payments. The operation centers also provide
8 assistance to customers (via a direct telephone line to our
9 customer service center) for most customer inquiries, and
10 can direct customers to the appropriate personnel for other
11 inquiries.

12 Idaho Power also has representatives staffed locally
13 within the regions to accommodate customers at their home or
14 business. Personal assistance is available for customers in
15 all rate classes regarding billing inquiries, energy
16 efficiency programs, power quality, and other inquiries best
17 accommodated through face-to-face communication.

18 Collection and service connection activities are
19 performed out of the regional offices, and personnel are
20 available 24 hours a day to respond to these requests. In
21 addition, meter reading activities allow for personal
22 interaction at the customer's premises. Idaho Power strives
23 to provide information to all its employees in order to
24 respond to customers' inquiries through any of these
25 interactions.

1 Large industrial and commercial customers have a
2 dedicated representative who actively manages their
3 accounts. The representative is charged with ensuring that
4 these customers are aware of any planned outages and changes
5 to their service.

6 Q. How well are your metering and billing
7 systems performing?

8 A. Idaho Power's systems are performing very
9 well. Even though our service territory is more rural than
10 most, the Company cost per meter read is comparable to the
11 EEI average (see Exhibit 53 entitled "Cost Per Meter Read").
12 The Company's meter reading accuracy rate is 99.8 percent.
13 Additionally, Idaho Power's system-estimated meter reads,
14 corrected meter reads, and meter reread requests are minimal
15 as indicated by Exhibit 54, entitled "Meter Reading
16 Quality".

17 Q. In addition to the direct customer service
18 activities previously described, has Idaho Power made
19 improvements in the way it interacts with the communities it
20 serves?

21 A. Yes. The Company has implemented an improved
22 facility siting process, it maintains an active community
23 relations program, and provides substantial corporate and
24 employee contributions of both time and money.

25 Q. Please describe Idaho Power's improved

1 distribution and transmission facility siting process.

2 A. In 2002, Idaho Power substantially revised
3 its new distribution and transmission facility siting
4 process to more actively promote community participation and
5 gather public input. The primary objectives of this process
6 are to develop, publish, and share long range plans with
7 jurisdictional authorities and customers in order to foster
8 an understanding of the facilities needed to meet
9 electricity needs, to purchase substation sites, and to
10 acquire transmission rights in advance of the need and
11 before physical development in a given area overtakes our
12 ability to economically provide necessary infrastructure.
13 The overall goal is to ensure that we provide the needed
14 infrastructure in a timely fashion and in a manner that is
15 compatible with community needs.

16 Q. How else is Idaho Power involved with the
17 communities it serves?

18 A. Idaho Power continues to work with our
19 communities and to encourage employee participation in local
20 activities. Idaho Power has five community relations
21 representatives and five community education representatives
22 dedicated to working with the communities and schools to:
23 (1) educate the public on energy usage, electrical safety,
24 hydroelectric relicensing, and rate-related issues, (2) plan
25 and manage growth, and (3) to promote the local economies.

1 In addition, Idaho Power contributed over \$640,000
2 in 2002 to community, civic, health, educational, and other
3 non-profit organizations. These contributions are made on
4 behalf of our shareholders and are not part of our current
5 rate request.

6 The Company's employees are among the most giving in
7 the region in both time and contributions. Idaho Power
8 employees, families, and friends have a major impact in
9 volunteering with several community projects and they have
10 set the standard for several events. Idaho Power employees
11 have consistently raised the most money per employee for
12 Idaho Public TV and have had the highest employee
13 participation rate for years. Company employees have raised
14 the most money for the American Heart Association Heart Walk
15 for 2002 and 2003. Idaho Power established a Boise citywide
16 record in 2002 with Rake Up Boise, a program of the
17 Neighborhood Housing Services, Inc., by raking 45 yards of
18 senior citizens. Idaho Power has also provided energy boxes
19 to the more than 600 homes of senior citizens whose yards
20 were raked. The energy boxes contained a florescent light
21 bulb, an energy calculator and information on efficient use
22 of energy.

