

Attachment 10

BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

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EXHIBIT NO. _____ (JMK-7)

JAMES M. KENSOK

REPRESENTING AVISTA CORPORATION



PROJECT COMPASS

GUIDEBOOK



Project Compass Guidebook

2012

Client Manager: Michael Mudge

Revisions:

Version	Date	By	Approved
Version 1	1/27/2012	Peggy Blowers, Jody Morehouse, and Michael Mudge	

Preliminary Draft Confidential

Please note that the information contained herein is preliminary and for discussion purposes only. It does not necessarily represent the views of Company management (and may, in some cases, represent only the views of independent consultants or advisors). Accordingly, any preliminary estimates, costs or benefits, as well as the characterizations of such, are subject to change and will be revised as, and to the extent, the project proceeds.



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PROJECT COMPASS

Procurement Phase



Procurement Phase

This section of the guidebook is specific to the Procurement Phase of Project Compass.

Procurement: Objective

Avista's homegrown, customized customer information system (CIS) has served our company and our customers well for over 20 years. Integrating commercial, off-the-shelf software and other internally developed systems into the CIS over time has fortified the technology foundation that helped Avista receive national awards and consistently high customer-service ratings. But at the end of the day, Avista's CIS has design limitations to accommodate future products, programs and services; is supported by an aging workforce, and any enhancements increase the complexity of the system. Taking Avista into an energy future with technology as its foundation requires a flexible CIS platform that can provide the choices that matter most to our customers.

When Avista's CIS platform was developed 20 years ago, there were no smart phones or iPads. Home computers were uncommon and customers did not expect to be involved in energy choices. While our current CIS provides good functionality and is user friendly, it is important that Avista's technology continues to evolve, and is able to deliver the type of service options that we believe customers will seek.

Avista's investments in developing a smarter grid will enable a different, more interactive relationship with our customers. To achieve these objectives, Avista's CIS may include the ability to accommodate not only Smart Grid technology, but also may incorporate:

- Automated meter information
- Energy efficiency programs
- Real-time billing
- On-bill financing
- Automated notifications based on customer preferences
- Customer relationship management capabilities
- Multi-channel, self-service options.

In addition, the new CIS needs the flexibility to accommodate regulatory changes.

Refurbishing or replacing Avista's CIS is a significant decision that will impact all aspects of the company's operations. Linking into the CIS are many current company systems. These include



Procurement: Objectives Continued

outsourced bill presentment, outage management, work and asset management, automated phone system, construction design, enterprise business intelligence, supply chain and financial systems. Also linking into CIS are electric and gas meter applications, and the avistautilities.com website for managing customer self-service transactions.

Replacing the customized CIS with an off-the-shelf application means a commitment to adjust Avista's business processes and procedures to align with the software. Managing the change process will be a key element of the project plan. Avista is committed to moving forward with replacing its legacy customer service system with an off-the-shelf application. This will provide the company with industry standard software and a solution that will keep pace with Avista's evolving energy business. It will also eliminate the challenges of maintaining a customized system.

Procurement: Scope

CSS – (Customer Service System)

CSS is Avista's home grown customer information system was implemented in August 1994 and supports all of the traditional utility business functions such as meter reading, billing, payment processing, credit, collections, field requests and service work orders.

The Customer Service System (CSS) is an internally-developed system that was implemented in 1994 following a three-year development effort – it replaced a prior internally-developed CIS system that ran on the mainframe platform. The new system was developed utilizing then newer technology (relation databases, CASE tool, SmallTalk, etc.). An enterprise-wide information modeling project preceded this project, so the system was developed utilizing concepts such as single-source data, subject-area databases, etc. – it was very data-driven.

The system handles all aspects of customer / customer account processing including billing, collections, payments and deposits, metering and usage.

- CSS is currently supported by Avista's in-house HP Workplace Support Team.
- CSS is the single source for customer-related data which is widely used throughout Avista. Much of the data is exported to an Oracle database (WRKPRD) where it is available for ad hoc reporting. A Customer DataMart also resides in WRKPRD, providing enhanced reporting capabilities through Cognos.
- The batch billing processing window is typically from 8:10pm to 1:00am Monday – Friday.



Procurement: Scope Continued

WMS – (Work Management System)

WMS is Avista’s home grown work management system that is tightly integrated with CSS. WMS is used to create constructions jobs. The materials are ordered though WMS which is interfaced with Oracle ERP. The integration is one way; the service technicians can order through WMS but are unable to track the order. Avista staff can also assign jobs to a crew but this too happens through use of another program which is being revised as part of Avista’s Performance Excellence program. Avista also orders locates and right away permits using WMS. Avista has been unsuccessful to do the same in Construction Design Application (CDA) because the various Municipalities we serve are unwilling to standardize and use email as a form of communication for permits.

EGMA – (Electric and Gas Meter Application)

EGMA supports electric and gas meter inventory, meter tracking and meter testing. EGMA is tightly integrated with CSS.

Mobile, METS, and Gas Compliance Applications

The replacement of our CIS/WMS (WorkPlace) system will greatly impact our Mobile, METS, and Gas Compliance systems. As these systems are heavily integrated with the Workplace, and as the new CIS/WMS will likely cause many information and process changes; these systems will need to be closely reviewed for scope, change, and integration.

(See Appendix A to view Avista’s Current Business System Model.)

Procurement: Roles and Responsibilities

Executive Steering Committee

- Commit to being an advocate and champion of the CIS project.
- Approves initial and changes to project scope, budget and timeline.
- Attend and actively participates in Steering Committee meetings, critiquing the ability to perform on scope, budget and timeline.



Procurement: Roles and Responsibilities Continued

- Critique project scope, budget and timeline based on long-term vision and corporate compliance.
- Question to understand high level decisions brought to the Steering Committee for resolution. Support decisions or reject with options or opportunities to resolve.
- Support the communication needed regarding change as a result of the project, both formally and informally, sharing both consequences and impacts to company and project.
- Commit to Change Management as a means of positive impact to all areas of company operations.
- Approves all invoices, CPRs, and charges over \$99,999. Approve all additions to compliment.
- Approve and support resources from all key areas of the company. Intervene as requested to assure attendance and commitment.
- Allow project sponsors first line of opportunity to manage and communicate with solution providers, employees and interveners.

Executive Officer Sponsor

- Defines the strategic goals, liaison between steering committee, the remaining Executive Team and the Board of Directors
- Ensure corporate-wide acknowledgement, participation and buy-in
- Provide input and advice on Avista operations from a corporate and management-level as they affect the project
- Resolves inter-departmental issues that cannot be resolved at a project sponsor level
- Attends and actively participates in Steering Committee meetings

Executive Project Sponsors

- Provide oversight, leadership and vision for the CSS/WMS replacement project
- Responsible for the direction and planning of the CIS/WMS selection, including facilitating resource needs, resolving issues and executive communication
- Create and communicate CSS/WMS replacement project high-level vision
- Manage upward communication to the Steering Committee and other business leadership groups
- Review progress and resolve issues elevated by the project
- Oversee management of CSS/WMS risks and issues
- Act as escalation point for significant vendor issues; maintain working relationship with vendor executives
- Review and act upon budget changes and/or additions
- Ensure project objectives and goals support and link with the general business goals and mission
- Approve major project decisions
- Provide oversight and mentor the team
- Responsible for project outcome
- Responsible for approving, prioritizing, or deferring significant issues
- Attends and actively participates in Steering Committee meetings



Procurement: Roles and Responsibilities Continued

Compass Directors Panel

- Key Stakeholders for the CSS/WMS project as a whole
- Responsible for assuring the new systems will meet their department and division needs
- Assume responsibility for their areas participation and ultimate project success
- First-line resource in issue escalation from the project sponsors
- Be in direct communication with the project team members that report to them
- Attend CSS activities as requested
- Create CSS/WMS vision for their area
- Work with project team resources to ensure they have the line of business vision for CSS/WMS in mind during the project process
- Escalate and communicate issues with both the core project team resources and their management for resolution
- Work with Avista Project Manager and Five Point Project Manager on requested deliverables and/or project activities
- Attend and participate in Director Team meetings

Five Point Partners

- The Five Point Project Manager provides direction on the CSS/WMS Replacement Project (Project Compass) methodology
- Provide industry expertise and guidance in working with the CIS/CRM and EAM/WAM vendors and SI's
- Accountable to the Project Manager and Executive Sponsors for regular updates on progress and status
- Provide proposed Project Compass schedule, including critical path milestones and dependencies with other projects
- Continuously forecast and anticipate changes in scope, resources, timelines, budget, etc.
- Participate in Executive Steering Committee meetings

Avista Client Manager

- Provide Project Management and leadership to the Avista Project Compass Team
- Accountable to Project Sponsors for providing information for regular progress & status updates
- Create a collaborative relationship between all departments
- Update and manage project schedule, including the Avista team activities, critical path milestones and dependencies with other projects
- Identify, track, resolve and/or escalate project issues
- Manage the change control process for any"" changes to project scope, timeline or budget
- Manage key Stakeholder expectations for the project
- Provide invoice validation for all vendor payments
- Work with Project Sponsors and other management to secure required Project Team members
- Ensure work products meet quality standards
- Identify, oversee and resolve issues and risks related to cross-project dependencies



Procurement: Roles and Responsibilities Continued

- Primary contact between Avista, CSS/WMS vendor(s), Quality Assurance consultant, and System Integration (SI)
- Collaborate with SI to develop and maintain detailed and accurate comprehensive project plan
- Provide a weekly project status report to the Project Sponsors
- Participate in project status meetings
- Facilitate regular meetings with the Directors Team

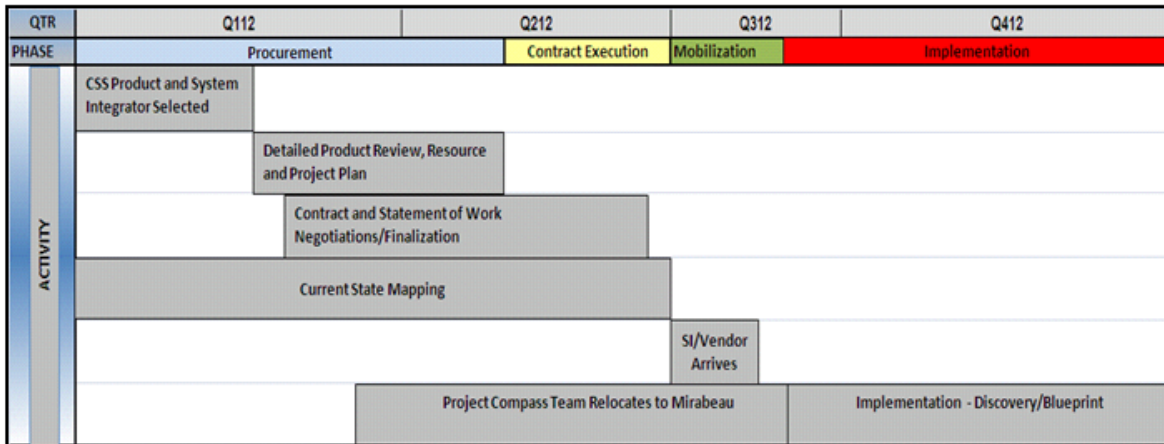
Project Compass Procurement Team / Subject Matter Experts (SMEs)

- Provide information on an as-needed basis
- Provide expertise in their particular subject to inform the CSS/WMS selection process
- Provide input on the recommendations for the project
- Provide requested information to Avista Project Manager and/or Five Point Project Manager
- Attend project meetings and activities as requested by Avista Project Manager and/or Five Point Project Manager
- Provide guidance on the CSS/WMS business requirements, gaps and issues
- Identify issues and risks for area of responsibility or outside that area if necessary
- Update the Avista Project Manager on any issues
- Serve as key SME to project meetings, RFP and system reviews
- Represent your department needs and keep your department and management informed
- Look for opportunities to optimize processes and procedures by leveraging the new system features and functionality
- Be willing and open to change, agree to disagree and support decisions made with a positive attitude
- Meet project deliverables and timeline on assigned tasks and issues
- Provide expertise regarding functionality, business processes and technology



Procurement: Timeline

New Customer Service System is key to Agile Technology Platform



Project Compass

- CSS Product and System Integrator Proposal Feb 7
- Contract finalized by May 30
- Current State Mapping complete by June 30
- SI and Vendor “mobilize” at Avista in June
- Balance of Project Compass Team to begin move to Mirabeau in July
- Implementation begins in earnest in July, focusing on due diligence to define future state processes

Procurement: Organization and Staffing

Executive Steering Committee	
Don Kopczynski (chair)	Jim Kensok
Jason Thackston	Dennis Vermillion
Roger Woodworth	Dick Storro

Executive Sponsors	
Pat Dever	Vicki Weber

Procurement Consultants – Five Point	
Gary Weseloh	Greg Galluzzi
Craig Mills	Brent Dreher

Avista Client Manager	
Michael Mudge	



Procurement: Organization and Staffing Continued

Project Compass Staff	
Pat Dever	Vicki Weber
Mike Mudge	Janna Leaf
DJ Kinservik	Renee Webb
Peggy Blowers	Jody Morehouse
Lauren Turner	Gary Weseloh

Project Compass Procurement Team	
Vicki Weber	Pat Dever
Mike Mudge	Janna Leaf
DJ Kinservik	Renee Webb
Peggy Blowers	Jody Morehouse
Lauren Turner	Gary Weseloh
Bob Weisbeck	Lamont Miles
Tami Judge	Rodney Picket
Amber Gifford	Mollie Weis
Maureen Olson	Robert Dodd
Tom Heavey	Cam Mallon
Greg Paulson	Ken Humphries
Kelly Conley	Teresa Damon
Catherine Mueller	Bill Ramshaw
Frank Johnson	Jackie Foss
Judy Olson	Karen Doran
Kevin Farrington	Mark Michaelis
Mike Littrel	Rachelle Humphrey
Ron Simmons	Laurie Heagle

