Exh. NLH-2

BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

DOCKET UE-240006

DOCKET UG-240007

DIRECT TESTIMONY OF

NICOLE L. HYDZIK

REPRESENTING AVISTA CORPORATION

Proforma Capital Additions for 07.2023 - 12.2023 and 2024 by Plant Category
Hydzik

WA GRC Plant Category	Project #	Business Case	07.2023-12.2023 TTP (System)	2024 TTP (System)	Exh. NLH-2 Page #
Programs	1	Transportation Electrification	$ 2,131,402	$ 2,859,000	3
Programs Total			$ 2,131,402	$ 2,859,000	
Short-Lived Assets	2	Customer Transactional Systems	$ 1,582,460	$ 4,492,738	15
	3	Customer Facing Technology Program	$ 1,777,848	$ 4,596,642	24
	4	Customer Experience Platform	$ 5,113,151	$ 5,013,000	39
Short-Lived Assets Total			$ 8,473,459	$ 14,102,380	
Grand Total			**$ 10,604,861**	**$ 16,961,380**	

[1] Includes system profroma capital for the period July 1, 2023 through December 31, 2023.
[2] Totals exclude Idaho and Oregon direct business cases from revenue requirement in this case.

Provisional Capital Additions for 2025-2026 by Plant Category
Hydzik

WA GRC Plant Category	Project #	Business Case	2025 TTP (System)	2026 TTP (System)	Exh. NLH-2 Page #
Programs	1	Transportation Electrification	$ 2,965,000	$ 3,000,000	3
Programs Total			$ 2,965,000	$ 3,000,000	
Short-Lived Assets	2	Customer Transactional Systems	$ 3,550,000	$ 3,750,000	15
	3	Customer Facing Technology Program	$ 4,175,000	$ 4,375,000	24
	4	Customer Experience Platform	$ 4,775,000	$ 4,375,000	39
Short-Lived Assets Total			$ 12,500,000	$ 12,500,000	
Grand Total			**$ 15,465,000**	**$ 15,500,000**	

[1] Includes system profroma capital for the period July 1, 2023 through December 31, 2023.
[2] Totals exclude Idaho and Oregon direct business cases from revenue requirement in this case.

Transportation Electrification - Washington

EXECUTIVE SUMMARY

Transportation electrification represents an historic, strategic opportunity – in many ways it is one of the keys to the future of the Company, providing transformational economic and environmental benefits for customers over the next several decades. Avista's Transportation Electrification Plan (TEP) was filed with the Washington UTC on July 1, 2020, providing guiding principles, budgets and cost/benefit analysis through 2030, and a comprehensive plan of supporting activities focused on the 2021-2025 timeframe. Following this, the UTC acknowledged the TEP in October 2020, followed by authorizing tariffs 077, 013 and 023 going into effect April 26, 2021. The TEP and respective tariffs cement the utility role in supporting electric transportation for the long-term, aligned with strong legislative support as codified in RCW 80.28.360 and 80.28.365, the UTC Policy Statement in Docket UE-160799, and state policy goals such as 100% EV sales by 2035.

The TEP builds upon the lessons learned from the Electric Vehicle Supply Equipment (EVSE) pilot of 2016-2019, which demonstrated the tremendous benefits of electric transportation and the essential role of the utility to benefit all utility customers, as transportation loads are estimated to account for 20% or more of overall electric load by 2050. Investments and activities will take the form of charging infrastructure buildout and maintenance, research and support of emerging commercial, medium and heavy-duty applications, transportation rate design, education and outreach, community and low-income support programs, grid integration, and internal programs such as utility fleet electrification, facility charging infrastructure, and employee engagement. Utility initiatives and programs to support and accelerate transportation electrification are aligned with Washington State's public policy and goals, recognizing that transportation accounts for nearly 50% of greenhouse gas emissions and air pollution.

VERSION HISTORY

Version	Author	Description	Date
1.0	*Rendall Farley*	*Initial draft of original business case*	*7/11/2019*
2.0	*Rendall Farley*	*2020 update following TEP filing with the UTC*	*7/10/2020*
2.1	*Rendall Farley*	*2022 update*	*9/9/2022*
2.3	*Rendall Farley*	*2023 update*	*4/27/2023*
BCRT	*BCRT Team Memember* Christine Tasche	*Has been reviewed by BCRT and meets necessary requirements*	5/04/23

Transportation Electrification - Washington

GENERAL INFORMATION

YEAR	PLANNED SPEND AMOUNT ($)	PLANNED TRANSFER TO PLANT ($)
2024	**$4,163,719**	**$3,620,625**
2025	**$4,788,277**	**$4,163,719**
2026	**$5,506,518**	**$4,788,277**
2027	**$6,332,496**	**$5,506,518**
2028	**$6,332,496**	**$6,332,496**

Project Life Span	*5 years*
Requesting Organization/Department	Electric Transportation / Energy Efficiency
Business Case Owner | Sponsor	Rendall Farley | Nicole Hydzik | Kevin Christie
Sponsor Organization/Department	Customer Solutions
Phase	Monitor/Control
Category	Program
Driver	Performance & Capacity

Definitions for the Category and Driver can be found on the Business Case Review Team Team's site see link.

Investment Drivers

Transportation Electrification - Washington

1. BUSINESS PROBLEM - *This section must provide the overall business case information conveying the benefit to the customer, what the project will do and current problem statement.*

1.1 What is the current or potential problem that is being addressed?

Transportation electrification is a key long-term strategy to significantly reduce emissions and reduce transportation costs for customers, while providing beneficial utility load growth. If managed well, this could result in downward rate pressure while offering substantial utility revenue and earnings potential over the long-term. The business opportunity addressed by the TEP is to support and accelerate a beneficial and sustainable transition to electric transportation, providing significant benefits and choices for customers to move people and goods using electricity as a clean, reliable and more affordable transportation fuel. Additionally, and of critical importance, is the TEP's role in ensuring that this transition happens in a way that is optimally integrated with the grid. Short-term objectives are to experiment and learn, strengthen customer relationships, and align with policymakers and regulators. Long-term objectives are to play a key role in fundamentally transforming the transportation sector, achieving major customer and societal benefits on the order of over $1 billion saved per year in "fueling" costs in the regional economy by 2050, while eliminating 80% or more of harmful emissions and pollution from transportation, and grid integration that results in beneficial utility revenue that will grow significantly over time. By 2030, this may be on the order of over $12 million per year in utility revenue– representing just the beginning as market segments accelerate and expand beyond this point in the next several decades.

1.2 Discuss the major drivers of the business case.

The primary drivers are related to long-term business growth, grid reliability through load management and prudent asset management, low income and named community support in alignment with our Clean Energy Implementation Plan (CEIP), and increased customer satisfaction. Customer benefits include fuel and maintenance savings, reduced emissions and pollution, and decreased rate pressure from beneficial electric load growth over the long-term, that better utilizes grid assets.

1.3 Identify why this work is needed now and what risks there are if not approved or if deferred or risks being mitigated by the request.

The TEP follows from the EVSE pilot concluded in 2019, keeping pace with industry and market developments/opportunities. Delays or deferment will risk adequate investments and learning necessary to achieve strategic objectives, as detailed in the TEP. Reputational risk with regulators and stakeholders is also an important consideration as the CEIP and rate case settlements have TE related commitments.

Transportation Electrification - Washington

1.4 Discuss how the proposed investment, whether project or program, aligns with the strategic vision, goals, objectives and mission statement of the organization. *See link*.

Avista Strategic Goals

Our Vision – Better Energy for Life, is realized through our Mission – to improve customers' lives through innovative energy solutions. The strategic vision of Avista' TE Plan is in full alignment, supporting long-term, overarching goals.

Over the course of the next several decades, an amazing transformation will occur – the transportation sector will converge with the energy and information technology sectors, fundamentally changing the way we live and making the world a better place. Avista will play a key role in this transformation, working over several decades with industry partners, policymakers and regulators, community leaders, and customers to innovate and create a better energy future for all.

Transportation Electrification - Washington

1.5 Supplemental Information – please describe and summarize the key findings from any relevant studies, analyses, documentation, photographic evidence, or other materials that explain the problem this business case will resolve.[1]

Please see the TE Plan and the 2022 Annual TE Report, available at www.myavista.com/transportation. Avista successfully expanded TE programs and activities in 2022, consistent with the TE Plan and tariff schedule 077. The table below summarizes key results for the calendar year ending December 31, 2022:

3,314	Number of light-duty passenger and truck EVs registered in Avista's service territory in Washington State, as of December 31, 2022
$4.2 million	Regional transportation cost savings
11,348	Avoided tons of CO_2 emissions
7,872	MWh charging consumption
1.9	MW charging peak load
$791,828	Revenue from light-duty EV charging
$2,235,866	TE Capital investments
$555,089	TE Operating expenses
481	Residential AC Level 2 (ACL2) ports in service
428	Commercial ACL2 ports in service
16	DC Fast Charging (DCFC) ports in service
96%	ACL2 equipment uptime
89%	DCFC equipment uptime
98%	Customer satisfaction with Avista TE programs
25	Electric forklift incentives
5	Fleet consultation services
32,080	Customer web page visits
7	Active number of Community-Based Organization (CBO) partners
21,961	Travel services provided by CBO partners (passenger-miles)
105	Charging ports in Named Communities and CBOs
42	Community and stakeholder education and outreach engagements

Table 1: 2022 TE Results

2. PROPOSAL AND RECOMMENDED SOLUTION - *Describe the proposed solution to the business problem identified above and why this is the best and/or least cost alternative (e.g., cost benefit analysis).*

2.1 Please summarize the proposed solution and how it helps to solve the business problem identified above.

A moderate growth strategy is recommended, investing $27 million of capital from 2024 through 2027. This is the most appropriate strategy at the current time given the early market phase of light-duty EV adoption and other forms of electric transporation both on-road and off-road. A more aggressive strategy may be more appropriate for some period of time in the future as the market transitions to an accelerated trajectory and the impacts to the grid and society as a whole are more certain, and in consideration of the strong policy support at both the state and federal levels. This will continue to be driven by compelling ongoing concerns of climate risks posed by greenhouse gas emissions in general and the fact that transportation accounts for the largest share of emissions of any sector in the economy. In addition, the tremendous benefits for the regional economy as well as for the grid and the utility will be compelling factors potentially justifying a more aggressive strategy at some point in the future.