23 Company employees tied the record at four homes in
24 2003 for most homes painted as part of Paint the Town, a
25 program of the Neighborhood Housing Services, Inc., which

1 paints the homes of economically disadvantaged senior
2 citizens and disabled persons. Idaho Power also
3 participates in similar paint projects in Pocatello and in
4 Malheur County, Oregon.

5 In November and December, employees participate in
6 "Take a Turkey to Work Day" which distributes turkeys, hams,
7 and other food items to the Idaho Food Bank and other food
8 distribution agencies throughout Idaho Power's service area.
9 Idaho Power employees also participate in numerous civic and
10 community organizations, Chamber of Commerce events,
11 scouting groups, and fund raisers.

12 Q. What has Idaho Power Company done to assist
13 low-income customers?

14 A. Idaho Power has actively promoted and managed
15 the collection of contributions from customers for Project
16 Share and has made direct corporate contributions in the
17 amount of \$25,000 per year from 1999 through 2003 as well as
18 an extra \$100,000 was contributed during the recent high
19 energy cost years. In addition, for each dollar that is
20 collected via customer contributions, Idaho Power adds 10
21 percent to that amount for Salvation Army Project Share
22 administrative costs. Our regulatory department has
23 informed me that Project Share contributions are not part of
24 the Company's rate request.

25 In addition to Project Share, Idaho Power has spent

1 approximately \$252,000 per year for Idaho's Low Income
2 Weatherization Assistance (LIWA) program since 1989. Like
3 the Project Share Program, these funds were also
4 supplemented during the energy crisis. LIWA expenses are
5 included in existing rates and continue to be included in
6 the current rate request. Besides its assistance to low-
7 income families, LIWA activities provide conservation
8 benefits to all customers and the Company.

9 Q. Please describe the Company's efforts in the
10 area of conservation or demand-side management (DSM) since
11 1994.

12 A. Idaho Power has been engaged in some form of
13 DSM activities since the last general rate case, although
14 the emphasis, delivery mechanisms, and rate recovery have
15 changed throughout the decade.

16 In the early 1990s, deferred accounting was used for
17 conservation programs and they initially appeared on the
18 utility's books as regulatory assets. Recovery of DSM
19 expenditures was deferred until regulatory authorization to
20 begin amortizing the accumulated balances could be obtained
21 and appropriate rates could be put into effect.

22 At first, annual expenditures for energy efficiency
23 rose steadily from \$1.9 million in 1990 to a peak of \$6.9
24 million in 1994. Please see Exhibit 55 for a summary of DSM
25 spending from 1990 to 2002. In the last half of the decade,

1 when it appeared that deregulation and increased competition
2 might jeopardize the recovery of regulatory assets, the
3 Company, with Commission approval, began winding down the
4 traditional Company-administered DSM programs, and instead
5 joined the Northwest Energy Efficiency Alliance (NEEA) to
6 promote regional market transformation. Annual expenditures
7 for energy efficiency activities declined to \$1.6 million by
8 2000.

9 However, then came the California energy crisis that
10 had dramatic ripple effects throughout the west including
11 extraordinarily high wholesale market prices in 2000 and
12 2001. One of the reactions to these high energy prices was
13 a renewed focus on DSM activities. In 2002, the Company,
14 with Commission approval, established the Energy Efficiency
15 Advisory Group (EEAG) and implemented the Energy Efficiency
16 Rider that exists today. The rider is Schedule 91 of the
17 Company's Idaho Tariffs.