CIS Evaluation Team	
Vicki Weber	Pat Dever
Jody Morehouse	Teresa Damon
Mike Mudge	Lamont Miles
DJ Kinservik	Greg Paulson
Janna Leaf	Jackie Foss
Renee Webb	Ken Humphries
Gary Weseloh	Tami Judge
Peggy Blowers	Karen Doran
Maureen Olson	Kelly Conley
Robert Dodd	Rachelle Humphrey
Mollie Weis	



Procurement: Organization and Staffing Continued

Mobile Workforce Evaluation Team	
Vicki Weber	Pat Dever
Jody Morehouse	Jackie Foss
Mike Mudge	Mike Littrel
DJ Kinservik	Frank Johnson
Janna Leaf	Ron Simmons
Renee Webb	Robert Dodd
Gary Weseloh	Kevin Farrington
Peggy Blowers	Tom Heavey

Technology Evaluation Team	
Vicki Weber	Pat Dever
Peggy Blowers	Tom Heavey
Mike Mudge	Cam Mallon
DJ Kinservik	Bill Ramshaw
Janna Leaf	Mollie Weis
Renee Webb	Maureen Olson
Gary Weseloh	Robert Dodd
Jody Morehouse	Kevin Farrington
Ron Simmons	Mark Michaelis

WMS Asset Evaluation Team	
Vicki Weber	Pat Dever
Mike Mudge	Bob Weisbeck
Jody Morehouse	Lamont Miles
DJ Kinservik	Teresa Damon
Janna Leaf	Catherine Mueller
Renee Webb	Judy Olson
Gary Weseloh	Amber Gifford
Peggy Blowers	Rodney Pickett

Final Evaluation Team	
Vicki Weber	Pat Dever
Mike Mudge	Bob Weisbeck
Peggy Blowers	Rodney Pickett
DJ Kinservik	Tom Heavey
Janna Leaf	Jody Morehouse
Renee Webb	Tami Judge
Gary Weseloh	Lamont Miles

**Procurement: Organization and Staffing Continued**

Contract Negotiation Team	
Greg Galluzzi	Gary Weseloh
Pat Dever	Vicki Weber
Stacey Levin	Patty Wood
Louisa Barash	



Procurement: Schedule

Project Compass Procurement Calendar

Project Compass Procurement Calendar				
Monday 1/23	Tuesday 1/24	Wednesday 1/25	Thursday 1/26	Friday 1/27
Service Order Mgmt WebEx CR 130 1:30pm - 3:00pm CIS Evaluation Team/Open Follow-Up evaluation of SAP Service Order Mgmt capabilities	IBM/Maximo Prod. Demonstration Auditorium 8:00am - 5:00pm WMS Asset Evaluation Team/Open Refer to Demo Calendar IBM Technology Breakout Session CR 130 9:00am - 5:00pm Technology Evaluation Team Technology Evaluation of Maximo	IBM/Maximo Prod. Demonstration Auditorium 8:30am - 4:30pm WMS Asset Evaluation/Open Refer to Demo Calendar	Ventyx 9.1 Demo Auditorium 9:00am - 4:00pm MWM Evaluation Team/Open Refer to Demo Calendar	
Monday 1/30	Tuesday 1/31	Wednesday 2/1	Thursday 2/2	Friday 2/3
CIS Evaluation Mirabeau CR 701 8:00am - 2:00pm CIS Evaluation Team	WMS/Asset Evaluation Mirabeau CR 701 8:00am - 12:00pm WMS Asset Evaluation Team	Final Recommendation Workshop Mirabeau CR 701 8:00am - 2:00pm Final Evaluation Team	Working Session Mirabeau CR 702 8:00am - 5:00pm Pat, Vicki, Gary, others as needed	Steering Committee Roundtable
Opening Statement / Round Table / Score Gathering / Concluding Discussion Technology Evaluation Mirabeau CR 701 2:30pm - 4:30pm Technology Evaluation Team Opening Statement / Round Table / Score Gathering / Concluding Discussion	Opening Statement / Round Table / Score Gathering / Concluding Discussion Mobile Workforce Evaluation Mirabeau CR 701 1:00pm - 5:00pm Mobile Workforce Eval. Team Opening Statement / Round Table / Score Gathering / Concluding Discussion	Review the data and conclusions of each of the previous eval. sessions, drive to Final Recommendation	Prepare Final Recommendation for Steering Committee	
Monday 2/6	Tuesday 2/7	Wednesday 2/8	Thursday 2/9	Friday 2/10
	Steering Committee Executive Sponsors Deliver Final Recommendation			Notification to the Selected SI Procurement Partners Deliver selection to SI
Monday 2/13	Tuesday 2/14	Wednesday 2/15	Thursday 2/16	Friday 2/17
SI is mobilizing to prepare for the demo of 3500 requirements Avista - Additional Reference Checks and Possible Site Visits Project Staff/SME's				
Monday 2/20	Tuesday 2/21	Wednesday 2/22	Thursday 2/23	Friday 2/24
SI is mobilizing to prepare for the demo of 3500 requirements Avista - Additional Reference Checks and Possible Site Visits Project Staff/SME's				
Monday 2/27	Tuesday 2/28	Wednesday 2/29	Thursday 3/1	Friday 3/2
Detailed Product Review - CIS (2292 requirements) Auditorium 8:00am - 5:00pm every day CIS Evaluation Team/SME's Ensure Product meets requirements				
Monday 3/5	Tuesday 3/6	Wednesday 3/7	Thursday 3/8	Friday 3/9
Detailed Prod Review Cont. CIS Auditorium 8:00am - 5:00pm CIS Evaluation Team/SME's Ensure Prod. Meets Reqmts.	Detailed Prod Review MWM Auditorium 8:00am - 5:00pm MWM Evaluation Team/SME's Ensure Prod. Meets Reqmts.	Detailed Prod Review EAM Auditorium 8:00am - 5:00pm WMS/Asset Evaluation Team/SME's Ensure Prod. Meets Reqmts.	Overflow Auditorium 8:00am - 5:00pm WMS/Asset Evaluation Team/SME's Ensure Prod. Meets Reqmts.	Pull in as needed Ensure Prod. Meets Reqmts.
Monday 3/12	Tuesday 3/13	Wednesday 3/14	Thursday 3/15	Friday 3/16
SI Develops their Best and Final Offer and their Statement of Work Procurement Partners - Five Point Red Lines Vendor and Standart Contracts and Assists SI with SOW Project Staff Compiles additional information needed to start project				
Monday 3/19	Tuesday 3/20	Wednesday 3/21	Thursday 3/22	Friday 3/23
SI Develops their Best and Final Offer and their Statement of Work Procurement Partners - Five Point reviews first draft of SOW Contract Negotiation Team red-lines contracts and returns first iteration back to the SI and Vendors				
Monday 3/26	Tuesday 3/27	Wednesday 3/28	Thursday 3/29	Friday 3/30
SI and Vendors revise contracts based on Avista's first iteration Procurement Partners - Five Point and Project Staff review SI's SOW and develops the overall project plan, resource plan, project budget Contract Negotiation Team reviews BAFO				
Monday 4/2	Tuesday 4/3	Wednesday 4/4	Thursday 4/5	Friday 4/6
SI Reviews SOW changes from Avista and Five Point, and issues next version Contract Negotiation Team prepares for on site contract and SOW negotiations				
Monday 4/9	Tuesday 4/10	Wednesday 4/11	Thursday 4/12	Friday 4/13
SI and Contract Negotiation Team - on site contract and SOW negotiations				
Monday 4/16	Tuesday 4/17	Wednesday 4/18	Thursday 4/19	Friday 4/20
SI and Contract Negotiation Team - Independent Caucusing on outstanding contract issues				
Monday 4/23	Tuesday 4/24	Wednesday 4/25	Thursday 4/26	Friday 4/27
Procurement Partner - Five Point finalizes Contract Package and assits with preparation for contract approval presentations				Contracts Approved



Procurement: Resources

Procurement Resource Usage Matrix

	23-Jan	24-Jan	25-Jan	26-Jan	27-Jan	30-Jan	31-Jan	1-Feb	2-Feb	3-Feb	6-Feb	7-Feb	8-Feb	9-Feb	10-Feb	13-Feb	14-Feb	15-Feb	16-Feb	17-Feb	20-Feb	21-Feb	22-Feb	23-Feb	24-Feb	27-Feb	28-Feb	29-Feb	1-Mar	2-Mar	5-Mar	6-Mar	7-Mar	8-Mar				
Vicki Weber	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Pat Dever	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Amber Gifford		X	X				X																												X	X		
Bill Ramshaw	X				X	X																																
Bob Weisbeck	X	X					X	X																												X	X	
Cam Mallon	X				X	X																																
Catherine Mueller	X	X					X																														X	X
DJ Kinservik	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Frank Johnson				X			X																														X	
Gary Weseloh	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Greg Paulson	X				X	X																						X	X	X	X	X	X	X				
Jackie Foss	X			X	X	X	X																				X	X	X	X	X	X	X	X	X			
Janna Leaf	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Jody Morehouse	X	X	X		X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Judy Olson		X	X				X																														X	X
Karen Doran	X				X	X																					X	X	X	X	X	X	X					
Kelly Conley	X				X	X																					X	X	X	X	X	X	X					
Ken Humphries	X				X	X																					X	X	X	X	X	X						
Kevin Farrington		X		X	X	X	X																														X	
Lamont Miles	X	X	X		X	X	X	X																				X	X	X	X	X	X	X			X	X
Lauren Turner											X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Mark Michaelis		X			X	X																																
Maureen Olson	X	X			X	X																					X	X	X	X	X	X	X					
Mike Littrel				X			X																														X	
Mike Mudge	X	X	X	X	X	X	X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Mollie Weis	X	X			X	X																					X	X	X	X	X	X	X					
Peggy Blowers	X		X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Rachel Humphries	X				X	X																					X	X	X	X	X	X	X					
Renee Webb	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Robert Dodd	X	X		X	X	X	X																			X	X	X	X	X	X	X	X					
Rodney Picket		X	X				X	X																													X	X
Ron Simmons		X		X	X	X	X																														X	
Tami Judge	X				X	X	X																				X	X	X	X	X	X	X					
Teresa Damon	X	X	X		X	X	X																				X	X	X	X	X	X	X				X	X
Tom Heavey		X		X	X	X	X	X																													X	



Procurement: Budget

Six Month Procurement Prior to Capital

		YTD Total	201112	2011 Total	201201	201202	201203	201204	201205	201206	Total
Labor	920000 A & G Salaries	\$189,497	48,736	\$238,233	65,278	76,913	117,144	75,517	76,388	73,832	\$723,305
	921010 Office Supplies Gen	\$2,750		\$2,750							\$2,750
	7703999 One Leave				14,898	5,531	8,589	8,679	7,977	10,035	
	Labor Total	\$192,247	\$48,736	\$240,983	\$80,176	\$82,444	\$125,733	\$84,196	\$84,365	\$83,867	\$781,764
Non-Labor	920000 A & G Salaries	\$106,118	27,292	\$133,410	44,899	46,169	70,410	47,150	47,244	46,966	\$507,673
	921010 Office Supplies Gen	\$21,156	500	\$21,656	500	500	500	500	500	500	\$24,656
	923010 Outside Services Gen	\$201,775	38,771	\$240,546	45,800	42,200	32,000	0	0	0	\$360,526
	931010 Rents General	\$52,234	10,447	\$62,681	10,447	10,447	10,447	10,447	10,447	10,447	\$115,036
	921000 Travel				7,000	7,000	7,000	7,000	7,000	7,000	\$42,000
	Non-Labor Total	\$381,283	\$77,010	\$458,293	\$108,646	\$106,316	\$120,357	\$65,097	\$65,191	\$64,913	\$988,813
	Total Expenses	\$573,530	\$125,746	\$699,276	\$188,822	\$188,760	\$246,090	\$149,293	\$149,556	\$148,780	\$1,770,577
	N52 Budget	\$743,750	\$106,250	\$850,000	\$188,822	\$188,760	\$246,090	\$149,293	\$149,556	\$148,780	\$1,921,301
	Variance	\$170,220	(\$19,496)	\$150,724	\$0	\$0	(\$0)	\$0	(\$0)	\$0	\$150,724

Procurement: Change Management / Communication

Project Compass will involve changing business processes, systems, and roles. Organizational Change Management (OCM) supports individual employees impacted by the change through their own transitions - from their own current state to their own future state that has been created by the implementation of the new business systems. It provides a structured and intentional approach to enable individual employees to adopt the changes required by implementing these new systems.

Specific Procurement Phase OCM goals include:

- Building organizational awareness
- Building relationships and trust
- Setting expectations
- Identifying and opening communication channels

(See Appendix B to view the Change Management Plan Overview.)
(See Appendix C to view the OCM Procurement Phase Deliverables.)



PROJECT COMPASS

Current State Mapping



Current State Mapping

This section of the guidebook is specific to the Current State Mapping Phase of Project Compass.

Current State: Objective

The objective of capturing current state information for business processes is to reduce overall risk to Project Compass. By focusing on each business area affected by the change of the Work Management System (WMS), Customer Information (CSS) System, and Electric Gas Meter Application (EGMA), Mobile Workforce, Compliance List Manager, and METS, the probability of missing critical information in the blue print phase is significantly reduced. Missed processes or critical information within processes can result in delays and rework, impacting both the timeline and the budget of the overall project.