2.2 Describe and provide reference to CIRR/IRR analyses, relevant studies, documentation, metrics, data, analysis, risk reduction, or other information that was considered when preparing this business case (i.e., samples of savings, benefits or risk avoidance estimates; description of how benefits to customers are being measured; metrics such as comparison of cost ($) to benefit (value), or evidence of spend amount to anticipated return).[2]

Considerable research and analysis were considered in the preparation of the TEP, annual reports and adjustments to plan. Please see the economic and grid impact modeling, and cost and benefit sections of the TEP for details, as well as annual reports. Excerpts include the following:

[1] Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.
[2] Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.

Transportation Electrification - Washington

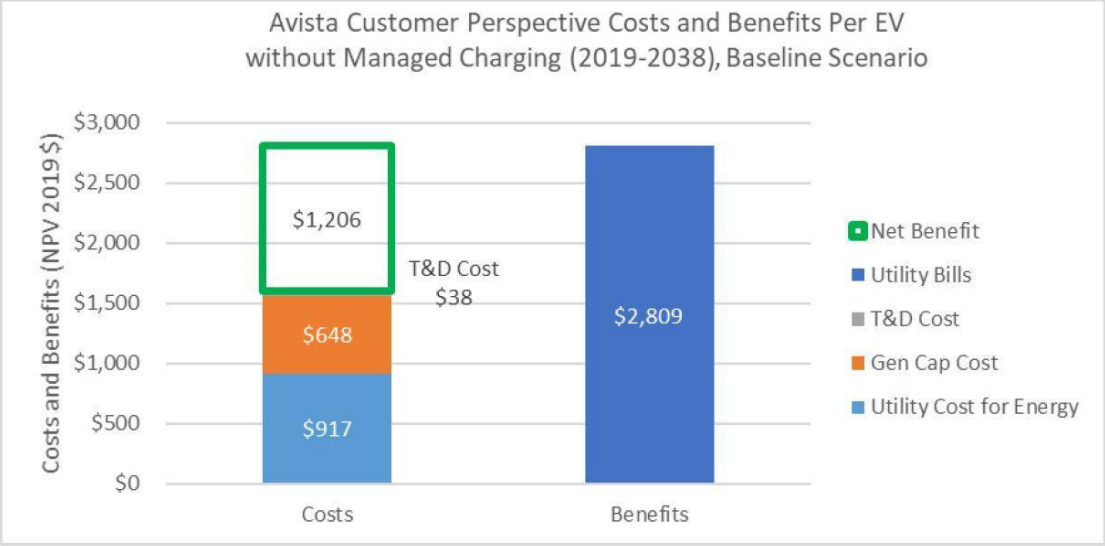


Figure 21: Utility customer perspective costs and benefits per EV without managed charging 2019-2038

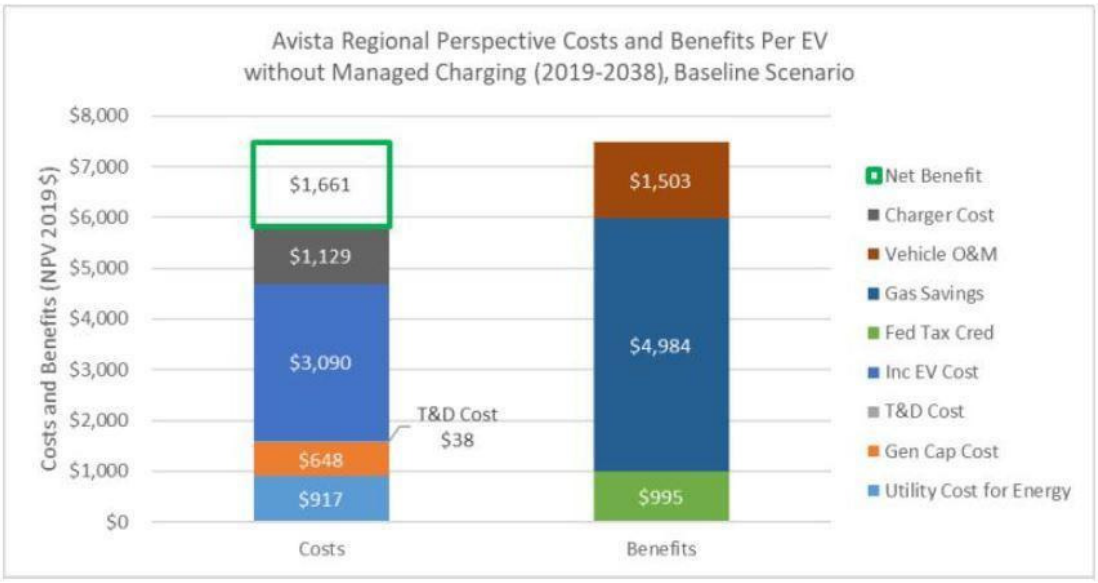


Figure 20: Regional perspective costs and benefits per EV without managed charging 2019-2038

Transportation Electrification - Washington

Table 8: High EV adoption— annual costs and benefits for Avista Washington customers

Year	# EVs (WA)	Utility Billing Revenue	kWh	Coinci-dent kW (January 6pm)	Utility Generation and Delivery Cost	Net Revenue Offsetting Benefit	Avoided CO_2 Emis-sions (Tons)	Customer Transporta-tion Fuel and Maintenance Savings
2021	1,678	$510,178	5,291,422	1,309	$104,097	$406,081	6,713	$2,488,798
2022	2,311	$702,678	7,287,975	1,803	$145,615	$557,063	9,246	$3,427,868
2023	3,115	$946,884	9,820,809	2,430	$200,738	$746,146	12,459	$4,619,175
2024	4,262	$1,295,610	13,437,696	3,324	$290,353	$1,005,257	17,048	$6,320,363
2025	5,958	$1,811,376	18,787,072	4,648	$427,589	$1,383,788	23,834	$8,836,419
2026	8,468	$2,574,194	26,698,798	6,605	$1,359,597	$1,214,597	33,871	$12,557,665
2027	12,179	$3,702,402	38,400,242	9,500	$1,948,744	$1,753,658	48,716	$18,061,389
2028	17,857	$5,428,560	56,303,451	13,929	$2,969,483	$2,459,077	71,428	$26,482,086
2029	26,545	$8,069,581	83,695,360	20,705	$4,535,926	$3,533,655	106,179	$39,365,753
2030	40,454	$12,298,165	127,553,008	31,555	$7,087,290	$5,210,875	161,818	$59,994,009

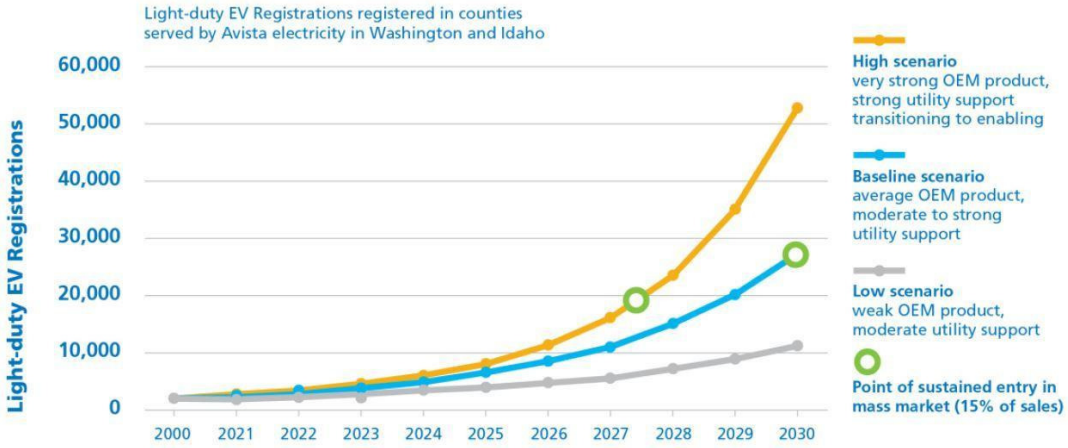


Figure 4: Light duty EV adoption forecasts for registered light-duty vehicles in Avista's service territory; sources include Washington and Idaho registration data; Bloomberg New Energy Finance Electric Vehicle Outlook, 2019; "Economic & Grid Impacts of Electric Vehicle Adoption in Washington & Oregon." Energy and Environmental Economics (2017).

2.3 Summarize in the table, and describe below the DIRECT offsets[3] or savings (Capital and O&M) that result by undertaking this investment.

Offsets	Offset Description	2024	2025	2026	2027	2028
Capital	NA	$0	$0	$0	$0	$0
O&M	NA	$0	$0	$0	$0	$0

TE capital investments are investments in beneficial load growth, which result in regional economic and environmental benefits, as well as downward rate pressure over the long term due to increased net revenue. As such, they do not result in direct or cost offsets or savings in Capital or O&M as described in the definitions below.

2.4 Summarize in the table, and describe below the INDIRECT offsets[4] (Capital and O&M) that result by undertaking this investment.

Offsets	Offset Description	2024	2025	2026	2027	2028
Capital	NA	$0	$0	$0	$0	$0
O&M	NA	$0	$0	$0	$0	$0

TE capital investments are investments in beneficial load growth, which result in regional economic and environmental benefits, as well as downward rate pressure over the long term due to increased net revenue. As such, they do not result in indirect cost offsets or savings in Capital or O&M as described in the definitions below.

[3] Direct offsets are defined as those hard cost savings Avista customers will gain due to the work under this business case. Such savings could include reductions in labor, reduced maintenance due to new equipment, or other.

[4] Indirect offsets are those items that do not directly reduce the current costs of the Company, but may serve to reduce future hirings, improve efficiencies, reduces risk (cost or outage), or allows current employees to focus on higher priority work.

2.5 Describe in detail the alternatives, including proposed cost for each alternative, that were considered, and why those alternatives did not provide the same benefit as the chosen solution. Include those additional risks to Avista that may occur if an alternative is selected.

Alternative 1:

High growth strategy ($35M) – state of the market transition still too early to justify this more aggressive strategy. Adoption trajectories show an early transition to the predicted high adoption scenario anticipated to start in 2023. However, there remains some uncertainty as to when the market will transition to a more exponential and sustained growth trajectory, that would justify a more aggressive, higher growth strategy that was considered. This may be a prudent approach at some point in the future but is not recommended at the current time.