18 Since 2002, in addition to its continued
19 participation in the NEEA, the Company has worked closely
20 with the EEAG in reestablishing a broader portfolio of DSM
21 activities at Idaho Power. Material progress has been made.
22 The Compact Fluorescent Lighting (CFL) and the Energy Star
23 room air-conditioning pilot program have been successfully
24 completed. Ongoing energy efficiency programs for
25 residential customers includes the air-conditioner cycling

1 pilot program, Bonneville Power Administration (BPA) CFL
2 packets, BPA Energy Check-ups, and BPA Super Good
3 Cents/Energy Star manufactured homes incentives. Idaho
4 Power's ongoing commercial programs are the school building
5 operator training initiative conducted in partnership with
6 the Northwest Building Operators Association and Air Care
7 Plus Program, which is a Heating, Ventilating, and Air
8 Conditioning Efficiency Program. We are currently
9 implementing new programs for irrigation efficiency and for
10 industrial efficiency. Additionally, we have a new
11 residential construction program, a new commercial program
12 for both existing and new construction, and a BPA program
13 for multi-family construction in the planning stages.

14 Q. What is the purpose of the Northwest Energy
15 Efficiency Alliance and how does it benefit Idaho Power
16 customers?

17 A. Idaho Power was one of the founders of the
18 NEEA and has been a funder and an active participant since
19 it's inception in 1997. NEEA's mission is to catalyze the
20 Northwest marketplace to embrace energy efficient products
21 and services. This mission is accomplished through a
22 portfolio of projects that works to generate financial
23 return for consumers in the region by encouraging the
24 acceptance of energy-efficient products and services in the
25 marketplace. This acceptance, in turn, will transform

1 markets in the region so that consumers purchase these
2 products as a normal part of their buying habits.

3 The primary benefit to Idaho Power customers is low-
4 cost electricity savings. In 2002 alone, the NEEA has saved
5 45 average megawatts (aMW) in the region at a cost of about
6 a penny per kilowatt-hour. NEEA estimates that Idaho Power
7 customers have saved about 3 aMW of this energy. The
8 savings have come about through the availability of more
9 energy-efficient products in Idaho stores, through the
10 adoption of newer efficient technologies and through
11 education of customers on the ways to be more efficient.

12 The following are examples of benefits provided to
13 our customers over the past year facilitated by the
14 coordination between NEEA-supported projects and Idaho
15 Power.

16 1. Compact fluorescent light bulb sales from the
17 coupon promotion with local retailers totaled 42,642 (as of
18 February 2003). We expect approximately 2.8 million
19 kilowatt-hours saved each year for utility customers.

20 2. The year 2002 closed with a market
21 penetration of ENERGY STAR clothes washers of 27.52 percent
22 in the state of Idaho, up from 11.47 percent during first
23 quarter 2001.

24 3. In November 2002, the Northwest Building
25 Operators Association launched a Level 1 training series for

1 Building Operator Certification in partnership with Idaho
2 Power. As a result, 27 school operators were certified from
3 25 school districts within the Idaho Power service
4 territory. The estimated savings from these 25 school
5 districts is 750,000 kilowatt-hours annually.

6 4. One NEEA measure, termed "commissioning", is
7 the act of providing documented confirmation that building
8 systems function in compliance with design criterion. By
9 incorporating commissioning into the construction of the Ada
10 County Courthouse project in downtown Boise, the project is
11 expected to use 20-30 percent less energy than if it had
12 moved ahead without commissioning. The measure is saving
13 about 460,000 kilowatt-hours per year at the 340,000 square-
14 foot building.

15 5. The 2000 International Energy Code, which
16 includes the International Energy Conservation Code, was
17 adopted in the state of Idaho in March 2002. NEEA
18 contributed to this process through funding of liaison work,
19 city and county education, and training for architects,
20 engineers, and inspectors. Estimated additional costs to
21 the residential sector will be \$12.5 million, with a return-
22 on-investment of \$20.5 million in energy savings. On the
23 non-residential side, the additional cost of \$713,000 will
24 result in \$4.3 million in energy savings.

