

## **SITUATIONS FACING US WHERE WE ARE NOT EFFECTIVE AND EVIDENCE**

1. Rapidly changing operating situations – population, energy, global warming – but business as usual
2. Policy participation
3. Clear direction – internal and to staff
4. Consistency in participation
5. CBFWA unification
6. Unrepresented by CBFWA and staff – ATNI resolutions
7. Issues addressed by CBFWA staff are lower river
8. Need to balance lower river with up-river needs
9. Policy needs to meet more frequently
10. Hot issues not on table
11. Lack of participation and decision making
12. NPCC has no trust responsibilities
13. Hard to be proactive when decisions already made by NPCC, BPA, etc.
14. Not able to influence decision makers – BPA dictating then Council accepts BPA dictation
15. Fragmentation of CBFWA
16. Issues surrounding not clear, i.e. rate case effort fizzled, poor participation at MMG, poor participation at decision framework, provincial review, UCUT's dropping, "we vs. them"
17. Fighting with each other instead of BPA
18. Identify individual issues
19. Better policy participation

20. Voice not heard
21. Meetings always in Portland
22. Active participation and roles
23. Affirmative consensus
24. Processes changed
25. Apply expertise
26. Identify relative process
27. Communication ineffective
28. Consider interest of all groups
29. Reactive vs. pro-active
30. Series of blaming
31. No resolution
32. Members commit to participate
33. Operating under assumption mode
34. Not meeting needs of all members
35. Limited resources with large task
36. Not full partners in decision making
37. CBFWA not kept up with change
38. Mired in process
39. Short turn around not possible
40. Do urgent, not always important
41. Establish goals and objectives
42. CBFWA fractured not united

43. Not effectively fulfilling mission – communication of members not direct, do not influence issues, lack of participation, loss of credibility
44. Not equal consideration of competing viewpoints
45. Last minute objections
46. Imposed funding
47. Out of synch process
48. Timelines without analytical tools