Alternative 2:

Low growth support strategy ($12M) – clearly underfunds capital investments necessary to support early market growth and prepare the utility for future, significant TE loads. This approach would not provide an adequate foundation of charging infrastructure to enable existing moderate growth and set the stage for accelerated future growth, as well as support for expansion in commercial fleets, load management capability development, and community and low-income support expected by regulators and stakeholders.

Alternative 3:

Do nothing ($0) – A do-nothing approach is not recommended as it would completely fail to capitalize on compelling business opportunities to better serve our customers and communities as well as irresponsibly ignore planning for grid impacts and integration required to meet growing TE loads in the future.

2.6 Identify any metrics that can be used to monitor or demonstrate how the investment delivered on remedying the identified problem (i.e., how will success be measured).

A number of metrics are utilized to monitor and report on TE activities, both leading and lagging indicators of success, as summarized in Table 1 of the annual TE report. Programs and results will be continuously monitored and improved upon by dedicated staff, utilizing a number of performance metrics as listed above, including adoption updates, detailed cost analysis, equipment reliability, and customer satisfaction.

2.7 Please provide the timeline of when this work is schedule to commence and complete, if known.

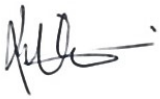
Capital investments began in Q2 2021 and are proceeding according to the TE Plan, continuously through 2027 and beyond.

2.8 Please identify and describe the Steering Committee/governance team that are responsible for the initial and ongoing approval and oversight of the business case, and how such oversight will occur.

Daily oversight and governance is carried out by the responsible program managers up through the Director of Energy Efficiency and Chief Customer Officer and Vice President of Regulatory Affairs. Regular meetings are held with advisory and executive sponsor steering groups including leaders of Customer Solutions, External Affairs, Energy Delivery, Energy Resources, and Government Relations. These meetings involve a variety of discussions including status updates and guidance for ongoing program direction and adaptive management, including key strategic decisions and direction. Quarterly meetings update progress with the Washington State Joint Transportation Electrification Stakeholder Group, and detailed annual reports are submitted as well.

3. APPROVAL AND AUTHORIZATION

The undersigned acknowledge they have reviewed the business case for *Transportation Electrification – Washington,* and agree with the approach it presents. Significant changes to this will be coordinated with and approved by the undersigned or their designated representatives.

Signature:	Rendall Farley	Date:	4/27/2023
Print Name:	Rendall Farley		
Title:	Manager of Electric Transportation		
Role:	Business Case Owner		
Signature:	Nicole L. Hydzik	Date:	4/27/2023
Print Name:	Nicole Hydzik		
Title:	Director of Energy Efficiency		
Role:	Business Case Sponsor		
Signature:		Date:	4/27/2023
Print Name:	Kevin Christie		
Title:	Senior VP, External Affairs and Chief Customer Officer		
Role:	Business Case Sponsor		
Signature:		Date:	
Print Name:			
Title:			
Role:	Steering/Advisory Committee Review		

Customer Transactional Systems

EXECUTIVE SUMMARY

Customer transactional systems are used to support the day-to-day operational needs of all our customers, internal users, third party partners and our regulators. These systems include functionality such as: collection and storage of meter reads and meter data, customer billing, head end metering systems, energy and assistance agency program reporting, rate design and rate modeling tools, and customer energy efficiency records and opportunities. To keep these systems up to date and operational, we must perform regular upgrades and invest money in enhancements that will benefit our customers, internal users, third party partners and regulators.

We strive to meet the needs of our customers by offering new options and features and to also ensure that the users of these systems can perform their jobs in the most efficient and timely manner. It is important to be able to meet the request of our third-party partners and to ensure we are reporting back accurately to our regulators. These systems are foundational in our interactions with all our partners. We must keep these systems updated to support new requests such as: new billing and rate options, product and service offerings, scheduling appointments and tracking jobs, payment arrangements and payment options, and meter data information.

Not investing in this technology would greatly reduce the ability to keep our major systems current and fully operational. We would put significant risk on the ability to meet customer, third party partner and regulatory expectations.

Customer Transactional Systems

VERSION HISTORY

Version	Author	Description	Date
1.0	*Mary Silkworth*	*Initially approved*	*7/15/2019*
2.0	*Stephanie Myers*	*Update executive summary*	*6/26/2020*
2.1	*Stephanie Myers*	*Additional detail*	*7/21/2020*
2.2	*Stephanie Myers*	*Measurements added*	*7/30/2020*
3.0	*Heather Bruns*	*Update for 5-year planning*	*7/9/2021*
4.0	*Matt Halloran*	*Annual Update*	*09/02/2022*
5.0	*Matt Halloran*	*Annual Update, moved to new Business Case Template*	*04/28/2023*
BCRT	*Christine Tasche*		*4/28/2023*

GENERAL INFORMATION

YEAR	PLANNED SPEND AMOUNT ($)	PLANNED TRANSFER TO PLANT ($)
2024	$4,100,000	
2025	$5,000,000	
2026	$4,500,000	
2027	$5,800,000	
2028	$6,000,000	

Project Life Span	***Ongoing Program***
Requesting Organization/Department	Customer Solutions
Business Case Owner | Sponsor	Matt Halloran | Nicole Hydzik & Hossein Nikdel
Sponsor Organization/Department	Customer Solutions
Phase	Execution
Category	Program
Driver	Customer Service Quality & Reliability

Definitions for the Category and Driver can be found on the Business Case Review Team Team's site see link.

Investment Drivers

Customer Transactional Systems

1. BUSINESS PROBLEM - *This section must provide the overall business case information conveying the benefit to the customer, what the project will do and current problem statement.*

1.1 What is the current or potential problem that is being addressed?

At Avista, we have a variety of "Customer Transactional Systems" that are used to support the day-to-day operational needs of our customers, internal users, third party partners and our regulators.

These systems include functionality such as:

- Collection and storage of Meter Reads and Meter Data
- Customer Billing
- Head End Metering Systems
- Energy and Assistance Agency program reporting
- Rate Design and Rate Modeling tools
- Customer Energy Efficiency records and opportunities

To keep these systems up to date and operational, we must perform regular upgrades and invest in enhancements that will benefit our customers, internal users, third party partners and regulators. Technology and user expectations continue to grow, and we need to be agile and use our technologies to meet those expectations.

We strive to meet the needs of our customers by offering new options and features and to also ensure that the users of these systems can perform their jobs in the most efficient and timely manner. It is important to be able to meet the requests of our third-party partners and to ensure we are reporting back accurately to our regulators. These systems are foundational in our interactions with all our partners.

We must keep these systems updated to support new requests such as: new billing and rate options, product and services offerings, scheduling appointments and tracking jobs, payment arrangements and payment options and meter data information.

1.2 Discuss the major drivers of the business case.

This business case is driven by the need to consistently and accurately bill our customers, keep track of customer accounts and provide a way for CSR's and other employees to keep customer accounts current. This business case also includes systems needed to track energy efficiency and data required to report to our regulators. Work requests from our customers are managed and sent to field personnel from our Customer Transactional Systems. Without these systems we put our quality and reliability of serving our customers at risk.

We must keep these systems updated to support new requests such as: new billing and rate options, product and service offerings, scheduling appointments and tracking jobs, payment arrangements and payment options, and meter data information.

1.3 Identify why this work is needed now and what risks there are if not approved or if deferred or risks being mitigated by the request.

Not investing in this technology would greatly reduce the ability to keep our major systems secure, current and fully operational. These systems require regular updates from the software vendors and constant security updates to ensure our customer data is protected. If this business case is not approved, we would put significant risk on the ability to meet customer, third party partner and regulatory expectations for system performance, accuracy and capability set.

1.4 Discuss how the proposed investment, whether project or program, aligns with the strategic vision, goals, objectives and mission statement of the organization. *See link*.

Avista Strategic Goals

This business case aligns with the "Perform" focus area. At Avista, we have a variety of "Customer Transactional Systems" that are used to support the day-to-day operational needs of our customers, internal users, third party partners and our regulators.

For Avista to provide "Better energy for life…" it is important to keep core business systems functioning at the optimal level, not allow them to become stagnant and keep current with industry and security standards. Continually improving, enhancing, replacing, and building upon these systems keeps us in step with our value of performing and continuously improving and finding better ways to get things done. This concept is directly stated in our mission statement, "Our focus on performance today is critical to serving our customers well…" and is a demonstration of placing the customer at the center of everything we do.

In addition to focusing on our customers, our employees are foundational to everything that we do. Improving these systems also includes direct benefit to our employees and their performance. They are using these tools daily to deliver value to our customers and the communities we serve.

1.5 Supplemental Information – please describe and summarize the key findings from any relevant studies, analyses, documentation, photographic evidence, or other materials that explain the problem this business case will resolve.[1]

It is well documented and understood that

CC&B/MDM Cumulative Updates/Upgrade: Direct impacts to Customer Service, Construction Services, Rates, DSM, Security, Remittance, and Finance are among the many departments that utilize these systems along with specific roles such as CSRs, CPCs, account executives and regional business managers. This work will continue to keep our two most critical business applications updated to the most current versions and help to mitigate future support and security risks.

DSM System: This system will impact the employees that keep track of energy efficiency projects on behalf of our customers. Information in this system is tracked (for example: kWh and therms saved through a lighting upgrade in a supermarket) and reported to energy efficiency governing bodies.

2. PROPOSAL AND RECOMMENDED SOLUTION - *Describe the proposed solution to the business problem identified above and why this is the best and/or least cost alternative (e.g., cost benefit analysis).*

2.1 Please summarize the proposed solution and how it helps to solve the business problem identified above.

The proposed solution is to continue to invest in enhancement and improvement of existing customer transactional systems that are core to Avista business functions. It is considered a prudent investment as it provides business efficiencies, alignment to current security standards and ensures customer information, billing, metering and field activity information is accurate.

The Customer Transactional Business Case will fund the following deliverables over the next five years. Please note that this list is updated and reprioritized regularly based on customer and business identified needs and as such, items listed below may be removed or deprioritized at a future date.

[1] Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.