Additionally, the members of the teams will gain an understanding of the impact and scope of the project as they participate in mapping out their processes. This will facilitate work groups through the changes that will occur to the business as a result of Project Compass by fostering support and building familiarity. The efforts in current state mapping will jump start the future state blue print mapping phase as the data will be used in creating training documents, test scripts, and templates for the next phases in the project.

Current State: Scope

The scope includes capturing key attributes on current business processes across the lines of business. Teams comprised of Subject Matter Experts from the lines of business will focus on the essential process attributes and key data that will facilitate and accelerate the future state mapping exercises. There are currently 29 business areas and business process owners recognized that have catalogued 297 business processes to be mapped that involve direct use of WMS or CSS either now or in a future state.

The effort to capture current states began in the summer of 2011 with the Contact Center processes. The effort to capture the current states for the other 26 business areas will begin in earnest in February of 2012 and continue for 18 weeks completing in June. Each process mapping session is estimated to take 2 – 4 hours each and each team is estimated to have 6 – 8



Current State: Scope Continued

participants including a Facilitator, Recorder, Scribe, and 3 – 5 Subject Matter Experts (SME). The Project Team assembled Facilitators and Recorders to aid each business area with their mapping exercises.

(See Appendix D to view the Current State Master Inventory List.)

Current State: Process Overview

The methodology for capturing the current state maps includes identifying the affected lines of business, listing business process inventories for each business line, determining the supporting roles, identifying the resources necessary for each of the exercises, training the people who will be participating, and scheduling out the sessions to be completed by end of June 2012.

Some of the key attributes of the processes to be captured in the current state mapping exercises include the inputs, outputs, interfaces, mandates, source documents, roles, metrics, broken or inefficient processes, “wish list” functionality, and reports. The attached Visio template illustrates this information.

(See Appendix E to view the Current State Visio Template.)

Current State: Business Process Inventory

The business process owners cataloged 297 processes across 29 business areas. Attached are the inventory lists by business process area. As the current states for the processes are completed, these lists will be updated to track the progress for each business area. This information will then be reported out to the key stakeholders at regular intervals.

(See Appendix F to view sample process inventory list.)

Current State: Roles and Expectations

The roles for the mapping exercises include:

- Business Process Owner
- Facilitator
- Scribe
- Recorder
- Subject Matter Expert (SME)



Current State: Roles and Expectations Continued

(See Appendix G to view the current state guidelines and role document.)

(See Appendix H to view the current state ground rules document.)

Current State: Change Management / Communication

A Business Process Improvement update focused on the current state mapping process was provided to Directors, Managers, Process Owners, Facilitators, Recorders, and Subject Matter Experts November 2011 through February 2012. (See Procurement Change Management above for overall Change Management/Communication deliverables.)

(See Appendix I to view the BPI Current State Presentation.)

Current State: Training

All Facilitators, Recorders and SME's will be provided training prior to independently completing their assigned process mapping sessions. All training material will be posted on the Project Compass Share Point site as reference material.

Current State Training Matrix

Audience	Training Vehicle	Information
Directors/ Managers	Meeting/email	<ul style="list-style-type: none"> Process Guidelines, Roles, Expectations, Resource requirements, Schedule
Business Process Owners	Classroom/meeting/email	<ul style="list-style-type: none"> Process Guidelines, Roles, Expectations
Facilitators	Classroom/meeting	<ul style="list-style-type: none"> Process Guidelines, Roles, Expectations Share Point overview
	Observation	<ul style="list-style-type: none"> Observe experienced Facilitator
	Feedback	<ul style="list-style-type: none"> Experienced facilitator observes and provides feedback
Recorders/Scribes	Classroom/meeting	<ul style="list-style-type: none"> Process Guidelines, Roles, Expectations Share Point overview Visio
Subject Matter Experts (SME's)	Classroom/meeting	<ul style="list-style-type: none"> Process Guidelines, Roles, Expectations Share Point overview



Current State: Schedule

The Project Compass Current State calendar will be published on a weekly basis to the public Project Compass SharePoint Site. Please note that the main schedule will be kept in the Project Compass Current State Calendar in Outlook. If there is a discrepancy between the two, then the Outlook Calendar is considered the source document.

(See Appendix J for the full Current State Mapping Schedule.)
(See Appendix K for the Current State Mapping Gantt Schedule.)

Current State: Resources

(See Appendix L for Current State Mapping Resources by Business Area)

Current State: Budget

2012 Project Compass Current State OPER Expenses by Labor/Non-Labor											
			Project	Task	Org	201202	201203	201204	201205	201206	Total Expense
	CSS	Project Compass Current State Labor	09905569	920000		40,885	80,066	78,362	54,512	17,035	\$270,860
		Labor Expenses Total				\$49,633	\$97,198	\$97,198	\$66,178	\$20,681	\$330,888
Non-Labor	CSS	N52 - CSS Replacement Project - Supplies	09905569	921000		100	100	100	100	100	\$500
	CSS	N52 - CSS Software Purchase	09905569	921000		1,000	-	-	-	-	\$1,000
		Non-Labor Expenses Total				\$1,100	\$100	\$100	\$100	\$100	\$1,500
		Total Expenses				\$50,733	\$97,298	\$97,298	\$66,278	\$20,781	\$332,388
		Budget				\$50,733	\$97,298	\$97,298	\$66,278	\$20,781	\$332,388
		Variance				\$0	\$0	\$0	\$0	\$0	\$0
Budget is based on average of \$40.00 per hour burdened labor rate											
<u>PRELIMINARY DRAFT/CONFIDENTIAL</u>											
Please note that the information contained herein is preliminary and for discussion purposes only. It does not necessarily represent the views of Company management (and may, in some cases, represent only the views of independent consultants or advisors). Accordingly, any preliminary estimates, costs or benefits, as well as the characterizations of such, are subject to change and will be revised as, and to the extent, the project proceeds.											



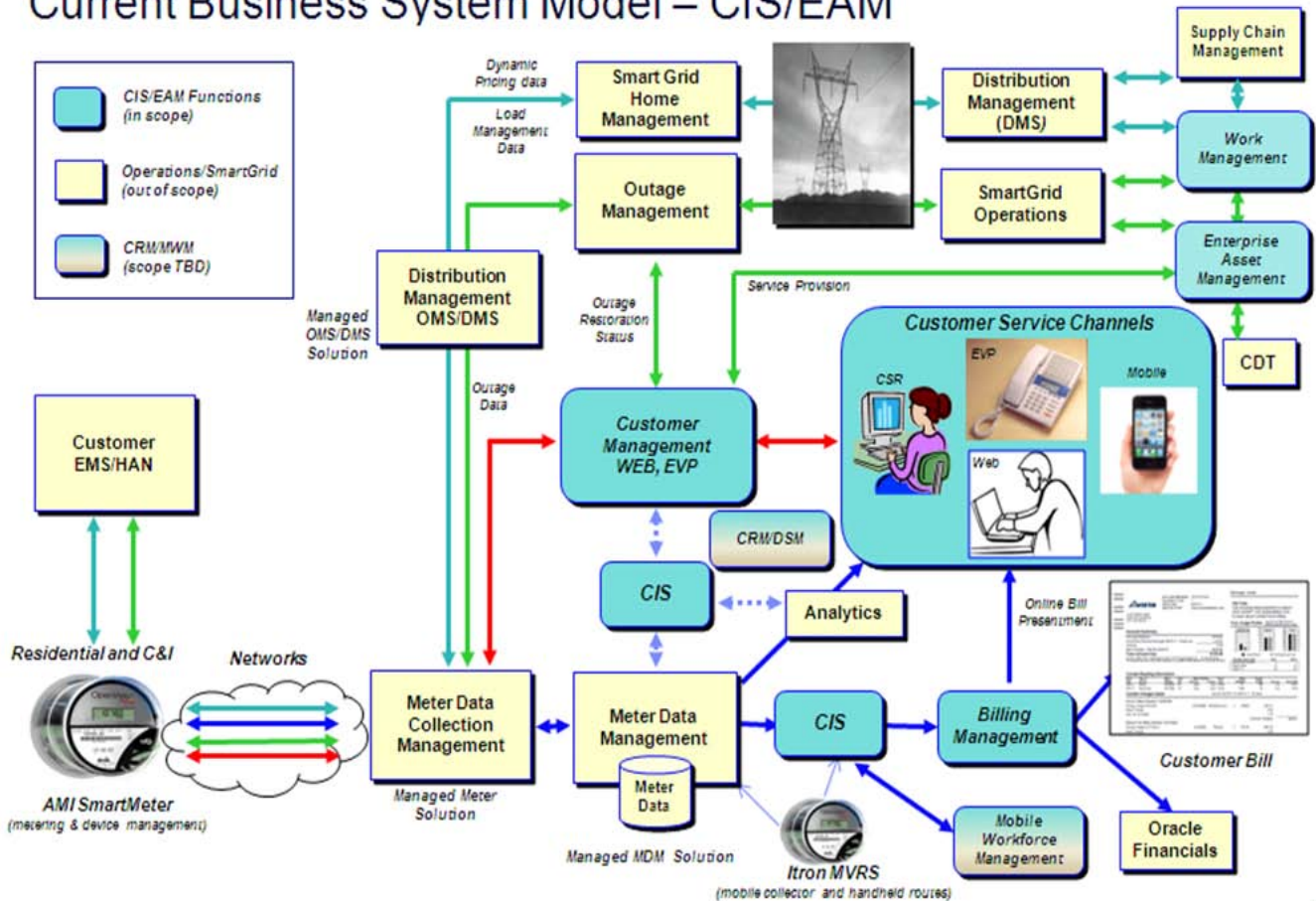
Summary

Avista’s future includes the successful implementation of an enterprise business solution which replaces our homegrown, customized systems. The ability to view one customer, many locations, and one format simplifies our work, reduces costs, and will enhance our internal and external customer experience. This Project Compass Guidebook provides the detailed approach to successfully implementing the new solution.

Appendix

APPENDIX A: Avista’s Current Business System Model

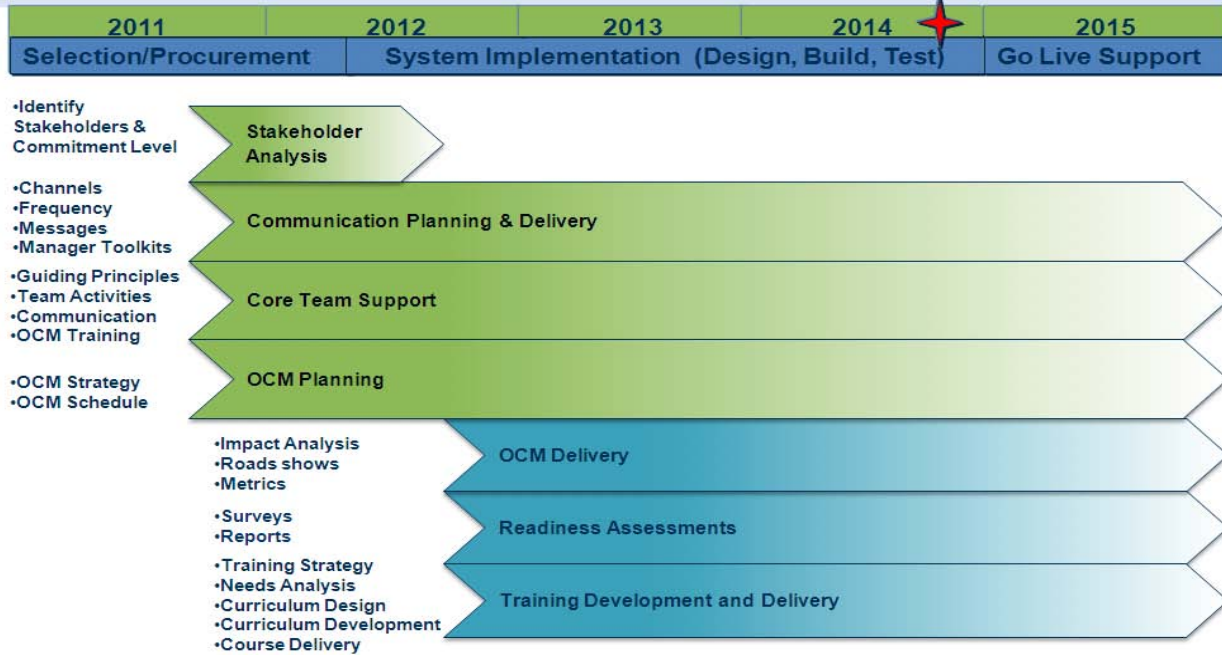
Current Business System Model – CIS/EAM





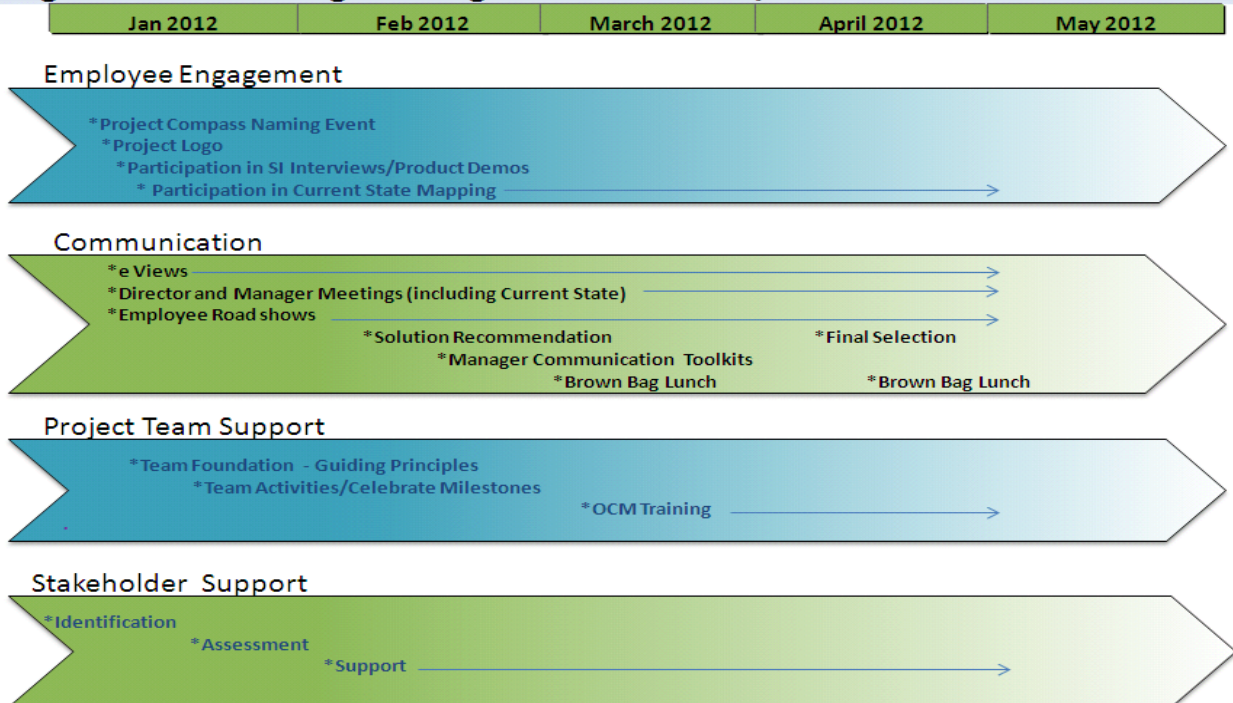
APPENDIX B: Change Management Plan Overview