25 6. Woodgrain Millwork, with plants in Fruitland

1 and Nampa, has launched a complete motor inventory of their
2 more than 500 motors and replaced some with energy efficient
3 models. The replacement of just one 250 horsepower motor
4 with a higher efficiency model has resulted in an annual
5 electric savings of \$600 a year for the company. The
6 potential savings of upgrading the efficiency of the 500
7 motors as they fail is \$300,000 a year.

8 7. Henggeler Packaging in Fruitland, Henningsen
9 in Twin Falls, and Idacold Storage in Nampa are saving over
10 a million kilowatt-hours a year because of variable
11 frequency drive installations in their fruit and cold
12 storage facilities. That translates to about \$50,000
13 annually for these companies.

14 8. The city of Emmett, Idaho is saving over
15 \$37,000 a year in net operations costs at its wastewater
16 treatment plant because of efficiency improvements
17 instituted there by BacGen.

18 Idaho also benefits from the NEEA's research into
19 new innovative products and services. In addition, the NEEA
20 brings together regional energy efficiency players in a
21 collaborative effort so that ideas and methods can be
22 shared. The NEEA provides a background and structure for
23 Idaho Power to implement local delivery programs so that
24 Idaho Power can bring DSM programs to customers faster and
25 largely developed.

1 Idaho Power continues to actively participate on the
2 NEEA Board and will be evaluating continued participation
3 once the present term expires in 2004.

4 Q. Is Idaho Power participating in other
5 conservation activities?

6 A. The Company has participated in Bonneville
7 Power Administration's Conservation and Renewables Discount
8 since 2001. This program will deploy \$525,600 annually for
9 programs targeted to Idaho low-income residential customers
10 through 2006.

11 Q. How does DSM fit into the Company's planning
12 process?

13 A. The Company has submitted its 2002 Integrated
14 Resource Plan (IRP) that identifies demand-side resources as
15 a part of the overall resource portfolio. The 2002 IRP
16 viewed demand-side activities as an alternative to help
17 address future system deficiencies. At the same time, the
18 document cautioned that conservation and demand-side
19 measures must be carefully targeted to cost-effectively
20 address the projected deficits due to the nature and timing
21 of the projected peak deficits and transmission overloads.

22 Idaho Power is actively engaged in the development
23 of its 2004 IRP. It is my understanding, from discussions
24 with Mr. Gale and Mr. Said, that this 2004 process will
25 place a greater emphasis on a more collaborative approach

1 than has been the case in recent IRP efforts. The process
2 change is driven by the changing energy environment and by
3 Commission direction. It is also my understanding that DSM
4 activities will be evaluated and integrated with supply-side
5 activities in the 2004 IRP.

6 Q. What is Idaho Power Company's corporate
7 position with respect to conservation or DSM?

8 A. In light of the changes in our industry, and
9 the political, and regulatory landscape, Idaho Power has
10 developed a new policy direction for demand-side management.
11 This policy focuses on four core values: (1) customer
12 efficiency and satisfaction, (2) resource planning and
13 acquisition, (3) environmental ethics and stewardship, and
14 (4) responsibility to all stakeholders. Idaho Power will
15 pursue a balanced approach to DSM program selection that
16 reflects these four core values.

17 Q. Is the Company truly committed to pursuing
18 that goal?

19 A. Yes. I have fully reviewed our DSM
20 activities and plans with senior management and have the
21 complete support of Mr. Keen and the rest of the Idaho
22 Power's executive management team.

23 Q. Does Idaho Power conduct benchmarking with
24 other utilities and measure its customer service
25 performance?

1 A. Yes. Idaho Power actively monitors its
2 Customer Service Key Performance to ensure that excellent
3 customer service is provided. One key performance indicator
4 is "Automated Call Distribution" Service Level. Exhibit 56
5 shows Idaho Power's performance in this area. Exhibit 57 is
6 a "Call Handle Time Comparison" between Idaho Power and the
7 2002 average of EEI-surveyed companies. Exhibit 58,
8 entitled "Call Volume", is a breakdown of the number of
9 calls handled by the customer service interactive voice
10 response (CSIVR) unit, the outage interactive voice response
11 (Outage IVR) unit, and customer service representatives
12 calls (CSR calls).