- Customer Care and Billing (CC&B) Application Upgrade(s) inclusive of security patches, bug fixes and feature enhancements.
- Meter Data Management (MDM) Application Upgrade(s) inclusive of security patches, bug fixes and feature enhancements.
- Bill Image Rendering Enhancements
- Tivoli Server Replacement
- Real Time Address Validation updates and enhancements
- Server Replacement to Redhat 8 OS
- Net Metering Bill Presentment
- New Rate implementation for Time of Use
- New Rate implementation for Peak Time Rebate
- Comfort Level Billing (CLB) Enhancements
- Payment Arrangement and Payment Plan implementation(s) and enhancements.
- Field Activity Management Enhancements
- Energy Assistance back-end system enhancements
- Renewable Natural Gas will fulfill a regulatory requirement and lessen calls to the Call Center for customers due to a self-service sign-up experience.
- Improving bill image (PDF) availability will lessen the calls to the Call Center as an improved solution will improve reliability of the current solution for our customers.
- CCB/MDM system upgrades, maintenance and ongoing enhancements. To keep these systems up to date and operational, we must perform regular upgrades and invest money in enhancements that will benefit our customers, internal users, third party partners and regulators.
- Demand Side Management System that tracks all large energy efficiency projects being conducted on behalf of our customers.
- Various products and services for customers including a time of use rate for residential customers, a bundled service for transportation electrification customers, and the ability to pre-pay for service.
- CCB/MDM Performance work is ongoing to maintain optimum performance for CCB & MDM end users.

2.2 Describe and provide reference to CIRR/IRR analyses, relevant studies, documentation, metrics, data, analysis, risk reduction, or other information that was considered when preparing this business case (i.e., samples of savings, benefits or risk avoidance estimates; description of how benefits to customers are being measured; metrics such as comparison of cost ($) to benefit (value), or evidence of spend amount to anticipated return).[2]

[2] Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.

Executing on this business case offers the company a multitude of benefits that range from adherence to current security and regulatory standards to improved customer and employee experience. Execution of upgrades, ehancements and implementation of new features within the CTS business case enable core business functionality, and without it, the company would be unable to effectively manage customer information, billing data, metering data, credit, collections, rebates and field activity monitoring. Execution of this business case is key to effective and efficient operation of the business.

2.3 Summarize in the table, and describe below the DIRECT offsets[3] or savings (Capital and O&M) that result by undertaking this investment.

Given the intent of the business case is to maintain and enhance customer transactional systems to maintain adherence to technology, performance and security standards, there are no direct O&M reductions related to this business case.

2.4 Summarize in the table, and describe below the INDIRECT offsets[4] (Capital and O&M) that result by undertaking this investment.

The intent of the business case is to maintain and enhance customer transactional systems to ensure adherence to technology, performance and security standards. With some specific projects executed under this business case, there are indirect offsets observed and forecasted. As those projects are executed, the indirect offsets will be documented within the specific project charter executed within this business case.

2.5 Describe in detail the alternatives, including proposed cost for each alternative, that were considered, and why those alternatives did not provide the same benefit as the chosen solution. Include those additional risks to Avista that may occur if an alternative is selected.

Alternative 1: <u>FUNDING AT A LOWER LEVEL</u>

The "Funding at a Lower Level" option would delay benefits to our employees and customers, users of the system and third-party partners. This option could potentially increase O&M costs as we may delay our major technology system upgrades. In addition, we would delay implementing security and functionality enhancements that would benefit users of the systems and create operational

[3] Direct offsets are defined as those hard cost savings Avista customers will gain due to the work under this business case. Such savings could include reductions in labor, reduced maintenance due to new equipment, or other.

[4] Indirect offsets are those items that do not directly reduce the current costs of the Company, but may serve to reduce future hirings, improve efficiencies, reduces risk (cost or outage), or allows current employees to focus on higher priority work.

efficiencies. Lastly, funding at a lower level creates risk for customer billing and data security as this business case supports enhancement of that functionality.

2.6 Identify any metrics that can be used to monitor or demonstrate how the investment delivered on remedying the identified problem (i.e., how will success be measured).

Success measures are as follows:

- Number of integrated releases executed within a calendar year.
- Severity level 1 defects created as a result of integrated releases.
- Number of bills successfully generated and processed annually.
- AMI metering commands sent annually.
- Project specific efficiency and O&M savings.
- Number of trackers completed annually.

2.7 Please provide the timeline of when this work is schedule to commence and complete, if known.

The work within this business case will be conducted through a program that will contain multiple projects. The work will transfer to plant most often on both an integrated and independent release cycle; new features will go live for employees and/or customers 7-10 times per year.

2.8 Please identify and describe the Steering Committee/governance team that are responsible for the initial and ongoing approval and oversight of the business case, and how such oversight will occur.

This business case will be governed by the Customer Facing Technology Program (CFTP) & Customer Experience Platform (CXP) & Customer Transactional Systems (CTS) governance group. This group prioritizes and governs the projects under the Customer Transactional Systems throughout the entire project lifecycle. They then surface these to the IS/IT PMO for execution.

The CFTP, CXP and CTS Governance Group meets on a monthly basis.
Members include:
Kevin Christie – VP External Affairs and CCO
Latisha Hill – VP Community & Economic Vitality
Jennifer Esch – Director of Customer Service
Nikdel Hossein – Director Applications and System Planning
Jim Corder – Director IT and Security

Dana Anderson – Director Corporate Communications
David Howell – Director Operations, West Operations and Asset Management
Vern Malensky – Director Electric Engineering
Nicole Hydzik – Director Energy Efficiency
Matt Halloran – Manager Customer Technology Solutions
Graham Smith – Manager Applications Delivery and Application Support
Facilitators include:
Kim Henscheid – Program Manager Customer Experience Platform
Ethan Jelinek – IT Sr Program Manager

Decision making and general prioritization decisions for the business case and programs will be documented and monitored through monthly meeting notes. Project specific decisions will be documented within the PMO's current process through project change orders.

3. APPROVAL AND AUTHORIZATION

The undersigned acknowledge they have reviewed the *Customer Transactional Systems* and agree with the approach it presents. Significant changes to this will be coordinated with and approved by the undersigned or their designated representatives.

Signature:	DocuSigned by: Matt Halloran 2453B362CFD34F9...	Date:	May-08-2023 | 9:27 AM PDT
Print Name:	Matt Halloran		
Title:	Manager, Customer Technology Solutions		
Role:	Business Case Owner		
Signature:	DocuSigned by: Nicole Hydzik 89C843A39FB7478...	Date:	May-08-2023 | 2:07 PM PDT
Print Name:	Nicole Hydzik		
Title:	Director of Energy Efficiency and Products and Services		
Role:	Business Case Sponsor		
Signature:		Date:	
Print Name:			
Title:			
Role:	Steering/Advisory Committee Review		

Customer Facing Technology

EXECUTIVE SUMMARY

The Customer Facing Technology business case focuses on delivering value, ease and transparency to all customers (ID, WA, and OR) through our various digital channels including but not limited to MyAvista.com, text/SMS, inbound and outbound voice phone systems, and our mobile app. Customer expectations have evolved to the point that companies are expected to deliver fast, easy, personalized, and intuitive self-service 24 hours per day and on many channels of customer choice such as desktop computer, mobile device, tablets, and phone. Customers want a consistent experience from their first interaction to the resolution of their issue or the completion of their self-service transaction. They are not comparing Avista to other utilities, rather they compare us to all the brands with which they interact including companies such as large tech companies that are providing world class digital experiences. Those types of digital experiences are becoming the norm and customers are increasingly expecting that level of experience from all companies they do business with, including Avista.

In addition to existing customers desiring to work with Avista in digital ways, new customers reach adulthood every year and the expectations for self-service and digital engagement will continue to increase as these new generations become our customers (Kulbytė, 2021). Funding the Customer Facing Technology business case ensures that Avista can meet the customer where they are and continue delivering value, ease and transparency to our customers.

Features in this business case include ways for our customers to interact with and transact with Avista, including, but not limited to:

- Viewing bill and associated info (desktop web, mobile web, mobile app, automated phone)
- Paying bill (desktop web, mobile web, mobile app, automated phone, payment kiosk)
- Viewing personalized usage info (desktop web, mobile web)
- Reporting outage (desktop web, mobile web, mobile app, automated phone, text/SMS)
- Viewing outage information (desktop web, mobile web, mobile app, automated phone, text/SMS)
- Alerts and Notifications (Automated for Billing, Outage and Budget Alerts via email or SMS)
- Stop, Start, Transfer Service (desktop web, mobile web, automated phone)
- Apply for Energy Efficiency Rebates (desktop web, mobile web)

In addition to these features for customers, this business case also includes the foundational and technical work to run the digital channels. The underlying technology must be kept up to date in order to be available for our customers. Upgrades and service packs are required to keep the channels performing and secure. More functionality is included in this business case and is referenced in Section 2.4.

Avista's digital channels are experiencing increasing usage year over year. If the digital channels become stagnant and are not enhanced to accommodate adjusted consumer behavior, customer satisfaction will decline, resulting in increased calls to the call center and increases in costs to serve our entire customer base.

VERSION HISTORY

Version	Author	Description	Date
1.0	*Stephanie Myers*	*Initial approved*	*4/20/2020*
2.0	*Stephanie Myers*	*Updated Executive Summary*	*6/26/2020*
2.1	*Stephanie Myers*	*Additional content added*	*7/20/2020*
2.2	*Stephanie Myers*	*Finalization of document*	*7/28/2020*
3.0	*Matt Halloran*	*Annual Update*	*09/02/2022*
4.0	*Matt Halloran*	*Annual Update and New Template*	*04/28/2023*
BCRT	*BCRT Team Member-Christine Tasche*	*Has been reviewed by BCRT and meets necessary requirements*	*4/28/2023*

GENERAL INFORMATION

YEAR	PLANNED SPEND AMOUNT ($)	PLANNED TRANSFER TO PLANT ($)
2024	$5,400,000	
2025	$5,200,000	
2026	$5,600,000	
2027	$6,200,000	
2028	$6,500,000	

Project Life Span	***Ongoing Program***
Requesting Organization/Department	Customer Solutions | Enterprise Technology
Business Case Owner | Sponsor	Matt Halloran | Nicole Hydzik & Hossein Nikdel
Sponsor Organization/Department	Customer Solutions
Phase	Execution
Category	Program
Driver	Customer Service Quality & Reliability

Definitions for the Category and Driver can be found on the Business Case Review Team Team's site see link.

Investment Drivers

Customer Facing Technology

1. BUSINESS PROBLEM - *This section must provide the overall business case information conveying the benefit to the customer, what the project will do and current problem statement.*

1.1 What is the current or potential problem that is being addressed?

With every passing year, customer expectations for self-service ease, value and transparency continue to evolve. Our customers expect Avista to be easy to work with, demand more value for their energy dollars and have an increasing expectation of transparency and availability of information. Gone are the days when only mailing and having a drive up drop box for payments was acceptable.