Organizational Change Management Roadmap



APPENDIX C: OCM Procurement Phase Deliverables

Organizational Change Management Selection/Procurement Phase





APPENDIX D: Current State Master Inventory List

Last Update: 02-03-2012

Systems	Currently Using CSS or WMS	Business Process Area	Functional Business Leads	Business Process Owner(s)	Director	Facilitators	# of Processes	# of Current States Complete	% Complete
CSS	Yes	Contact Center: Customer Care	DJ Kinsernik	Darrin Belgardo	Mike Broemling	DJ	30	15	50%
CSS	Yes	Contact Center: Billing	Janna Leaf	Kim Casey	Mike Broemling	Janna	16	7	44%
CSS	Yes	Contact Center: Credit & Collections	Renee Webb	Jennifer Erch	Mike Broemling	Renee	24	18	75%
CSS	Yes	Meter Reading	Janna Leaf	Jackie Foss	Mike Broemling	Janna	12		0%
CSS	Yes	Treasury/Finance	Tami Judge	Angie Hayno/Tami Judge	Diane Thoren/Adam Munson	Tami	33		0%
CSS	Yes	Rates	Ken Humphries	Ken Humphries	Liz Andrews	Ken	12		0%
CSS/EGMA	Yes	Electric Motorshop	Janna Leaf	Greg Paulson	Rick Vermears	Janna	10		0%
CSS/EGMA	Yes	Gas Motorshop	David Howell	David Howell	John Schwandener	Janna	13		0%
WMS/EAM	Yes	Utility Plant Accounting	Catherine Mueller	Catherine Mueller	Adam Munson	Tami	7		0%
WMS/EAM	Yes	Electric & Gas Operations	Lamont Miles & TBA	Steve Plawman/Paul Good	Al Fisher, John Schwandener	Teresa Damon	25		0%
WMS/EAM	Yes	Electric Asset Maint: Vegetation Mgmt	Rodney Pickett	Pam Luders/Larry Lao	Kevin Christia	Amber G.	4		0%
WMS/EAM	Yes	Electric Asset Maint: Wood Pole Maint	Rodney Pickett	Pam Luders/Mark Gabbart	Kevin Christia	Amber G.	4		0%
WMS/EAM	Yes	Gas Compliance, Gas Eng, Prog Maint	Kevin Farrington	David Howell/ Faulkenberry	John Schwandener	Jody/Kevin	30		0%
MWM/Mobile	Yes	Mobile Gas & Electric	Renee Webb	Mike Litro	John Schwandener	Renee	22		0%
MWM/Mobile	Yes	Central Dispatch	Lamont Miles	Garth Brandon	Scott Kinney	Jody	7		0%
CSS	Yes	DSM Residential/Low Income	Rachelle Humphrey	Rachelle Humphrey	Pat Lynch	DJ	3		0%
CSS/CRM	Yes	DSM Regulatory and other Reporting	Mark Baker	Mark Baker	Bruce Folsom	DJ	5		0%
CSS/CRM	Yes	DSM Oregon	Kerry Shroy	Kerry Shroy	Pat Lynch	DJ	3		0%
WMS/EAM/METS	No	PCB Testing and Tracking	L Miles/R. Pickett	Darrell Soyars/Rodney Pickett	Bruce Howard, Kevin Christia	Amber G.	1		0%
WMS/EAM/METS	No	Distribution Transformers	L Miles/R. Pickett	Liz St. Mark/Eric Meier	Bob Marshall, Al Fisher	Amber G.	1		0%
WMS/EAM/METS	No	EMT	Mike Magruder	Mike Magruder	Rick Vermears	Magruder	1	1	100%
WMS/EAM/METS	No	Substation Inspections	Mike Magruder	Mike Magruder	Tim Cariberg	Magruder	1	1	100%
WMS/EAM/METS	No	Generation & Production	Bob Westbeck	Andy Vickers/Bob Westbeck	Tim Cariberg	Bob	17		0%
CRM	No	Marketing	Kelly Conley	Kelly Conley	Dana Anderson	DJ	5		0%
CSS/CRM	No	Commercial DSM/ Account Mgmt	Ann Carrey	Ann Carrey	Pat Lynch	DJ	4		0%
Totals							290	42	14%



APPENDIX E: Current State Visio Template

(Process Name) Process Current State: Version (v1) Business Process Owner: _____		Month xx, 2011 Scribe: _____	Attendeess: Facilitators: _____
Separator shows different phase of process			
Inputs	<p>Yellow Box Document inputs into the process that are needed to complete the process or triggers to start the process. These are usually NOUNS. If they are things that can be put into a check list, include a box in front such as: <input type="checkbox"/> name <input type="checkbox"/> address</p>		
Process	<p>Light Blue Box Document the actions/ processes that are carried out to complete a process. These are typically VERBS. Include what ROLE performs this.</p>		<p>Double boundary Box Shows that this process, input or output has it's own current state process.</p>
Outputs	<p>Tan Box Document outputs from the process. What was the results of the process above it? These are typically NOUNS.</p>		<p>On page reference</p>
Interfaces	<p>Light Green Box Document interfaces other than CSS. These can be vendors, stand alone reports, programs, applications, etc.</p>		

Legend:

- Light Green Box Requirements**
List any critical requirements that were not in RFP
- Dark Grey Box Broken or inefficient Processes**
- To Do: Indicate WHO is responsible for action and due date**
1.
2.
- Brown Box Document Metrics**
- Dark Green Box Document Source Documents**
- Gold Box Document Commission Mandates**
- Grey Box Document ROLES positions that interact with process**
- Salmon Box Document Wish List Ideas**



APPENDIX G: Current State Guidelines and Roles Document

Current State Mapping Guidelines and Roles

Revised: February 6, 2012

For each unique business process, a Current State needs to be captured through a Current State mapping exercise. These are the guidelines and role definitions for the Business Process Owners, Facilitators, Scribes, Recorders, and Subject Matter Experts.

Mapping Exercise Overview and Roles

In each mapping session, there will be these roles:

- Business Process Owner: (BPO) Owns processes, makes key decisions, gives final approvals and sign-offs on Current State maps.
- Facilitator: Leads the sessions, watches time, facilitates closure on issues.
- Scribe: Captures information on white board.
- Recorder: Captures information in Visio.
- Subject Matter Experts: (SMEs) Provide expertise in their particular subject.

Teams may also benefit from having someone able to project information onto a screen to facilitate the discussion. In some instances, the Facilitator, the Scribe, and/or the Business Process Owner may be the same person.

The Current State process will be mapped in Visio, but should first be captured on a white board to start. The Visio template is located at:

<http://sharepoint/projects/CSS/team/Business%20Process%20Current%20State/BP%20Guidelines%20and%20Master%20Documents/Template%20Current%20State%20110111.vsd>

Version Control:

The BPO will be responsible to approve and sign off on the final Visio Current State maps. The status of the document should be indicated as “In Progress” on SharePoint until the final sign off, and then marked “Final” by Lauren Turner. If a change needs to occur after this, the document should be checked out, modified, forwarded to the BPO for approval, and then rechecked in with comments. When making significant changes to a Visio document, please work through Lauren Turner and she will assist with revising the version of the document.

List of Items Needed:

1. Ground Rules Poster
2. Multiple white boards with 5 swim lanes drawn on them
3. Various colored white board markers – one distinct color for each lane
4. Current State templates (a blank one and a pre-filled one with requirements)



5. Projector
6. Visio on a laptop

Business Process Owner

The Business Process Owner will have these responsibilities:

1. Prior to scheduling the Current State exercises, create an inventory of business processes that are integrated with the systems associated with Project Compass. These will then need to be prioritized as high, medium, or low and the SMEs will need to be identified. Please use the 80/20 rule for prioritizing. This list should be emailed to **Lauren Turner** each time it is modified so she can track the changes. She will post these on SharePoint and use them for tracking our progress.
 - a. *High = Critical and/or process done on a continuous basis*
 - b. *Medium = Important and/or frequent process*
 - c. *Low = Rarely done, not critical to business*
2. Approve final Current State maps in a timely manner.
3. Mediate and make final decisions on process steps that are in dispute or to pick a “best practice”.

Scribe

The Scribe will have these responsibilities:

1. Capture these elements on the board:
 - a. Business process name
 - b. Start and stop times
2. Capture the process on the white board in the same format as it looks on the Visio template. It is faster and easier to do this exercise on the whiteboard rather than in Visio. Use a different color dry erase pen for each lane for clarity.
3. Ask any clarifying questions that might be helpful.

Recorder

The Recorder will have these responsibilities:

1. Capture these elements into the Visio diagram:
 - a. Business process name
 - b. Date
 - c. SMEs
 - d. Facilitator, Scribe, Recorder
 - e. Business Process Owner
 - f. Start and stop times
 - g. Version (typically version 1)
2. Transfer the Current State process from the white board into a Visio diagram.
3. Name the Visio Current State map with the process name and do a “save as” for the map.
4. Ask any clarifying questions that might be helpful during the Current State session.



5. Send the Visio diagram to the Facilitator when complete.

Subject Matter Experts (SMEs)

The SMEs will have these responsibilities:

1. Provide expertise about the process pertaining to their particular roles during the Current State mapping session.
2. Provide input on recommendations for the process.
3. Be respectful of others and to follow the Ground Rules.
4. Be willing and open to change, agree to disagree, and support decisions made with a positive attitude.
5. Use time wisely and efficiently by working quickly to conclusions.
6. Defer impasses to the Facilitator who may move the issue to the BPO for input and a decision.

Facilitator

The Facilitator will have the job of guiding the group through the Current State mapping process, and will have these responsibilities:

1. Organize and schedule the mapping sessions through the designated Compass Current State Outlook Calendar. Use the Mirabeau conference rooms as much as possible for the sessions. *Be sure to include the SMEs identified, and the Business Process Owner. The Scribe and Recorder will be pre-assigned to your session.*
2. Assign someone to use projector to demonstrate certain steps in the system if needed.
3. Review the Ground Rules (post them on the wall).
4. Strive to keep each session to 2-4 hours in length. ***Please be aware of the resource commitment in each session and drive to get these sessions completed as quickly and efficiently as possible.***
5. Keep the discussion moving and help the team to land on a best practice if more than one process is practiced.
6. Defer issues that are at an impasse to the Business Process Owner for resolution.
7. Ask if there are any special situations that don't fit into the normal process.
8. Capture the key attributes (in the "swim lanes") that the Facilitator should concentrate on include:
 - Inputs: These are the elements, triggers, and "things" needed to do the process. They are typically nouns. They may be attributes such as names, addresses, etc. (Check boxes are recommended to ease the fit/gap process that will take place later.)
 - Process: Focus on key action steps, roles, and handoffs. These are typically verbs. Capture what is manual and what is automated. There may be a need to have more than one swim lane for the process to represent different roles.
 - Outputs: Capture the results or products from the process. These are typically nouns.
 - Interfaces: The system interfaces can include CSS, WMS, Mobile, AFM, etc.
9. Send the completed Visio Current State map to the BPO to proof read and give final approval.



10. After approval from the BPO, send final Visio diagram to Lauren Turner. Lauren will be responsible for taking “To Do’s”, “Business Requirements”, “Wish List”, “Broken Processes”, etc., and transferring them to master lists.

During the session, the Facilitator will also capture in separate boxes at the bottom:

1. Roles: Who does this process?
2. Wish list items: What would make the process more efficient? (i.e. automation v. manual)
3. Mandates: What mandates guide this process?
4. Source Documents: Which documents are sources for this process?
5. Metrics: What metrics are used from this process? What metrics would be good to have in the future?
6. “To Do’s” or action items that need follow-up. Be sure to capture who is responsible and the delivery date.
7. Broken/inefficient Processes that need to be addressed (i.e. process is currently not working well and needs decision to move forward.)
8. System Requirements not in RFP.
9. Reports that are generated from or used in this process.