13 The customer care operation also benchmarks with
14 peer utilities by utilizing the Edison Electric Institute's
15 DataSource Tool, which provides operating data from 63
16 energy companies across the nation. This data indicates
17 that the Company performs at a level comparable with or
18 above our peers. A comprehensive breakdown of all of Idaho
19 Power's benchmark statistics, that indicate how the Company
20 performs in the areas of customer calls and billing and
21 payment statistics, is included in my workpapers.

22 Q. Does Idaho Power survey its customers for
23 levels of customer satisfaction and, if so, what are the
24 results of those surveys?

25 A. Yes, it does. Idaho Power relies primarily

1 on two studies for customer satisfaction measurement. Idaho
2 Power has contracted with Burke Customer Satisfaction
3 Associates (CSA) to conduct quarterly customer relationship
4 surveys since 1995. In addition to the Burke CSA surveys,
5 Idaho Power acquires the results of the annual J.D. Powers
6 and Associates Electric Utility Residential Customer
7 Satisfaction Study. The J.D. Powers and Associates study is
8 used primarily as a benchmark to other electric utilities.

9 During the 2000-2001 energy crisis, Idaho Power's
10 satisfaction levels dropped in tandem with those of other
11 western utilities. Upon implementation of the Company's new
12 business model, Idaho Power began to experience improved
13 customer satisfaction ratings from all customer segments.
14 Idaho Power's customer satisfaction has steadily improved
15 since 2001 and Idaho Power is hoping to exceed pre-energy
16 crisis satisfaction levels.

17 Idaho Power's primary measure for customer
18 satisfaction in the Burke CSA surveys is the Customer
19 Relationship Index (CRI). The CRI encompasses responses
20 from all customer segments to five questions related to
21 overall satisfaction, overall quality, overall value,
22 likelihood to recommend, and Idaho Power's caring. Burke
23 CSA's most recent survey results show Idaho Power's CRI at
24 82 percent which indicates a higher level of satisfaction
25 than at any other time since Burke CSA has been conducting

1 surveys for Idaho Power. According to this report, not only
2 has Idaho Power improved its customer satisfaction level in
3 every customer segment, but Idaho Power is also approaching
4 customer satisfaction levels of what Burke CSA considers a
5 "Superior Performing Firm". See Exhibit 59, which includes
6 a "Summary of Overall Measures and Customer Relationship
7 Index for Idaho Power" and "Strength of Customer
8 Satisfaction".

9 In addition to the Burke CSA studies, J.D. Powers
10 and Associates also surveys Idaho Power customers in its
11 annual Electric Utility Residential Customer Satisfaction
12 Study. In 1999, Idaho Power was ranked second in the nation
13 and tied for first in the western region in the J.D. Powers
14 and Associates' customer satisfaction study. In the 2002
15 study, Idaho Power was reclassified as a medium-sized
16 utility along with eighteen other utilities that have
17 between 250,000 and 400,000 residential customers. The 2003
18 survey results indicate that Idaho Power rated eighth in the
19 nation in the medium-sized utility group and was first among
20 northwest utilities. (See Exhibit 60). The 2003 J.D.
21 Powers and Associates study shows Idaho Power providing
22 significantly high levels of customer satisfaction in the
23 areas of Customer Service, Billing and Payment Options,
24 Power Quality and Reliability (especially regarding keeping
25 customers informed about an outage), Company Image, and

1 Price and Value. Idaho Power is pleased with our current
2 customer satisfaction performance and remains committed to
3 providing superior service to our customers.

4 Q. Does this conclude your direct testimony in
5 this case?

6 A. Yes, it does.