The Company's customers have interest in a variety of offerings that can simplify their interactions with Avista and give them more information about, and control over, their energy use. This, combined with the expansive growth of technology, creates a customer expectation that information is easy to find, payments are easy to make, communications are proactive, timely, personalized, and available through a variety of channels.

The Customer Facing Technology Program delivers on ease, by providing efficient digital self-service options to our customers. The Program delivers on value, as a self-service transaction tends to cost less than an equivalent live contact, and lastly, the Program delivers on information availability, as self-service automations enable more information transparency for the customer than at any point in our history.

1.2 Discuss the major drivers of the business case.

The Customer Facing Technology Program delivers and supports tools that enable our customers to self-serve through a digital channel that they choose and improves on our ability to do personalized outbound alerts as well. Improvement of the digital customer experience is at the core of the Customer Facing Technology Program.

One of the major drivers of this business case is that Avista's digital self-service channels are the primary way our customers choose to interact with our Company, and they continue to get more and more use every year. In 2021, our self-service channels supported more than 7 million customer contacts as compared to a little over 2.5 million 11 years earlier, in 2011 (Figure 1). These channels provide ways our customers can self-serve and gain access to a level of information that was not readily available to them in years past. The customer desire for self-service is a common trend across all industries. In fact, 80+% of all consumers now prefer self-service to live contact (NICE, 2022) and 70% expect a company's website to include self-service options (Kulbytė, 2021). Avista's customers are no different as evidenced by their behavior in choosing self-service to live contact by a ratio of almost 16:1 in 2021 (Figure 1).

Customer Facing Technology

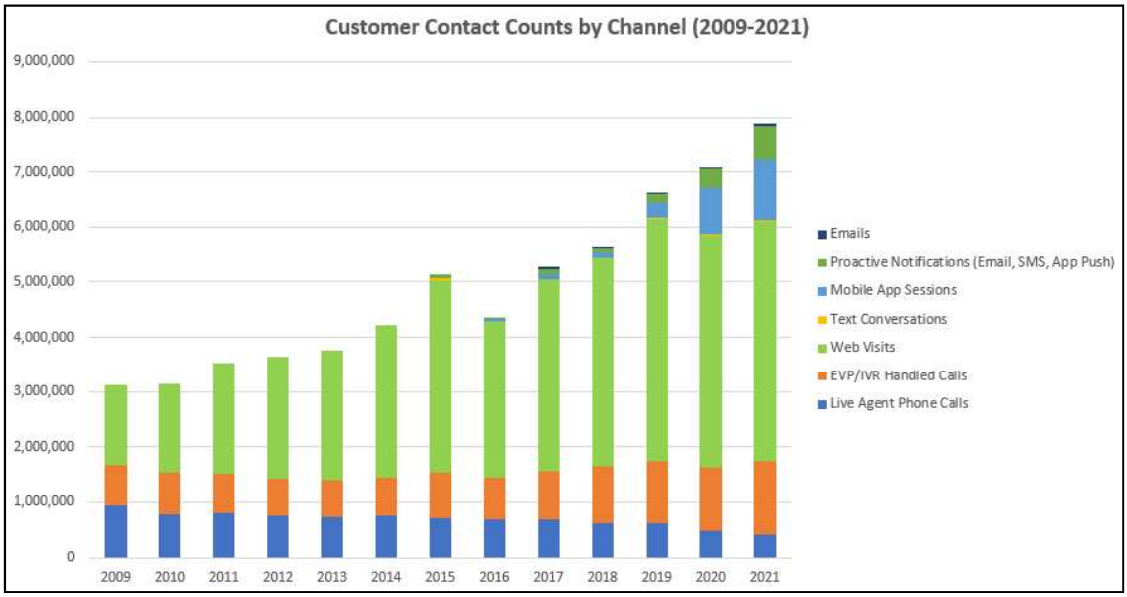


Figure 1: Customer Contact Counts by Channel

Customer expectations are generally set by interactions with organizations outside the utility industry. Those customer service and self-service expectations then get applied to their interactions with Avista. The investments in this business case will provide tools to customers that they are familiar using with other companies. This will keep customer satisfaction high, provide value for their energy dollars, and provide an exceptional customer experience.

Another major driver for this business case is that our customers require the Company to keep their information secure. All of Avista's self-service channels and supporting technology platforms require ongoing upgrades and enhancements to ensure the technology does not go out of support with the software vendor and that the technology continues to deliver the value that customers expect. Specifically, the Company's customer facing channels require security and operating system upgrades to ensure resiliency and security of customer related Personally Identifiable Information (PII).

Additionally, our customers expect our digital self-service channels to be available 24/7. Avista must transition our technology infrastructure and architecture to meet that demand and do it in a cost-effective way. Our customers no longer tolerate website outages related to system maintenance or reductions in performance related to high traffic, like is often observed during major weather events. They expect the tools to be available at the moment of their need and/or choosing and sometimes their need may be urgent. The Customer Facing Technology Program is required to be able to deliver on that customer requirement.

1.3 Identify why this work is needed now and what risks there are if not approved or if deferred or risks being mitigated by the request.

This work is needed now because customer expectations are not stagnate and our technology systems are constantly requiring software updates, version upgrades, as well as backend changes. In parallel, new tools and options continue to materialize that our customers grow to expect.

Customers expect superior performance of our technology systems and the availability of tools and options similar to what they see on other industries digital channels. They are constantly comparing their utility experience to experiences they have with other businesses and "utilities", such as Amazon, Apple, Safelite, Comcast, etc. Avista must keep up with customer expectations and provide value for their energy dollars that is tied to digital experiences for utility services and do so in the most cost-effective way possible.

If this business case is not approved, we risk a major decline in customer satisfaction by not meeting customer expectations. Figure 4 & 5.

If this business case is not approved, the Company risks increased calls into the call center which is a more costly way to complete customer transactions. See Section 2.2 summarizing cost per customer contact via digital self-service vs live contact.

1.4 Discuss how the proposed investment, whether project or program, aligns with the strategic vision, goals, objectives and mission statement of the organization. *See link*.

Avista Strategic Goals

Avista's strategic vision is to put the customer at the center of everything we do. The meaning behind this business case is to provide tools for our customers to interact with our company in a digital way and a way that the customers choose. This is 100% in line with our strategic vision.

A specific focus area is for our customers, "We must hold our customers' interests at the forefront of all our decisions, operating our business by showing that we are transparent, genuinely care, and are easy to do business with." We are offering a choice to our customers; therefore, we are easy to do business with. If a customer wants to avoid talking to a customer service representative and pay their bill online, sign up for alerts and notifications, or get information on the mobile app regarding their outage, they can do that within seconds or minutes.

Our mission is "We improve our customers' lives through innovating energy solutions." Some of the planned work in the coming years will provide detailed usage information to the customer (load disaggregation) enabling them to become more in control of their energy use. By providing these digital channels tools to our customers we are opening their eyes into how they are using energy, this will allow them to more effectively manage their energy and see where they may be able to save money or repair underperforming appliances. This program enables innovative customer interactions and provides immense value to our customers, both in terms of how they interact with us, but also through reductions in the cost to serve

1.5 Supplemental Information – please describe and summarize the key findings from any relevant studies, analyses, documentation, photographic evidence, or other materials that explain the problem this business case will resolve.[1]

Year	Live Agent Phone Calls	EVP/IVR Handled Calls	Web Visits	Text Conversations (Automated)	Mobile App Sessions	Proactive Notifications (Email, SMS, App Push)	Agent Email Response
2009	930,585	735,938	1,451,840	-	-	-	-
2010	790,406	753,613	1,587,786	-	-	-	-
2011	811,762	708,310	2,001,136	-	-	-	-
2012	748,840	675,436	2,228,809	-	-	-	-
2013	734,771	667,107	2,349,995	-	-	-	-
2014	748,891	706,042	2,770,632	-	-	-	-
2015	722,241	814,363	3,474,739	56,723	-	78,612	-
2016	685,966	755,271	2,838,599	3,704	41,984	40,510	-
2017	693,863	875,424	3,466,919	3,566	107,462	76,764	48,552
2018	626,910	1,029,601	3,770,243	4,691	104,786	77,649	24,366
2019	615,229	1,131,232	4,406,233	8,665	282,974	160,014	31,581
2020	491,774	1,145,869	4,209,265	12,460	859,348	338,613	37,936
2021	421,537	1,319,648	4,355,479	25,340	1,110,181	620,413	28,817

Table 1: Customer Contacts by Channel Summary Table

Avista has demonstrated evidence that when we add customer requested features to our channels it drives adoption and use of that channel. In Q1 of 2019, Avista deployed the 'pay my bill' capability within the mobile app channel. As demonstrated in Figure 2 below, customer adoption of the mobile app increased markedly based on the availability of that feature, and has continued to increase over time.

[1] Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.

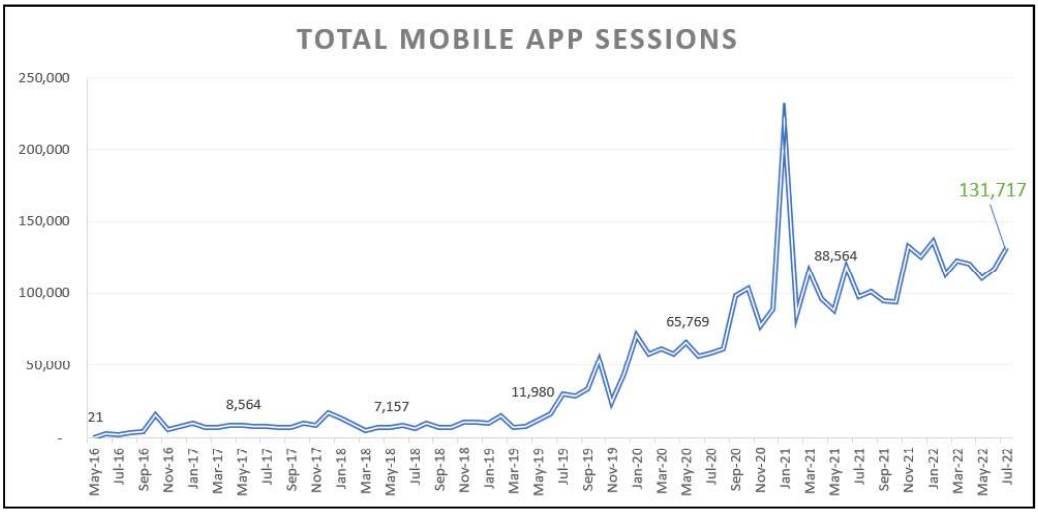


Figure 2: Avista Mobile App Usage Over Time

This business case will provide self-service options for our customers through our digital channels. This will reduce the amount of manual work our employees are performing on behalf of our customers. Less follow-up could be required between CSR's and other employees because customers would be self-serving and gathering this information on their own.