The Facilitator should also go over these points before or during the session:

1. Is there any pre-work to be done prior to the Current State mapping? (*ask in advance of the meeting*)
2. Ask: Are there any metrics or data that you need or are used from this process?
3. Ask: Did we uncover any critical business requirements in the Current State exercise that were not captured in the RFP? (*This question is directed mostly to the Business Process Owner.*)
4. Ensure everyone have the account number to charge time to. **09905569 920000**
5. Ensure the Business Process Owners have the “RFP – Requirements” document? It is located at:
<http://sharepoint/projects/CSS/Documents/Forms/AllItems.aspx?RootFolder=%2Fprojects%2FCSS%2FDocuments%2FProject%20Compass%20RFP%20Requirements&FolderCTID=0x012000CB730C15F3B8764DAD1AE2DFB621A326&View={B5B8C490-F8A1-4F64-B73A-4100DA6FDE6A}&InitialTabId=Ribbon%2EDocument&VisibilityContext=WSSTabPersistence>
7. Update the BPO on any issues.
8. Look for opportunities (wish list) to optimize processes and procedures by leveraging the new system features and functionality. Ask open-ended questions to arrive at the best information.
9. Be willing and open to change, agree to disagree and support decisions made with a positive attitude.



APPENDIX H: Current State Ground Rules Document

Ground Rules

Review the mapping session guidelines and roles

Everyone participates

One conversation at a time

Technology free zone (pagers/cells quieted)

Listen as an ally – Listen for understanding

Be respectful and open to the opinion of others

Respect confidentiality

Ask clarifying questions: “Can you give me an example?”

Ask probing questions: “What would happen if...?”

Start and finish on time



APPENDIX I: BPI Current State Presentation



Project Compass
Business Process Improvement Update
 Jody Morehouse

November 15, 2011

Agenda

- Business Process Improvement Role
- Current State Analysis
 - Process overview
 - Impact to you and your teams
 - Timeline
- Partnering for Success



Customer Service System and Work Management System Replacement

Business Process Improvement Role Overview

- Provide leadership in developing, monitoring, and meeting the business process improvement (BPI) objectives of Project Compass.
- Facilitate teams through the documentation of current state processes and the gathering of requirements and opportunities for improvement.
- Facilitate and/or participate on teams in the development of future state processes based on new system capabilities.
- Lead process alignment through fit-gap analysis where opportunities for process changes and/or system enhancements will be identified while ensuring customer satisfaction, process efficiency, and process quality.

Customer Service System and Work Management System Replacement

What is a "Current State?"

- "It is what it is."
 - Documents **how we are doing business today, not how we think we should do it.**
- Establishes foundation to compare the new systems to our current systems, and map out how we want to do business in the future
- *First step in aligning processes and identifying best practices*
- Opportunity to capture future process improvements




Customer Service System and Work Management System Replacement

What is our approach?

- Identify process owners for each impacted business area
 - 29 areas identified
- Create inventory of processes that touch the systems being replaced
 - Prioritization: 80/20 rule
 - Contact Center identified 78 processes
 - Anticipating more than 300 total processes
- For each unique business process, a current process is mapped
 - Inputs, Outputs, Key Process Steps and Interfaces are identified and documented.
 - Each mapping session has a facilitator, scribe, business process owner and any subject matter experts necessary to capture current state process.



Customer Service System and Work Management System Replacement





APPENDIX J: Current State Mapping Schedule

Week One

Current State Mapping Week 1 (Week of Feb. 6th)

Monday	Tuesday	Wednesday	Thursday	Friday
		Feb 8 2012	Feb 9 2012	Feb 10 2012
		8:00-12:00	12:30-4:00	10:00-2:00
		4 hrs	3.5 hrs.	4 hrs
		CR 701	CR 791	CR 701
		Electric Meter Inventory	Remote Disconnect/Reconnect	Creating Jobs
		Attendees:	Attendees:	Attendees:
		Facilitator: Janna Leaf	Facilitator: Janna Leaf	Facilitator: Teresa Damon
		Recorder: Michelle Heskett	Recorder: DJ Kinservik	Recorder: Michelle Heskett
		Scribe: Bobbi Jo Pemberton	Scribe: Renee Webb	Scribe: Janna Leaf
		Mollie Weis	DJ Kinservik	Steve Plewman
		Sarah Sather	Janna Leaf	Janna Leaf
		Mark Poirier	Patty Batters	Paul Good
		Janna Leaf	Jennifer Willis	Ted Boyle
		Greg Paulson	Greg Paulson	Lamont Miles
			Mike Littrel/Carie Mourin	Charmaine Hedit/Steve Aubuchon

Feb 8 2012
10:00-12:00
2 hrs
CR 702
Life Support
Attendees:
Facilitator: DJ Kinservik
Recorder: Amber Solverson
Scribe: Nancy Upham
Debi Neumauer
Missy Gores
Tamara Carter
Amber Solverson
Renee Webb



APPENDIX J: Current State Mapping Schedule Continued

Week 2

Current State Mapping Week 2

Monday	Tuesday	Wednesday	Thursday	Friday
Feb 13th 2012	Feb 14th 2012	Feb 15th 2012	Feb 16th 2012	Feb 17th 2012
9:00-12:00	10:00-1:30	8:00-12:00	12:30-4:00	8:00-12:00
3 hrs	3.5 hrs	4 hrs.	3.5 hrs	4 hrs
CR 140	CR 701	CR 702	CR 702	CR 702
Internal Needs Asses.	Mapping of Service Agreements	Leak Survey Follow-Up	Comment	PUC Complaint
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Bob Weisbeck	Facilitator: Teresa Damon	Facilitator: Jody Morehouse	Facilitator: DJ Kinservik	Facilitator: DJ Kinservik
Recorder: Karen Kusel	Recorder: Michelle Heskett	Recorder: Michelle Heskett	Recorder: Michelle Heskett	Recorder: Michelle Heskett
Jerry Cox	Scribe: Janna Leaf	Scribe: Bobbi Jo Pemberton	Scribe: Amber Solverson	Scribe: Amber Solverson
Hull	Steve Aubuchon/Connie Gorman	Shawn Gallagher	Amber Solverson	Tamara Carter
Alan Lackner	Paul Good/Lamont Miles	Sonia Johnson	Deb Noah	Amanda Reinhardt
Karen Terpak	Michelle Heskett/DJ Kinservik	Kath Cordery	Nancy Upham	Amber Solverson
Andy Vickers	Karen Cornwell/Janna Leaf	Virgina Omoto		Deb Noah
Steve Wenke	Ted Boyle/Steve Plewman	Mike Faulkenberry		
	Judy Olson	Robert Cloward		

Feb 13th 2012	Feb 14th 2012	Feb 15th 2012	Feb 16th 2012
1:00-5:00	8:00-12:00	12:00-4:00	8:00-11:00
4 hrs.	4 hrs	4 hrs.	2 hrs.
CR 702	CR 702	CR 702	CR 140
REVCAE, REVCSS, REVHBL, and REVCORR Processing	Leak Survey	CSSCAE & SJ451 GL & Projects Transactions Processing	Veg. Mgmt. Process 1 of 2 (Building a Job)
Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Tami Judge	Facilitator: Jody Morehouse	Facilitator: Tami Judge	Facilitator: Amber Gifford
Recorder: Amber Solverson	Recorder: DJ Kinservik	Recorder: Amber Solverson	Recorder: Cherie Hirschberger
Scribe: Janna Leaf	Scribe: Amber Solverson	Scribe: Janna Leaf	Scribe: None Needed
Karen Doran	Shawn Gallagher	Karen Doran	Pam Luders
Mollie Weis	Sonia Johnson	Janna Leaf	Larry Lee
Cindy Healy	Robert Cloward	Mollie Weis	Chris Richardson
Janna Leaf	Virgina Omoto	Maureen Olson	Cherie Hirschberger
Adam Munson	Kevin Farrington	Cindy Healy	
Maureen Olson	Mike Faulkenberry	Adam Munson	

Feb 14th 2012
12:30-4:00
3.5 hrs
CR 702
Field Request (EMS, Meter Reading)
Attendees:
Facilitator: Renee Webb
Recorder: DJ Kinservik
Scribe: Amber Solverson
Nancy Upham
Theresa Reimer
Jackie Foss
Sarah Sather



APPENDIX J: Current State Mapping Schedule Continued

Week 3

Current State Mapping Week 3

Monday	Tuesday	Wednesday	Thursday	Friday
Feb 20th 2012	Feb 21st 2012	Feb 22nd 2012	Feb 23rd 2012	Feb 24th 2012
10:00-2:00	8:00-12:00	8:00-12:00	1:00-4:00	9:00-12:00
4 hrs	4 hrs	4 hrs	3 hrs	3 hrs
CR 701	CR 701	CR 701	CR 145	CR 412A
Locates/Permits/Right of Way Tasks	Elec Meter Shop Testing	CSSCAE & SJ451 GL Transactions: Suspense & Clearing of Suspense; Unpostable; Return Payments	GOC Management	Campaign Mgmt.
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Teresa Damon	Facilitator: Janna Leaf	Facilitator: Tami Judge	Facilitator: Bob Weisbeck	Facilitator: DJ Kinservik
Recorder: Michelle Heskett	Recorder: Amber Solverson	Recorder: Michelle Heskett	Recorder: Karen Kusel	Recorder: Amber Solverson
Scribe: Janna Leaf	Scribe: Nancy Upham	Scribe: Janna Leaf	Scribe	Scribe: Kelly Conley
Nancy Carrol/Ted Boyle	Robert Dodd	Karen Doran	Steve Esch	Kelly Conley/Rob Wagner
Steve Aubuchon/Frank Binder	Mark Poirier	Janna Leaf	Ron Hargrave	Marry Cozza Broemeling
Todd Cornell/Paul Good	Sarah Sather	Gayle Gonser	Alan Lackner	Mary Tyrie/Scott Phipps
Lamont Miles/Connie Gorman	Greg Paulson	Angie Hayne	Karen Terpak	Colette Bottinelli
Genna Lehti/Michelle Heskett	Judy Olson	Denise Burns/Sue Senescall	Andy Vickers	Dana Anderson
Darrell Soyars/Tim Mair		Jeannie Schmidt/Gudu Fischer	Jerry Cox	Scott Steele
Luann Weingart/Steve Plewman				

Feb 21st 2012	Feb 22nd 2012
1:00-4:30	8:00-11:00
3.5 hrs.	2 hrs.
CR 702	CR 145
Gas Unit Assembly Maintenance	Veg. Mgmt. - Process 2 of 2 (WMS/CSS)
Attendees:	Attendees:
Facilitator: Kevin Farrington	Facilitator: Amber Gifford
Recorder: Bobbi Jo Pemberton	Recorder: Cherie Hirschberger
Scribe: Nancy Upham	Scribe: Amber Gifford
Dan Wisdom	Pam Luders
Janna Leaf	Larry Lee
David Howell	Chris Richardson
Mitch Cornwell	Cherie Hirschberger

Feb 24th 2012
10:00-2:30
4.5 hrs
CR 702
Gas Trouble, Other See Comments, CO Investigation
Attendees:
Facilitator: Kevin Farrington
Recorder: Michelle Heskett
Scribe: Bobbi Jo Pemberton
David Howell
Jody Morehouse
Mike Littrel

Week 4

Current State Mapping Week 4

Monday	Tuesday	Wednesday	Thursday	Friday
	Feb 28th 2012	Feb 29th 2012		
	8:00-12:00	1:00-4:00		
	4 hrs.	3 hrs.		
	CR 702	CR 702		
	Code 5, Avista Side/Customer	Code 9 and Grade 1		
	Attendees:	Attendees:		
	Facilitator: Kevin Farrington	Facilitator: Kevin Farrington		
	Recorder: Amber Solverson	Recorder: Amber Solverson		
	Scribe: Bobbi Jo Pemberton	Scribe: Bobbi Jo Pemberton		
	Mike Littrel	David Howell		
	David Howell	Mike Littrel		
	Linda Burger	Linda Burger		
	Jenny Bushnell	Jenny Bushnell		



APPENDIX J: Current State Mapping Schedule Continued

Week 5

Current State Mapping Week 5

Monday	Tuesday	Wednesday	Thursday	Friday
March 5th 2012		March 7th 2012	March 8th 2012	
10:00-2:00		8:00-10:00	1:00-4:30	
4 hrs		2 hrs	3.5 hrs.	
CR 701		CR 701	CR 702	
Remarks Field/Work Folders		Refunds & Unclaimed Processing	Moveable Pipe Inspection	
Attendees:		Attendees:	Attendees:	
Facilitator: Teresa Damon		Facilitator: Tami Judge	Facilitator: Kevin Farrington	
Recorder: Michelle Heskett		Recorder: Amber Solverson	Recorder: Amber Solverson	
Scribe: Janna Leaf		Scribe: Janna Leaf	Scribe: Nancy Upham	
DJ Kinservik/Michelle Heskett		Karen Doran	Linda Burger	
Steve Aubuchon/Steve Plewman		Janna Leaf	David Howell	
Sheila Ward/Renee Webb		Laura Brittain	Jenny Bushnell	
Frank Binder/Ted Boyle		Amanda Reinhardt		
Lamont Miles/Sheryl Florance		Kerry Shroy		
Paul Good/Patti Horbiowski				

March 7th 2012	March 8th 2012
10:00-12:00	10:00-2:00
2 hrs	4 hrs.
CR 701	CR 701
Sales Tickets	Developments Financials
Attendees:	Attendees:
Facilitator: Tami Judge	Facilitator: Teresa Damon
Recorder: Amber Solverson	Recorder: Michelle Heskett
Scribe: Janna Leaf	Scribe: Janna Leaf
Karen Doran	Connie Gorman
Janna Leaf	Ken Carlson
Tami Judge	Sheryl Florance
Gayle Gonser	Linda Fleming
Howard Grimsrud	Michelle Heskett
Kerry Shroy	Paul Good
	Steve Aubuchon
	Frank Binder/Lamont Miles
	Ted Boyle/Steve Plewman