2. PROPOSAL AND RECOMMENDED SOLUTION - *Describe the proposed solution to the business problem identified above and why this is the best and/or least cost alternative (e.g., cost benefit analysis).*

2.1 Please summarize the proposed solution and how it helps to solve the business problem identified above.

The recommended solution includes a multitude of self-service functionality additions and enhancements. Under the leadership of the defined Customer Technology governance team, the Program undergoes bi-annual (at minimum) assessment and prioritization of deliverables to ensure the Customer Facing Technology Program is aligned with current customer and business needs. Please note that the list below is updated and reprioritized regularly based on customer and business identified needs and as such, items listed below may be removed or deprioritized at a future date. Deliverables within the Customer Facing Technology Program could include (but are not limited to) the following:

<u>Self-Service Functionality</u>

- Enhancements to Avista automated Start, Stop and Transfer Service Functionality.
- AMI smart meter enabled personalized energy usage insights using customer facing tools on the web and mobile application.

- Storm Center/Outage Map upgrade for an improved user interface, more useful information and tools, enhanced alert features, admin event history module, and map legend enhancements.
- Implementation of "Bill Image" generation software and/or vendor with the objective of improving availability and value to the customer. This may also include new bill design.
- Enhancement to payment methods (PayPal, Venmo, Apple Pay, Google Pay, Alexa, Google Home, etc.).
- Mobile App Upgrade – Addition of high frequency and high volume transactions on the Mobile App that are currently available to customers via myavista.com (example: Add the ability for a customer to view their Usage Data on the Mobile App). It may also include Mobile App specific functionality that is optimized for that channel.
- Features to streamline processes for landlords - landlords have a high amount of move in/move out transactions they perform on behalf of their tenants. Specific functionality for business customers to help them manage their energy use. This work may reduce the number of calls to our Call Center and account executives.
- New payment flow for multi-account customers to streamline process with less clicks and more information easily available and accessible from the MyAccount page.
- Enhanced reporting for energy assistance to allow partner agencies to provide a better experience for Avista's customers seeking bill assistance.
- Tools for customers who have their own onsite renewable generation
- Ability for customers to schedule appointments and view how various work is progressing through the pipeline (construction tracker, tree trimming status/work tracker, etc.) – This work may reduce the number of calls to our Call Center and/or Customer Project Coordinators.
- Ability to report streetlight outages via the web and mobile app. This may reduce calls to the Call Center and reduce manual processes.
- Energy management tools through various voice channels (Alexa, Google Home, etc.)

<u>Technology Updates</u>

- Web content management system maintenance, upgrades, and ongoing enhancements. Some of this work will allow content editors to make updates to our website and the ability to provide customer facing web updates in real-time and will remove workload from our development team. The web content management system is the underlying technology and is required in order to keep a website up and functioning.
- Digital channels technologies maintenance, upgrades and ongoing enhancements. This work covers digital channels technologies other than the web content management system, such as vendor related systems like Storm Center, outage map, agent web, InfoPortal, mobile app, IVR, etc.

- Customer systems resiliency work which includes redesigning existing technology processes and integrations and the replacement of web services to industry standards to improve upon our digital channels performance.
- Outage Resiliency improve the resiliency (availability) of our digital channels in the face of high traffic or catastrophic events.
- Web maintenance and technical debt to ensure our website is up to date, secure, accurate data presentment, updated customer information, banners and alerts, security enhancements, server upgrades, license and certificate renewals, etc.
- Call Center application upgrades.

Products & Services, Energy Efficiency

- Rebates features and enhancements – new conversion category, instant rebate check out in the "Marketplace".
- Non-retail digital channel energy payments.

2.2 Describe and provide reference to CIRR/IRR analyses, relevant studies, documentation, metrics, data, analysis, risk reduction, or other information that was considered when preparing this business case (i.e., samples of savings, benefits or risk avoidance estimates; description of how benefits to customers are being measured; metrics such as comparison of cost ($) to benefit (value), or evidence of spend amount to anticipated return).[2]

As demonstrated in Figure 1 and Table 1, the digital self-service channels are our most used and customer preferred channels, which includes the website, automated phone system, and mobile app. The second most used channel preferred by customers are proactive notifications through multiple channels. Both of these methods have higher quantities than live phone and email contacts.

In 2021, Avista had 7,459,878 self-service customer contacts. If that stays the same for 2023, and we invest $4,450,000 into the Customer Facing Technology Program, that equates to $0.60 per customer contact. Compare that to 2021 calculations for cost to serve the customer via live contact. In 2021, the yearly average cost-per-call was roughly $10.33.

Based on data obtained from Customer Surveys (Figure 3), up to 46% of customers stated their 'next action' would be to call customer service if the self-service tool fails in the digital channels. As a result, if 46% of self-service customer contacts were instead a phone call, that would equate to roughly $35.4M (7,459,878 x 0.46 x $10.33) in annual costs required to support customer demand for information and

[2] Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.

service. We recognize that not all 46% are in reality going to call or email the contact center, but a conservative estimate of even 10% creating a contact center interaction is $7.7M per year in costs avoided.

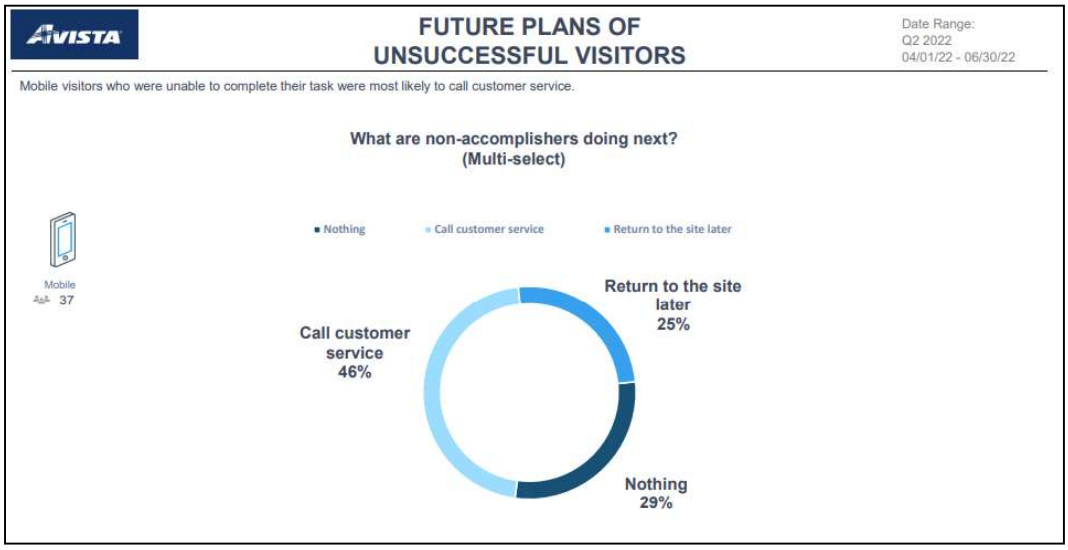


Figure 3: Customer "Next Action" Survey Results

One balancing reality to acknowledge is that even though customers are making less calls to Avista, as the more routine-type services can be managed through our digital channels, the calls we do receive are more complex, taking longer to work through and requiring more care. This means that the digital channels are critical to keeping our costs down. Avista's Customer Service Representatives have answered 48% less phone calls when comparing 2021 to 2011 (See table 1). However, average call handle time has increased in that same timeframe because 'simple' transactions have largely moved to digital self-service channels. Not only are our customers receiving more value for their energy dollars through our digital self-service channels but our customer service representatives are able to provide more time and attention to those customers that do call in to solve more complex issues. This demonstrates that investment in our digital channels provides a two-fold value to customers.

In summary, we expect the trend for digital self-service preference to continue. With a $5.4M investment for 2024 and $5.2M for 2025, Avista can expect to keep the cost per customer contact at or below $0.7, which is extremely cost effective when comparing to the 2021 cost-per-call average of $10.33.

This becomes especially important when considering that the Avista service territory is currently experiencing rapid growth (Jones, 2022) and every investment in self-service capability results in relative cost-per-contact decreases. As an example, Avista recently prioritized and is working to fully automate the 'Start Service' process as a deliverable under the Customer Facing Technology

Program in 2023. Initial estimates for labor-based cost savings are greater than $150,000 annually when comparing to the non-automated workflow, which requires manual data entry for every customer requested start-service transaction. Over the course of 5 years, this should result in $750,000 labor cost savings via Avista Call Center's "Flex" staffing model.

With our flexible work force in the call centers, we can flex the staffing to meet call volume. If calls increase, then we 'flex' on more staff to maintain the level of service. On the contrary, if calls decrease, then we staff at fewer hours for the week and sustain this level of staffing, if the lower call volume is maintained. Continuing to increase our self-service offerings enables Avista more opportunity for labor savings.

2.3 Summarize in the table, and describe below the DIRECT offsets[3] or savings (Capital and O&M) that result by undertaking this investment.

There are no direct O&M reductions due to this capital business case, this business case supports customer expectations related to availability of self-service transactions that support customer value, ease and transparency.

2.4 Summarize in the table, and describe below the INDIRECT offsets[4] (Capital and O&M) that result by undertaking this investment.

Offsets	Offset Description	2024	2025	2026	2027	2028
Capital		$0	$0	$0	$0	$0
O&M	Avoided Call Cost Offset	$7.7M	$7.8M	$7.9M	$8.0M	$8.1M

2.5 Describe in detail the alternatives, including proposed cost for each alternative, that were considered, and why those alternatives did not provide the same benefit as the chosen solution. Include those additional risks to Avista that may occur if an alternative is selected.

Alternative 1: Funding at a reduced level

In this alternative, Avista would implement some of the customer solution capabilities and improvements listed in section 2.1, excluding those that require the help of outside

[3] Direct offsets are defined as those hard cost savings Avista customers will gain due to the work under this business case. Such savings could include reductions in labor, reduced maintenance due to new equipment, or other.

[4] Indirect offsets are those items that do not directly reduce the current costs of the Company, but may serve to reduce future hirings, improve efficiencies, reduces risk (cost or outage), or allows current employees to focus on higher priority work.

professional services. This alternative will delay some of the benefits to our customers which may generate dissatisfaction and cause systems performance to degrade by preventing us from maximizing the benefits of these previously funded core systems, such as the myavista.com website, mobile app, and smart meter and load disaggregation capabilities.

2.6 Identify any metrics that can be used to monitor or demonstrate how the investment delivered on remedying the identified problem (i.e., how will success be measured).

Digital Self-Service customer satisfaction will be used to determine if this investment is successfully delivering on its objectives. We receive a quarterly scorecard that measures customer satisfaction for myavista.com. According to the most recent metrics for Q2 2022, Avista scored 81.2 points (avg of desktop and mobile score) as compared to the ForeSee Website Index average of 68.5 points.

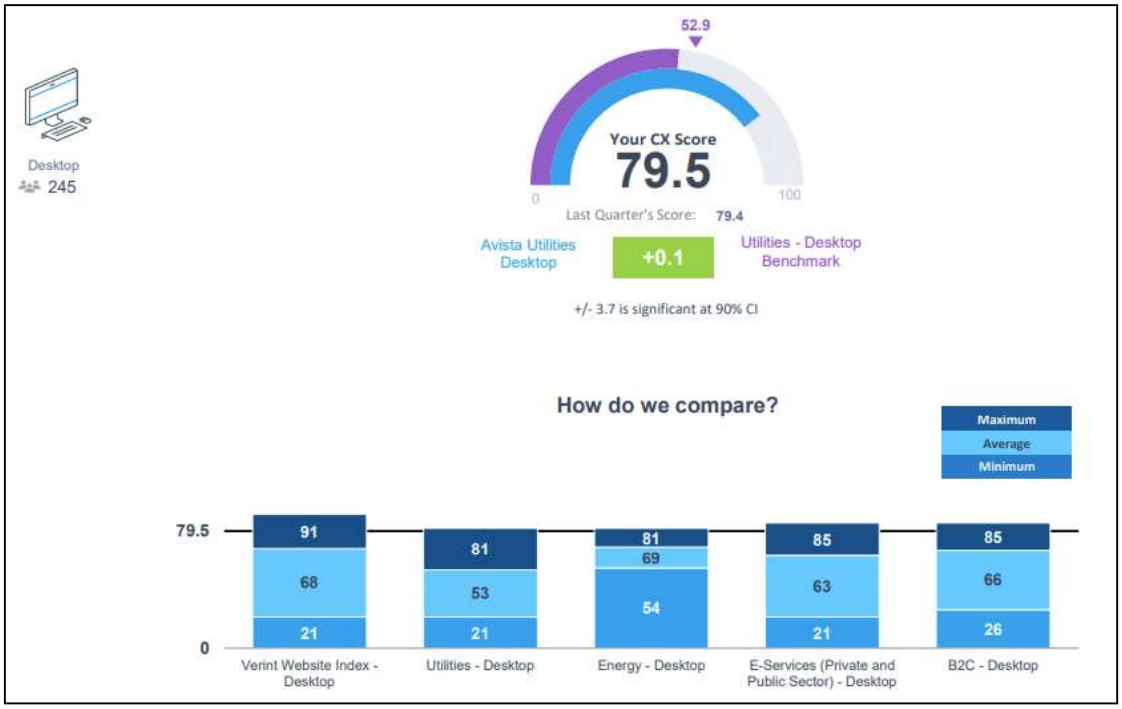


Figure 4: Avista's Q2 2022 Desktop Customer Satisfaction Score and Comparison

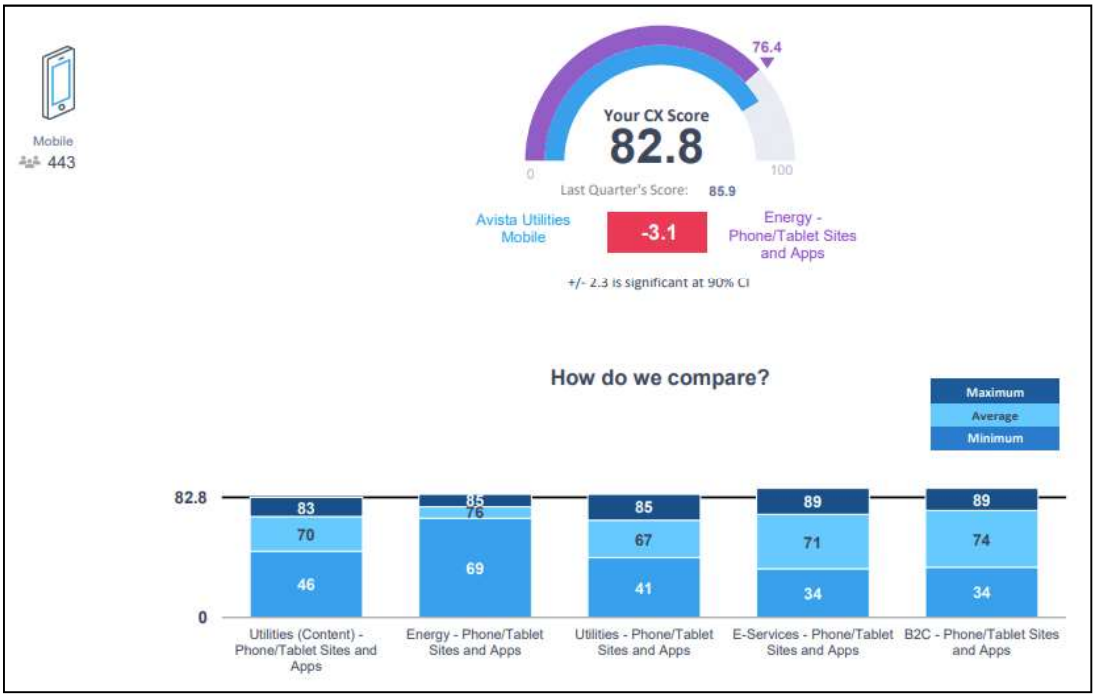


Figure 5: Avista's Q2 2022 Mobile Customer Satisfaction Score and Comparison

At this time, we are not able to measure satisfaction for the mobile app or text channels, however the consistent increase in mobile app usage lets us know that this channel is quickly becoming increasingly more popular.

The Company will also continue to track and monitor live customer contacts. If this business case is successful in meeting customer expectations for self-service functionality, we'd expect live customer contacts to remain the same or decrease from current levels. See Figure 1.

The Company will also measure total self-service customer contacts. If this business case is successful in meeting customer demand for self-service functionality, we'd expect digital self-service contacts to remain the same or increase from current levels year over year. See Figure 1.

2.7 Please provide the timeline of when this work is schedule to commence and complete, if known.

The work within this business case will be conducted through a program that will contain multiple projects. The work will transfer to plant most often on an integrated release cycle; new features will go-live for customers 3 or more times per year.

2.8 Please identify and describe the Steering Committee/governance team that are responsible for the initial and ongoing approval and oversight of the business case, and how such oversight will occur.

This business case will be governed by the Customer Facing Technology (CFTP), Customer Experience Platform (CXP) & Customer Transactional Systems (CTS) Governance group. This group prioritizes and governs the projects under the Customer Experience Platform throughout the entire project lifecycle. They then surface these to the IS/IT PMO for execution.

The CFTP Governance Group meets on a monthly basis.

Members include:

Kevin Christie – VP External Affairs and CCO
Latisha Hill – VP Community & Economic Vitality
Jennifer Esch – Director of Customer Service
Nikdel Hossein – Director Applications and System Planning
Jim Corder – Director IT and Security
Dana Anderson – Director Corporate Communications
David Howell – Director Operations, West Operations and Asset Management
Vern Malensky – Director Electric Engineering
Nicole Hydzik – Director Energy Efficiency
Matt Halloran – Manager, Customer Technology Solutions
Graham Smith – Manager Applications Delivery and Application Support

Facilitators include:

Kim Henscheid – Program Manager Customer Experience Platform
Ethan Jelinek – IT Sr Program Manager

Decision making and general prioritization decisions for the business case and programs will be documented and monitored through monthly meeting notes. Project specific decisions will be documented within the PMO's current process through project change orders.

3. APPROVAL AND AUTHORIZATION

The undersigned acknowledge they have reviewed the *Customer Facing Technology* and agree with the approach it presents. Significant changes to this will be coordinated with and approved by the undersigned or their designated representatives.

Signature:	DocuSigned by: Matt Halloran 2453B362CED34F9...	Date:	May-08-2023 | 9:27 AM PDT
Print Name:	Matt Halloran		
Title:	Manager, Customer Technology Solutions		
Role:	Business Case Owner		
Signature:	DocuSigned by: Nicole Hydzik 89C843A39FB7478...	Date:	May-08-2023 | 2:08 PM PDT

Customer Facing Technology

Print Name:	Nicole Hydzik		
Title:	Director of Energy Efficiency and Products and Services		
Role:	Business Case Sponsor		
Signature:		Date:	
Print Name:			
Title:			
Role:	Steering/Advisory Committee Review		

Reference:

Jones, P. (2022, July 28). *Spokane County's Population Grows Faster Than Expected*. Retrieved from Spokane Journal of Business: https://www.spokanejournal.com/local-news/spokane-countys-population-grows-faster-than-expected/

Kulbytė, T. (2021, May 4). *THE VALUE OF CUSTOMER SELF-SERVICE IN THE DIGITAL AGE*. Retrieved from Super Office: https://www.superoffice.com/blog/customer-self-service/

NICE. (2022). Retrieved from NICE 2022 Digital-First Customer Experience Report Finds 81% of Consumers Say They Want More Self-Service Options | NICE

Customer Experience Platform Program

EXECUTIVE SUMMARY

The purpose of the Customer Experience Platform (CXP) Business Case is to implement the technology necessary to support the emphasis on Customer Experience at Avista. The CXP program empowers all departments to work as one in support of customers. The work executed under this program will deliver the personalized experiences customers love and build lasting, trusted relationships. CXP has created a single interface to provide a consistent and comprehensive view of each customer, their preferences, past interactions with the Company, communications, and history. This reduces confusion across departments, allows our employees to handle an entire situation and answer customer questions without having to transfer a call or tell the customer we will need to get back to them. This also allows our customers to no longer have to repeat information with various employees of Avista about a single situation because all interactions will be logged and made available to employees. This platform brings our employees and our customers together by providing a single lens into each individual customer and their interactions with us.