March 7th 2012
1:00-5:00
4 hrs.
CR 702
Gas Trouble, Damage No Leak/ Residual Follow-Up
Attendees:
Facilitator: Kevin Farrington
Recorder: Michelle Heskett
Scribe: Margie Clarity
Karen Doran
Janna Leaf
Tami Judge
Gayle Gonser
Howard Grimsrud
Kerry Shroy



APPENDIX J: Current State Mapping Schedule Continued

Week 6

Current State Mapping Week 6

Monday	Tuesday	Wednesday	Thursday	Friday
March 12th 2012	March 13th 2012	March 14th 2012	March 15th 2012	March 16th 2012
9:00-12:00	9:30-12:00	10:00-2:30	12:30-4:00	1:00-3:00
3 hrs	2.5 hrs	4.5 hrs	3.5 hrs	2 hrs
CR 145	CR702	CR 701	CR 701	CR 701
GCM Mgmt	Switched Meters	Assigning Materials/Asphalt Concrete Repair	Retire Elec Met Equip./Meter Test Boards	Online Cash/Medford
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Bob Weisbeck	Facilitator: Janna Leaf	Facilitator: Teresa Damon	Facilitator: Janna Leaf	Facilitator: Tami Judge
Recorder: Karen Kusel	Recorder: Margie Clarity	Recorder: Michelle Heskett	Recorder: Michelle Heskett	Recorder: Michelle Heskett
Scribe: Weisbeck to Provide	Scribe: Deb Noah	Scribe: Janna Leaf	Scribe: Deb Noah	Scribe: Janna Leaf
Andy Vickers	Theresa Reimer	Michelle Heskett/Steve Aubuchon	Janna Leaf	Karen Doran
Ron Hargrave	Gayle Gonser	Frank Binder/Paul Good	Mark Poirier	Janna Leaf
Alan Lackner	Heather Acord	David Scalido/Ted Boyle	Sarah Sather	Denise Burns
Karen Terpak		Karen Cornwall/Lamont Miles	Mollie Weis	Angela Hayne
Steve Wenke		Steve Plewman/Marshall Law	Robert Dodd	Sue Senescall
Wiggins/Cox		Maria Sullivan/Patti Horobiowski	Greg Paulson	Debbie Williams
March 12th 2012	March 13th 2012		March 15th 2012	March 16th 2012
8:30-11:30	10:00-12:00		8:00-11:00	3:00-5:00
3 hrs	2 hrs		2 hrs.	2 hrs
CR 702	CR 412 B		CR 702	CR 701
Special Handling	Tracking Enrollments/Terminations		Client Relationship Management, Proactive / Reactive Monthly Reporting	Online-Cash/Cust Serv - Recoveries
Attendees:	Attendees:		Attendees:	Attendees:
Facilitator: DJ Kinservik	Facilitator: DJ Kinservik		Facilitator: DJ Kinservik	Facilitator: Tami Judge
Recorder: Nancy Upham	Recorder: Amber Solverson		Recorder: Amber Solverson	Recorder: Michelle Heskett
Scribe: Deb Noah	Scribe: Kelly Conley		Scribe: Kelly Conley	Scribe: Janna Leaf
Theresa Reimer	Kelly Conley		Ann Carey	Karen Doran
Amber Solverson	Mary Cozza Broemeling		Sue Baldwin	Tami Judge
Deb Noah	Mary Tyrle		Catherine Bryan	Janna Leaf
	Colette Bottinelli		Kerry Shroy	Denise Burns
	Dana Anderson/ Scott Phipps			Angela Hayne/Amanda Ghering
	Scott Steele/Rob Wagner			Sue Senescall/Kim Styles
	March 13th 2012		March 15th 2012	March 16th 2012
	12:30-4:00		1:00-5:00	8:30-11:30
	3.4		4 hrs.	3 hrs.
	CR 702		CR 702	CR 701
	Diversion		AC Inspection	Elec Mtr Shop Testing - Selection and Reporting
	Attendees:		Attendees:	Attendees:
	Facilitator: Renee Webb		Facilitator: Jody Morehouse	Facilitator: Janna Leaf
	Recorder: Michelle Heskett		Recorder: Amber Solverson	Recorder: Bobbie Jo Pemberton
	Scribe: Nancy Upham		Scribe: Bobbi Jo Pemberton	Scribe: Nancy Upham
	Alene Clayton		Shawn Gallagher	Judy Olson
	Heather Acord		Sonia Johnson	Bob Hooper
	Greg Paulson		Erika Jacobs	Shana Gail
	Theresa Reimer		Robert Cloward	Mark Poirier
	Kim Casey		Virginia Omoto	Sarah Sather
			Mike Faulkenberry/Jenny Bushnell	Greg Paulson
	March 13th 2012			March 16th 2012
	8:00-11:00			8:30-11:30
	3 hrs.			3 hrs.
	CR 140			CR 701
	Maps, Work Plan, Inspection Work, FollowUp Work			Elec Mtr Shop Testing - Selection and Reporting
	Attendees:			Attendees:
	Facilitator: Amber Gifford			Facilitator: Janna Leaf
	Recorder: Cherie Hirschberger			Recorder: Deb Noah
	Scribe: Amber Gifford			Scribe: Amber Solverson
	Pam Luders			Judy Olson
	Mark Gabert			Bob Hooper
	Ivan Rounds			Shana Gail
	Cherie Hirschberger			Mark Poirier
				Sarah Sather
				Greg Paulson
				March 16th 2012
				10:00-2:00
				4 hrs.
				CR 702
				Moveable Pipe Pt. 2 Follow-Up etc.
				Attendees:
				Facilitator: Kevin Farrington
				Recorder: Margie Clarity
				Scribe: DJ Kinservik
				Linda Burger
				David Howell
				Jenny Bushnell



APPENDIX J: Current State Mapping Schedule Continued

Week 7

Current State Mapping Week 7

Monday	Tuesday	Wednesday	Thursday	Friday
March 19th 2012	March 20th 2012	March 21st 2012	March 22nd 2012	March 23rd 2012
10:00-2:00	8:30-11:30	12:30-2:30	1:30-4:00	8:30-11:30
4 hrs	2 hrs	2 hrs	3.5 hrs	3 hrs
CR 701	CR 702	CR 412B	CR 701	CR 702
Job Design/Estimates	Third Party Notification	Communication Preferences	DSM, Residential Rebate Processing & Payment	Information Request
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Teresa Damon	Facilitator: DJ Kinservik	Facilitator: DJ Kinservik	Facilitator: DJ Kinservik	Facilitator: DJ Kinservik
Recorder: Michelle Heskett	Recorder: Amber Solverson	Recorder: Amber Solverson	Recorder: Amber Solverson	Recorder: Deb Noah
Scribe: Janna Leaf	Scribe: Deb Noah	Scribe: Kelly Conley	Scribe: Rachelle Humphrey	Scribe: Amber Solverson
Steve Plewman/Michelle Heskett	Amanda Reinhardt	Kelly Conley	Rachelle Humphrey	Amber Solverson
Lamont Miles/Mark Hansen	Tamara Carter	Mary Cozza Broemeling	Chris Drake	Deb Noah
Ted Boyle/Paul Good	Deb Noah	Mary Tyrie/Tom Heavey	Renee Coelho	Nancy Upham
Kelly Donahoue/Steve Aubuchon		Colette Bottinelli	Renesha Conley/Kathy Carpenter	Rachelle Humphrey
Frank Binder		Dana Anderson/Mary Inman	Roxanne Williams	
		Scott Steele/Scott Phipps	Kerry Shroy/Stacie Friend	

March 20th 2012	March 21st 2012	March 22nd 2012	March 23rd 2012
12:30-4:00	8:00-12:00	8:00-12:30	9:00-12:00
3.5 hrs	4 hrs.	4.5 hrs.	3 hrs
CR 702	CR 702	CR 702	CR 145
Collection Not. Action Card Mins.	Catholic Annual Inspections	Meter Reading Access Problems, Reading Remarks and Instructions	Construction Mgmt and Inspection
Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Renee Webb	Facilitator: Jody Morehouse	Facilitator: Janna Leaf	Facilitator: Bob Weisbeck
Recorder: Michelle Heskett	Recorder: Deb Noah	Recorder: Deb Noah	Recorder: Karen Kuse!
Scribe: Deb Noah	Scribe: Bobbie Jo Pemberton	Scribe: Michelle Heskett	Scribe: Provided by Weisbeck
Amanda Reinhardt	Mike Faulkenberry	Jackie Foss	Cody Krogh
Tamara Carter	Gary Douglas	Allyn Smith	Debbie Biggs
	Pamela Home	Robin Hunter	John Hamill
	Erika Jacobs		Eric Atkinson
			Lin Miller
			Tammie Miller/Tom Zimmerer

March 20th 2012
1:00-4:00
3 hrs.
CR 145
Engineer Work Assignment Process
Attendees:
Facilitator: Bob Weisbeck
Recorder: Karen Kuse!
Scribe: Provided by Weisbeck
Steve Wenke
Glen Farmer
Mike Gonnella
John Hamill
Jason Graham
Kristina Newhouse/Ryan Bean

March 20th 2012
1:00-5:00
4 hrs.
CR 701
AC Follow Up Orders
Attendees:
Facilitator: Jody Morehouse
Recorder: Amber Solverson
Scribe: Bobbi Jo Pemberton
Shawn Gallagher
Sonia Johnson
Kathy Cordery
Erika Jacobs
Robert Cloward/ Jenny Bushnell
Virginia Omoto/Mike Faulkenberry



APPENDIX J: Current State Mapping Schedule Continued

Week 8

Current State Mapping Week 8

Monday	Tuesday	Wednesday	Thursday	Friday
March 26th 2012	March 27th 2012	March 28th 2012	March 29th 2012	March 30th 2012
8:00-5:00	1:00-5:00	10:00-2:00	9:00-11:00	8:00-12:00
8 hrs	4 hrs.	4 hrs.	2 hrs.	4 hrs.
CR 701	CR 701	CR 701	CR 428	CR 702
Oracle AR processes that may be moved to new CIS system	Isolated Steel Survey	Work location tabs or premise-assigning the jobs	DSM, Low Income Weatherization Processing and Payment	Tax Reporting
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Tami Judge	Facilitator: Jody Morehouse	Facilitator: Teresa Damon	Facilitator: DJ Kinservik	Facilitator: Tami Judge
Recorder: Michelle Heskett	Recorder: Amber Solverson	Recorder: Michelle Heskett	Recorder: Amber Solverson	Recorder: Deb Noah
Scribe: Janna Leaf	Scribe: Nancy Upham	Scribe: Janna Leaf	Scribe: Rachelle Humphrey	Scribe: Janna Leaf
Karen Doran	Gary Douglas	Steve Plewman/Lamont Miles	Rachelle Humphrey	Karen Doran
Janna Leaf	Pamela Horne	Sheryl Florance/Paul Good	Renee Coelho	Janna Leaf
Gudu Fischer	Erika Jacobs	Ted Boyle/Steve Aubuchon	Chris Drake	Catherine Cooper
Monica Bannon	Mike Faulkenberry	Frank Binder/Connie Gorman	Kristine Meyer	Yvonne Cook
Jeannie Schmidt		Michelle Heskett		Don Falkner
Catherine Mueller				

March 26th 2012	March 27th 2012
1:00-5:00	1:00-5:00
4 hrs.	4 hrs.
CR 702	CR 702
CP Follow Up	Cash Processing
Attendees:	Attendees:
Facilitator: Jody Morehouse	Facilitator: Tami Judge
Recorder: Amber Solverson	Recorder: Bobbi Jo Pemberton
Scribe: Deb Noah	Scribe: Janna Leaf
Gary Douglas	Karen Doran
Gary Horne	Janna Leaf
Katy Cordrey	Denise Burns
Erika Jacobs	Angela Hayne
Mike Faulkenberry	Sue Senescall
	Rosemary Coulson/Diane Thorne

March 29th 2012
12:30-4:00
3.5 hrs
CR 702
Returned Payments
Attendees:
Facilitator: Renee Webb
Recorder: Michelle Heskett
Scribe: Janna Leaf
Kym Stiles
Deb Noah
Amanda Reinhardt

March 29th 2012
1:00-4:00
3 hrs.
CR 145
As Built Drawing Mgmt.
Attendees:
Facilitator: Bob Weisbeck
Recorder: Karen Kusel
Scribe: Weisbeck to Provide
Steve Wenke/Mike Gonnella
John Hamill/Glen Farmer
Ron Hargrave/Mary Jensen
Tom Whitehead/Jeff Marsh
Clint Laws



APPENDIX J: Current State Mapping Schedule Continued

Week 9

Current State Mapping Week 9

Monday	Tuesday	Wednesday	Thursday	Friday
April 2nd 2012		April 4th 2012		April 6th 2012
8:30-11:30		10:00-2:30		8:00-11:00
3 hrs		4.5 hrs		2 hrs
CR 702		CR 701		CR 702
				Sales including Competitive Situations and Contract Negotiation
Email Address		Job Scheduling		
Attendees:		Attendees:		Attendees:
Facilitator: DJ Kinservik		Facilitator: Teresa Damon		Facilitator: DJ Kinservik
Recorder: Deb Noah		Recorder: Michelle Heskett		Recorder: Amber Solverson
Scribe: Nancy Upham		Scribe: Janna Leaf		Scribe: Janna Leaf
Amber Solverson		Lamont Miles/Ted Boyle		Ann Carey
Nancy Upham		Steve Aubuchon		Sue Baldwin
Stacie Friend		Deb Denney/Katy Cordery		Catherine Bryan
Deb Noah		Steve Plewman/Paul Good		
		Charmaine Heidt/Eric Rosentrater		
		Kelly Donohue/Shane Pacini		



APPENDIX J: Current State Mapping Schedule Continued

Week 10

Current State Mapping Week 10

Monday	Tuesday	Wednesday	Thursday	Friday
April 9th 2012	April 10th 2012	April 11th 2012	April 12th 2012	April 13th 2012
1:00-4:00	10:00-3:00	9:00-11:00	8:30-11:30	9:00-12:00
3 hrs.	5 hrs.	2 hrs.	2 hrs.	3 hrs.
CR 702	CR 701	CR 428	CR 702	CR 145
Newsletters/Customer Communication	Invoice Job prior to construction, Invoice Job when closed	Net-Metering: Renewable (Schedule 63)	Merge Customer	Engineer Information Management
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: DJ Kinservik	Facilitator: Teresa Damon	Facilitator: DJ Kinservik	Facilitator: DJ Kinservik	Facilitator: Bob Weisbeck
Recorder: Amber Solverson	Recorder: Michelle Heskett	Recorder: Amber Solverson	Recorder: Deb Noah	Recorder: Karen Kusel
Scribe: Janna Leaf	Scribe: Janna Leaf	Scribe: Rachelle Humphrey	Scribe: Amber Solverson	Scribe: Provided by Weisbeck
Ann Carey	Linda Fleming/Tia Benjamin	Rachelle Humphrey	Deb Noah	Steve Wenke
Kelly Conley	Jeanie Schmidt/Lamont Miles	Renee Coelho	Gayle Gonser	Mike Gonnella
Sue Baldwin	Steve Aubuchon/Steve Plewman	Chris Drake	Jan Casis	John Hamill
Cathreine Bryan	Paul Good/Raven Perry	Ann Carey	Betsy Townsend	Glen Farmer
	Michelle Heskett			Ron Hargrave/Mary Jensen
	Frank Binder			Andy Vickers

April 9th 2012
8:30-12:00
1.5 hrs.
CR 702
CIAC's
Attendees:
Facilitator: Catherine Mueller
Recorder: Bobbi Jo Pemberton
Scribe: Janna Leaf
Howard Grimsrud
Sue Mullerleile

April 11th 2012
1:00-5:00
4 hrs.
CR 702
Rates - LIRAP Application Process
Attendees:
Facilitator: Janna Leaf
Recorder
Scribe
Jennifer Smith
Ken Humphries

April 11th 2012
9:30-3:30
6 hrs.
CR 701
Service Work Resolution
Attendees:
Facilitator: Teresa Damon
Recorder: Michelle Heskett
Scribe: Janna Leaf
Lamont Miles
Steve Plewman
Paul Good
Michelle Heskett



APPENDIX J: Current State Mapping Schedule Continued

Week 11

Current State Mapping Week 11

Monday	Tuesday	Wednesday	Thursday	Friday
April 16th 2012	April 17th 2012	April 18th 2012	April 19th 2012	April 20th 2012
8:30-11:30	10:00-3:00	1:00-3:00	9:30-12:00	8:30-11:30
2 hrs.	5 hrs.	2 hrs.	2.5 hrs	3 hrs.
CR 702	CR 701	CR 702	CR 145	CR 701
Problem Customer	Receive Payments-Process Refunds for Line Extension Certificates	Uncollectible Analysis	Invoicing Process	C/I DSM Projects
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: DJ Kinservik	Facilitator: Teresa Damon	Facilitator: Tami Judge	Facilitator: Bob Weisbeck	Facilitator: DJ Kinservik
Recorder	Recorder	Recorder	Recorder	Recorder
Scribe	Scribe	Scribe	Scribe	Scribe
Amber Solverson	Jeannie Schmidt/Steve Aubuchon	Janna Leaf	Cody Krogh	Ann Carey
Deb Noah	Steve Plewman/Paul Good	Ian McLelland	Tim Carlberg	Sue Baldwin
Gayle Gonser	Linda Fleming/Doug Donahoo	Amanda Reinhardt	Debbie Briggs	Catherine Bryan
Greg Paulson	Frank Binder/Raven Perry	Catherine Cooper	Andrea Marlowe	Camielle Martin/Kerry Shroy
Mike Littrel	Ted Boyle/Lamont Miles		Andy Vickers/Tammie Miller	Greta Zink/Lorri Kirstein
	Michelle Heskett/Judy Olson		Steve Wenke	Renee Coelho/Tom Lienhard

April 19th 2012	April 20th 2012
8:30-12:30	1:00-4:30
4 hrs	3.5 hrs.
CR 702	CR 702
Meter Reading Rerouting, Problem Cust, Apt Usage, ERT Search	Exposed Pipe (Session 2)
Attendees:	Attendees:
Facilitator: Janna Leaf	Facilitator: Kevin Farrington
Recorder	Recorder
Scribe	Scribe
Jackie Foss	David Howell
Robin Hunter	Linda Burger
Allyn Smith	Sonia Johnson

April 19th 2012
1:00-3:30
2.5 hrs
CR 702
CAE Approval Process
Attendees:
Facilitator: DJ Kinservik
Recorder
Scribe
Galen Lorenz
Darrin Belgarde
Janna Leaf

April 19th 2012
1:00-4:30
3.5 hrs.
CR 701
Exposed Pipe (Session 1)
Attendees:
Facilitator: Kevin Farrington
Recorder
Scribe
David Howell
Linda Burger
Sonia Johnson
Liz St. Mark



APPENDIX J: Current State Mapping Schedule Continued

Week 12

Current State Mapping Week 12

Monday	Tuesday	Wednesday	Thursday	Friday
April 23rd 2012	April 24th 2012	April 25th 2012	April 26th 2012	April 27th 2012
8:30-11:30	8:30-12:00	8:30-11:30	9:00-10:00	9:00-11:00
3 hrs.	3.5 hrs	3 hrs.	1 hr.	2 hrs
CR 702	CR 702	CR 702	Medford Office	CR 702
Code Word	Meter Read Exceptions, On Cycle Billing, Estimation Current State	Rate Schedule Change	Current State Log and Manage Audit Requests	Request Duplicate Bill
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: DJ Kinservik	Facilitator: Janna Leaf	Facilitator: DJ Kinservik	Facilitator: Kerry Shroy	Facilitator: DJ Kinservik
Recorder	Recorder	Recorder	Recorder	Recorder
Scribe	Scribe	Scribe	Scribe	Scribe
Amber Solverson	Theresa Reimer	Gayle Gonser	Lisa McGarity	Amber Solverson
Deb Noah	Heather Acord	Jan Cassis		
Nancy Upham	Mollie Weis	Theresa Reimer		
	DJ Kinservik			

April 23rd 2012	April 24th 2012	April 25th 2012	April 26th 2012	April 27th 2012
9:00-1:00	12:30-3:30	9:30-3:30	10:00-11:00	8:00-12:00
4 hrs.	3 hrs.	6 hrs.	1 hr.	4 hrs.
CR 701	CR 702	CR 701	Medford Office	CR 701
Gas Meter Annual Test Selection and Performance Reporting	Remove and Change Metered / Unmetered Services	Job Stage Notebook - Status Jobs	Process Weatherization Incentive Payments	Health Check Monitors (Cent. Disp)
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Janna Leaf	Facilitator: DJ Kinservik	Facilitator: Teresa Damon	Facilitator: Kerry Shroy	Facilitator: Jody Morehouse
Recorder	Recorder	Recorder	Recorder	Recorder
Scribe	Scribe	Scribe	Scribe	Scribe
Steve Williams	Heather Acord	Ted Boyle/Paul Good	Lisa McGarity	Jeff Potter
David Howell	Theresa Reimer	Steve Aubuchon/Judy Olson		Mike Littrel
Judy Olson	Sarah Sather	Deb Denney/Frank Binder		Garth Brandon
Dan Whicker	Gayle Gonser	Patti Horbiowski/Linda Fleming		Mike McAllister
	Janna Leaf	Karen Cornwell/Michelle Heskett		Reuben Arts

April 23rd 2012	April 24th 2012
9:00-12:00	10:00-2:30
3 hrs.	4.5 hrs.
CR 145	CR 701
Unplanned Work (Drop in, Equipment Failures)	Ability to Associate Jobs, Ability to Change Jobs
Attendees:	Attendees:
Facilitator: Bob Weisbeck	Facilitator: Teresa Damon
Recorder	Recorder
Scribe	Scribe
Tim Carlberg	Lamont Miles/Frank Binder
Steve Wenke	Ted Boyle/Sheryl Florance
Greg Lancaster	Sheila Ward/Steve Plewman
Randy Pierce	Steve Aubuchon/Patti Horbiowski
Alan Lackner	Carie Mourin/Mike Littrel
Jerry Cox/Andy Vickers	Michelle Heskett/Paul Good

April 26th 2012	April 27th 2012
11:00-12:00	12:00-4:00
1 hr.	4 hrs.
Medford Office	CR 702
Weatherization Reporting	Regulator Station Inspections, Session 1 - Industrial meter sets, reg stations, master meters
Attendees:	Attendees:
Facilitator: Kertry Shroy	Facilitator: Keving Farrington
Recorder	Recorder
Scribe	Scribe
Lisa McGarity	Sonia Johnson
	David Howell
	Candace Baker

April 26th 2012
12:30-4:00
3.5 hrs.
Trailer
Rates: Customer Research Process
Attendees:
Facilitator: Janna Leaf
Recorder
Scribe
Ken Humphires
Shawn Bonfield

April 26th 2012
1:00-4:00
3 hrs.
CR 701
Remarks
Attendees:
Facilitator: DJ Kinservik
Recorder
Scribe
Amber Solverson
Deb Noah
Nancy Upham



APPENDIX J: Current State Mapping Schedule Continued

Week 13

Current State Mapping Week 13

Monday	Tuesday	Wednesday	Thursday	Friday
April 30th 2012	May 1st 2012	May 2nd 2012	May 3rd 2012	May 4th 2012
9:30-11:30	9:00-12:00	8:30-11:30	1:00-4:00	8:00-12:00
2 hrs.	3 hrs.	2 hrs.	3 hrs.	4 hrs.
CR 701	CR 145	CR 702	CR 145	CR 702
Property Removal Notice	Budget Allocation	Estates	Work Integration Between GPSS, Transmission and Substation Design	OMT Electric Trouble
Attendees:	Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Teresa Damon	Facilitator: Bob Weisbeck	Facilitator: DJ Kinservik	Facilitator: Bob Weis	Facilitator: Jody Morehouse
Recorder	Recorder	Recorder	Recorder	Recorder
Scribe	Scribe	Scribe	Scribe	Scribe
Lamont Miles/Linda Fleming	Tim Carlberg	Amber Solverson	Andy Vickers	Mike Littrel
Ted Boyle/Steve Plewman	Steve Wenke	Deb Noah	Greg Lancaster	Garth Brandon
Patti Horobiowski/Janna Leaf	Andy Vickers	Amanda Reinhardt	Randy Pierce	Jeff Potter
Michelle Heskett/Paul Good	Andrea Marlowe	Nancy Upham	Cody Krogh	Mike McAllister
Steve Aubuchon/Frank Binder	Alan Lacker		Mike Magruder	Reuben Arts
	Jerry Cox		Ken Sweigart	
April 30th 2012	May 1st 2012	May 2nd 2012	May 3rd 2012	
12:00-2:00	9:00-1:00	8:00-12:00	8:00-12:00	
2 hrs.	4 hrs	4 hrs.	4 hrs.	
CR 701	CR 701	CR 701	CR 702	
Job Stage Notebook	Gas Meter Equipment Inventory, Retire Gas Meter Equip, Tracking Gas Meter Equip.	Gas Jobs by Engineers	Gas Service Mobile Order	
Attendees:	Attendees:	Attendees:	Attendees:	
Facilitator: Teresa Damon	Facilitator: Janna Leaf	Facilitator: Jody Morehouse	Facilitator: Jody Morehouse	
Recorder	Recorder	Recorder	Recorder	
Scribe	Scribe	Scribe	Scribe	
Steve Aubuchon	Steve Williams	Jeff Webb	Jeff Potter	
Frank Binder/Steve Plewman	David Howell	David Smith	Mike Littrel	
Patti Horobiowski	Judy Olson	Liz St. Mark	Garth Brandon	
Ted Boyle		Sonia Johnson	Mike McAllister	
Judy Olson			Reuben Arts	
Lamont Miles				



APPENDIX J: Current State Mapping Schedule Continued

Week 14

Current State Mapping Week 14

Monday	Tuesday	Wednesday	Thursday	Friday
May 8th 2012	May 9th 2012	May 10th 2012	May 11th 2012	
1:00-4:30	9:30-3:30	8:30-12:00	10:00-4:00	
3.5 hrs	6 hrs	3.5 hrs	6 hrs.	
CR 702	CR 701	CR 702	CR 702	
Transportation	Tree Trimming/Invoice from Contractors	Edits (Payroll, Transportation, A/P)	Regulator Stations, Farm Tap and Odorizer Inspections	
Attendees:	Attendees:	Attendees:	Attendees:	
Facilitator: Catherine Mueller	Facilitator: Teresa Damon	Facilitator: Catherine Mueller	Facilitator: Kevin Farrington	
Recorder	Recorder	Recorder	Recorder	
Scribe	Scribe	Scribe	Scribe	
Howard Grimsrud	Eric Rosentrater/Larry Lee/Plewman	Howard Grimsrud	Sonia Johnson	
Sue Mullerleile	Julie Lee/Vicki Tallman/Miles	Sue Mullerleile	Candace Baker	
Tami Judge	Raven Perry/Paul Good	Tami Judge	David Howell	
Karen Doran	Ted Boyle/Steve Aubuchon	Karen Doran		
Linda Fleming	Frank Binder/Patti Horobiowski	Linda Fleming		
	John Hanna/Pam Luders/Michelle Heskett			

May 8th 2012	May 9th 2012	May 10th 2012
9:00-1:00	12:00-3:00	12:30-4:00
4 hrs.	3 hrs.	3.5 hrs.
CR 701	CR 145	CR 701
Gas Meter Testing - New Meters, Manual Results, Test Board and 3rd Party Results	Budget Approval Process	Meter Reading Skip Reads, Prep Table, Code Table, Mark Sense Reads
Attendees:	Attendees:	Attendees:
Facilitator: Janna Leaf	Facilitator: Bob Weisbeck	Facilitator: Janna Leaf
Recorder	Recorder	Recorder
Scribe	Scribe	Scribe
Steve Williams	Andy Vickers	Jackie Foss
David Howell	Jerry Cox	Robin Hunter
Judy Olson	Alan Lackner	Allyn Smith
	Andrew Marlowe	

May 9th 2012
8:30-12:30
4 hrs.
CR 702
OMT Meter Ping Tool
Attendees:
Facilitator: Jody Morehouse
Recorder
Scribe
Jeff Potter
Mike Littrel
Garth Brandon
Reuben Arts
Mike McAllister



APPENDIX J: Current State Mapping Schedule Continued

Week 15

Current State Mapping Week 15

Monday	Tuesday	Wednesday	Thursday	Friday
May 15th 2012	May 16th 2012	May 17th 2012	May 18th 2012	May 18th 2012
10:00-3:00	8:00-12:00	8:30-12:00	9:00-12:30	9:00-12:30
Duration	4 hrs.	3.5 hrs	3.5 hrs	3.5 hrs
CR 701	CR 702	CR 702	CR 702	CR 702
Closing Job	Pipeline Markers	FA & Depreciation	Projects Accounting - PA (system generated journal)	
Attendees:	Attendees:	Attendees:	Attendees:	
Facilitator: Teresa Damon	Facilitator: Jody Morehouse	Facilitator: Catherine Mueller	Facilitator: Catherine Mueller	
Recorder	Recorder	Recorder	Recorder	
Scribe	Scribe	Scribe	Scribe	
Steve Plewman	Mike Faulkenberry	Kellee Quick	Tami Judge	
Paul Good	Erika Jacobs	Tami Judge	Karen Doran	
Lamont Miles	Liz St. Mark	Karen Doran	Howard Grimsrud	
Michelle Heskett		Howard Grimsrud	Sue Mullerleile	
		Sue Mullerleile		

May 15th 2012	May 16th 2012	May 17th 2012	May 18th 2012
9:00-12:00	12:30-4:00	9:00-1:00	1:00-4:00
3 hrs.	3.5 hrs.	4 hrs	3 hrs.
CR 145	CR 701	CR 701	CR 702
Material Procurement	Street Light Setup and Billing	Gas Rotary and Turbine Meter Testing, Tracking Correctors and Telemetry Equipment	Regulator Stations, Electronic Instrument Inspections
Attendees:	Attendees:	Attendees:	Attendees:
Facilitator: Bob Weisbeck	Facilitator: Janna Leaf	Facilitator: Janna Leaf	Facilitator: Kevin Farrington
Recorder	Recorder	Recorder	Recorder
Scribe	Scribe	Scribe	Scribe
Andy Vickers	Karen Cornwell	Steve Williams	David Howell
Steve Wenke	Teresa Damon	David Howell	Sonia Johnson
John Hamill	Gayle Gonser	Judy Olson	Candace Baker
Karen Terpak	Mollie Weis		Steve Williams
Randy Pierce	Bart Janson		
Greg Lancaster/Ron Gray			

May 15th 2012
1:00-5:00
4 hrs.
CR 702
OMT Transformer Loading Tool
Attendees:
Facilitator: Jody Morehouse
Recorder
Scribe
Mike Littrel
Garth Brandon
Reuben Arts
Mike McAllister
Jeff Potter



APPENDIX J: Current State Mapping Schedule Continued

Week 16

Current State Mapping Week 16

Monday	Tuesday	Wednesday	Thursday	Friday
	May 22nd 2012	May 23rd 2012	May 24th 2012	May 25th 2012
	9:00-1:00	1:00-5:00	1:00-5:00	9:00-12:00
	4 hrs.	4 hrs.	4 hrs.	3 hrs.
	CR 702	CR 702	CR 702	CR 145
	Process	OMT Gas Trouble Current State	SCADA Gas Alarms	Design Reivew Process
	Attendees:	Attendees:	Attendees:	Attendees:
	Facilitator: Janna Leaf	Facilitator: Jody Morehouse	Facilitator: Jody Morehouse	Facilitator: Bob Weisbeck
	Recorder	Recorder	Recorder	Recorder
	Scribe	Scribe	Scribe	Scribe
	Steve Williams	Mike Littrel	Jeff Potter	Steve Wenke
	David Howell	Jeff Potter	Reuben Arts	Mike Gonnella
	Sonia Johnson	Garth Brandon	Mike Littrel	John Hamill
	Jenny Bushnell	Reuben Arts	Garth Brandon	Glen Farmer
		Mike McAllister	Mike McAllister	Mary Jensen/Kristina Newhouse
				Brian Vandenberg/Jeremy Winkle
				May 25th 2012
				10:00-3:00
				5 hrs.
				CR 702
				Regulator Stations, Relief Capacity Review, Unscheduled Reg Station or meterset work
				Attendees:
				Facilitator: Kevin Farrington
				Recorder
				Scribe
				David Howell
				Jenny Bushnell
				Sonia Johnson

Week 17

Current State Mapping Week 17

Monday	Tuesday	Wednesday	Thursday	Friday
	May 29th 2012		May 31st 2012	
	8:00-12:00		1:00-4:00	
	4 hrs.		3 hrs.	
	CR 702		CR 145	
	Valve Maintenance		Project Management	
	Attendees:		Attendees:	
	Facilitator: Kevin Farrington		Facilitator: Bob Weisbeck	
	Recorder		Recorder	
	Scribe		Scribe	
	Sonia Johnson		Tim Carlberg	
	Jenny Bushnell		Steve Wenke	
	Condace Baker		Andy Vickers	
	David Howell		Mike Gonnella	
	Liz St. Mark		John Hamill/Cody Krogh	
	Mike Littrel		Glen Farmer/Ron Hargrave	



APPENDIX J: Current State Mapping Schedule Continued

Week 18

Current State Mapping Week 18

Monday	Tuesday	Wednesday	Thursday	Friday
	June 5th 2012		June 7th 2012	June 8th 2012
	8:00-12:00		1:00-4:30	9:30-12:00
	4 hrs.		3.5 hrs.	2.5 hrs
	CR 702		CR 702	CR 12 - Dollar Road
	Valve Maintenance		Obsolete Manufacturer and Part Number	Health Check Monitoring
	Attendees:		Attendees:	Attendees:
	Facilitator: Kevin Farrington		Facilitator: Kevin Farrington	Facilitator: Kevin Farrington
	Recorder		Recorder	Recorder
	Scribe		Scribe	Scribe
	Sonia Johnson		David Howell	Sonia Johnson
	Jenny Bushnell		Linda Burger	Jenny Bushnell
	Condace Baker		Robin Burchett	Candace Baker
	David Howell		Dan Wisdom	David Howell
	Liz St. Mark			
	Mike Littrel			



Appendix L: Current State Mapping Resources by Business Area

Contact Center: Customer Care Facilitator: DJ Kinservik SMEs: Nancy Upham Charmaine Heidt Amber Solverson Gayle Gonser Jan Cassis Renee Webb Tamara Carter Janna Leaf Teresa Damon Stacie Friend Debi Neumeier Deb Noah Missy Gores Rachelle Humphrey Betsy Townsend Teresa Reimer	Contact Center: Credit and Collections Facilitator: Renee Webb SMEs: Kym Stiles Patty Batters Deb Noah Nancy Upham Amanda Reinhardt Jackie Foss Heather Acord Sarah Sather Jennifer Willis Teresa Reimer Tamara Carter	Contact Center: Billing and Bill Printing Facilitator: Janna Leaf SMEs: Maureen Olson Karen Cornwell Galen Lorenz Heather Acord Darrin Belgarde DJ Kinservik Sandy Honn Teresa Reimer Mollie Weis
Treasury and Finance Facilitator: Tami Judge SMEs: Karen Doran Gina Armstrong Gayle Gonser Tami Judge Angie Hayne Mollie Weis Denise Burns Rick Lloyd Ian McLelland Cameron Dunlop Carolyn Groome Maureen Olsen Jeannie Schmidt Cindy Healy Gudu Fischer Monica Bannon Catherine Bowden Kym Stiles-Lewis Amanda Gehrig Amanda Reinhardt Eric Bowles Janna Leaf Sue Senescall Adam Munson Laura Brittain	Rates Facilitator: Ken Humphries SMEs: Ken Humphries Jen Smith Shawn Bonfield Joe Miller Tara Knox	Electric Meter Shop Facilitator: Janna Leaf SMEs: Greg Paulson Mollie Weis Judy Olson Robert Dodd Bob Hooper Shana Gail Sarah Sather Mark Poirier
Utility Plant Accounting Facilitator: Tami Judge SMEs: Catherine Mueller Sue Mullerleile Howard Grimsrud Karen Doran	Gas Meter Shop Facilitator: Janna Leaf SMEs: Steve Williams Sonia Johnson David Howell Mollie Weis Dan Whicker Judy Olson Mike Littrel	Asset Maint: Vegetation Management Facilitator: Amber Gifford SMEs: Pam Luders Larry Lee Steve Schwartz Rob Wagner Derek Babcock Rob Cloward Michelle Muck Chris Richardson Kipp Dennis Iban Lucera
Gas Compliance, Gas Programs, Gas Eng. Facilitator: Jody Morehouse & Kevin Farrington SMEs: Pam Horney Shawn Gallagher Sonia Johnson Virginia Omoto Jenny Bushnell Rob Cloward Kevin Farrington Linda Burger Jeff Webb David Smith Steve Williams Mike Littrel Erika Jacobs Liz St. Mark David Howell Dan Wisdom Erika Jacobs Mike Faulkenberry Gary Douglas Katy Cordrey	Electric and Gas Operations Facilitator: Teresa Damon SMEs: Paul Good Jeannie Schmidt Charmaine Heidt Vicki Tallman Steve Aubuchon Shelia Ward Ted Boyle Patti Horobiowski Scott Phipps Connie Gorman Leslie Suprgeon Frank Binder Sheryl Florance Mike Littrel Genne Lehti Carrie Mourin Pam Luders Karen Cornwell David Scalido Nancy Carroll Vicki Vinson Larry Lee Raven Perry John Hanna Shane Pacini Judy Olson Deb Denney Kelly Donohue Eric Rosentrater Maria Sullivan Mark Poirier	Asset Maint: Wood Pole Maintenance Facilitator: Amber Gifford SMEs: Glenn Madden Mark Gabert Amber Fowler Ivan Rounds Valerie Petty Gary Knight Amber Gifford Howard Grimsrud Dan Gregovich Janine Seibel Cherie Hirschberger
DSM Regulatory and Reporting Facilitator: DJ Kinservik SMEs: Mark Baker Greta Zink Lorri Kirstein	DSM Residential & Low Income Facilitator: DJ Kinservik SMEs: Rachelle Humphrey Kathy Carpenter Kerry Shroy Kristine Meyer Ann Carey Stacie Friend Renee Coelho Chris Drake Renesha Conley Roxanne Williams	Central Dispatch Facilitator: Jody Morehouse SMEs: Jeff Potter Mike McAllister Mike Littrel Reuben Arts Garth Brandon
EMT (METS) Facilitator: Mike Magruder SMEs: Rodney Pickett Eric Meier Glen Madden Darrell Soyars Liz St Mark Bryce Robbert Ernie Lujan Mike Dahl	Substation Inspections (METS) Facilitator: Mike Magruder SMEs: Rodney Pickett Eric Meier Glen Madden Darrell Soyars Liz St Mark Bryce Robbert Ernie Lujan Mike Dahl	PCB Testing and Tracking Facilitator: Amber Gifford SMEs: Rodney Pickett Eric Meier Glen Madden Darrell Soyars Liz St Mark Bryce Robbert Ernie Lujan Mike Dahl
Commercial DSM/Account Management Facilitator: DJ Kinservik SMEs: Ann Carey Kerry Shroy Sue Baldwin Lorri Kirstein Catherine Bryan Kelly Conley Camille Martin Greta Zink Tom Leinhard Renee Coelho	Marketing Facilitator: DJ Kinservik SMEs: Kelly Conley Scott Phipps Mary Broemeling Tom Heavey Mary Tyrie Colette Bottinelli Scott Steele Dana Anderson	Distribution Transformers (METS) Facilitator: Amber Gifford SMEs: Rodney Pickett Eric Meier Glen Madden Darrell Soyars Liz St Mark Bryce Robbert Ernie Lujan Mike Dahl
DSM Oregon Facilitator: DJ Kinservik SMEs: Lisa McGarity Kerry Shroy	Meter Reading Facilitator: Janna Leaf SMEs: Jackie Foss Allyn Smith Robin Hunter	Generation and Production Facilitator: Bob Weisbeck SMEs: Andy Vickers Dean Hull Jerry Cox Gregory Wiggins Kelly Magalsky Debbie Biggs Deb Mortlock Ryan Bean Ken Sweigart Eric Atkinson Ron Hargrave Glen Farmer Tom Zimmerer Tammie Miller Randy Pierce Greg Lancaster Andrea Marlowe Brian Vandenberg Lin Miller Cody Krogh Steve Wenke Mike Gonnella Alan Lackner John Hamill Karen Terpak Mary Jensen Adam Newhouse Jason Graham Aaron Henson