The CXP program will continue to create new features in an iterative agile fashion for various departments across our company and for our customers with a specific focus to the overall customer and employee experience. These features may include (but are not limited to) the following: Quoting & Order Entry, Account Management, Contract management, Lead Management, Segmentation, Approvals & Workflows, Communication Campaign management tracking, Trouble Management, Credit & Collections, Start/Stop Service, High Bill Analysis, Payment Processing, Field service request & tracking, Rebate programs, New construction, and Ability for CSRs to see location of field personnel. Through the implementation of CXP, some systems will be replaced as their functionality is integrated into CXP. For example, centralizing communication platforms, moving functionality from InforCRM to the CXP.

Not investing in the customer experience platform would put overall customer satisfaction at risk. Lower customer satisfaction would result in higher costs in serving dissatisfied customers, increased customer complaints to Avista and to our commissions, and a lack of trust with our company. We are developing and enhancing this platform based on our strategy of putting the customer at the center and to improve overall customer interaction and experience; if we do not improve the customer experience by providing the proper tools to our employees to serve our customers, then we put meeting current customer expectations at risk. We currently enjoy high customer satisfaction scores, but if we do nothing, we are at risk of satisfaction decreasing.

This program is intended to set the foundational technology and organizational structure in place to enable the support of the experiences required of the utility of the future. This program's capital costs are forecast to transfer to the "Customer Transactional Systems" and the "Customer Facing Technology Program" business cases over time.

Customer Experience Platform Program

VERSION HISTORY

Version	Author	Description	Date
1.0	*Stephanie Myers*	*Initially approved*	*6/15/2020*
2.0	*Stephanie Myers*	*Updated Executive Summary*	*6/26/2020*
2.1	*Stephanie Myers*	*Additional content in narrative*	*7/21/2020*
2.2	*Stephanie Myers*	*Additional detail added for cost avoidance*	*7/28/2020*
3.0	*Kim Henscheid*	*Updated requested spend amounts*	*7/9/2021*
4.0	*Matt Halloran*	*Annual Update*	*09/02/2022*
5.0	*Matt Halloran*	*Annual Update, moved to new template*	
BCRT	*BCRT Team Member-Christine Tasche*	*Has been reviewed by BCRT and meets necessary requirements*	*4/28/23*

GENERAL INFORMATION

YEAR	PLANNED SPEND AMOUNT ($)	PLANNED TRANSFER TO PLANT ($)
2024	**$5,000,000**	
2025	**$4,800,000**	
2026	**$4,000,000**	
2027	**$1,800,000**	
2028	**$1,000,000**	

Project Life Span	***5 years***
Requesting Organization/Department	Customer Solutions | Enterprise Technology
Business Case Owner | Sponsor	Matt Halloran | Nicole Hydzik & Hossein Nikdel
Sponsor Organization/Department	Customer Solutions
Phase	Execution
Category	Program
Driver	Customer Service Quality & Reliability

Definitions for the Category and Driver can be found on the Business Case Review Team Team's site see link.

Investment Drivers

Customer Experience Platform Program

1. BUSINESS PROBLEM - *This section must provide the overall business case information conveying the benefit to the customer, what the project will do and current problem statement.*

1.1 What is the current or potential problem that is being addressed?

The purpose of the Customer Experience Platform (CXP) Business Case is to implement the technology supporting the emphasis on Customer Experience at Avista.

Our systems and how our employees transact with those systems are somewhat silo'ed in nature. A specific department uses systems that are completely separate and specialized to the job that department is performing. For example, customer service's primary role is to help the customer and answer questions to the best of their ability. They can help a customer with their bill, process a payment, create a payment arrangement, analyze their usage, and create an activity for a field person to perform. The customer service representative (CSR) does not have knowledge of where individual field personnel are located, or how much availability our field personnel may have to meet with a customer. In essence, this will provide a more holistic or 360 degree view of the customer.

This program enables the customer at the center strategy by creating transformative tools for our employees that tie together multiple disparate systems to create a single lens to better understand customer history and interactions across all workstreams and depts. The CX platform will be enhanced over time and will eventually be used by all employees that work directly with or support our customers (both electric and gas customers in all service territories). These employees include but are not limited to customer service representatives, field workers, account executives, construction workers, various management roles.

We do not currently have one single interface that can provide consistent information and a single source of truth about our customers and their historical interactions with Avista. Having this type of holistic interface reduces confusion across departments, allows our employees to handle an entire situation and answer customer questions without having to transfer a call or tell the customer we will need to get back to them. This also allows our customers to no longer have to repeat information with various employees of Avista about a single situation because all interactions will be logged and made available to employees. This platform brings our employees and our customers together by providing a single lens into all customer interactions.

From a strategic perspective, we are putting technology in place that will allow our employees to create the experience that customers are increasingly expecting. Companies that focus on great customer experience have higher customer satisfaction and loyalty which will be increasingly important as the utility industry evolves and more customer choice options are available.

1.2 Discuss the major drivers of the business case.

The major driver of this business case is Customer Service Quality & Reliability combined with a focus on our corporate customer at the center strategy. The CXP program is a key building block that empowers all our departments to work as one. It will enable us to deliver the personalized experiences customers love and build lasting, trusted relationships. With the Customer Experience Platform, customers will experience shorter lead times, less time between follow-up activities because our system will escalate cases when the customer has been waiting.

Customers will experience streamlined processes and the introduction of electronic signatures. They will have the ability to chat with us virtually without having to pick up the phone. The customer will be able to get communication through the channel they choose (email, phone, print, text, etc.). Our customers will get communication that is specific and personalized and therefore more relevant to them. If they need help paying their bill, our communication will be targeted and focused on features

that will help that customer, like agency locations or new incentives. We will be able to log every interaction our employees have with our customers, which should allow customers to avoid having to call multiple different people within the company to address an issue. A single employee could help answer multiple customer questions because the information will be logged and made available to employees in order to streamline that customer experience.

1.3 Identify why this work is needed now and what risks there are if not approved or if deferred or risks being mitigated by the request.

Avista's strategy is increasingly focused on putting our customer at the center of everything we do. Part of this strategy is preparing for a future where customers will have more choice for energy service and adjacent products and services. We want them to choose us because of the exemplary experiences they have had with our company. It takes many years to build the capabilities and associated improved customer satisfaction and if we defer this work, we risk being far behind the curve and not meeting expectations that our customers have around a desired experience.

This investment will also create internal efficiencies for our employees that interact directly with our customers and those who are behind the scenes accomplishing tasks and work on behalf of our customers. The transactions we will be providing in the customer experience platform will be streamlined and take less time to complete. The CXP will also require less training time for new employees and for new features.

If this work is not approved, all existing systems and business processes would remain in their existing state with no new functionality added. This alternative would put overall customer satisfaction at risk. Lower customer satisfaction would result in higher costs in serving dissatisfied customers, increased customer complaints to Avista and to our commissions, and a lack of trust in our company. We currently enjoy high customer satisfaction scores, but if we do nothing, we are at risk of this going down.

1.4 Discuss how the proposed investment, whether project or program, aligns with the strategic vision, goals, objectives and mission statement of the organization. *See link*.

Avista Strategic Goals

Our corporate Mission Statement says simply: "We improve our customers' lives through innovative energy solutions" and continues to say that "We put those we serve at the center of everything we do." The foundation of the CXP work is rooted in that commitment and is our key technology initiative aimed at delivering upon that strategy. As the program matures it will continue to deliver value in many areas of the business and across multiple customer journeys that will result in enhanced customer experiences.

1.5 Supplemental Information – please describe and summarize the key findings from any relevant studies, analyses, documentation, photographic evidence, or other materials that explain the problem this business case will resolve.[1]

The detailed report that was created jointly by Salesforce and Avista that outlined avoided costs can be found on the CXP Project Web Site: https://sp2016.corp.com/sites/sp/CXP/.

2. PROPOSAL AND RECOMMENDED SOLUTION - *Describe the proposed solution to the business problem identified above and why this is the best and/or least cost alternative (e.g., cost benefit analysis).*

2.1 Please summarize the proposed solution and how it helps to solve the business problem identified above.

The proposed solution is to continue to deliver organizational benefit via a companywide "Customer Relationship Management" (CRM) system. The company has specifically chosen to implement the Saleforces CRM, which comes with a multitude of benefits for reliability, completeness of available featureset and supportability.

The CXP program will continue to create new features in an on-going agile fashion for various departments across our company. These features include (but are not limited to) the following:

- Quoting & Order Entry: Ability to develop quotes, cost estimates and assemble orders related to an opportunity (construction work, etc.) based on products or services that a customer is interested in (estimate upfront and ongoing costs for a natural gas conversion based on expected usage, estimate the cost of connecting a new home to electric and gas)
- Account Management: Ability to add, change, delete various attributes on an account (contact information, billing preferences, and communication preferences). Account management is also responsible for allowing all activities and related information to be displayed on an account to assist communications teams in communicating the correct information to the correct type of customer groups.
- Contract management: Create, update, negotiate, renew, and execute service contracts with customers or potential new customers.
- Lead Management: Identification, qualification, tracking, and management of potential new customers or interest from existing customers in adding a product or service, such as: natural gas conversion, electrification, energy efficiency programs, etc.
- Segmentation: Ability to divide a customer base into groups of individuals that are similar in specific ways relevant to communication such as propensity to participate in an energy efficiency program or convert fuel use, or interest in electric vehicle charger, etc.
- Content management: process of organizing and consolidating pieces of content and tagging schemes in an efficient way and storing them in a repository for use in customer communications.
- Approvals & Workflows: Ability to design, implement and automate business processes.

[1] Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.

- Campaign management tracking: Planning, execution, tracking and analysis of a communication plan (campaign); Campaigns involve programs or initiatives that the utility needs to communicate to its customers (energy efficiency, e-billing, auto-pay, energy assistance, etc.).
- Trouble Management: Ability to report, dispatch, resolve, and communicate updates on outages or other emergencies (e.g. downed wires, gas odor, etc.) related to customer's electric or natural gas service.
- Credit & Collections: A set of processes and events to encourage payment of a customer's delinquent balance. It involves notifying customers of past due balances, providing alternatives to paying on time including payment arrangements, severance of their electric or gas service and subsequent re-activation.
- Field service request & tracking: Ability to initiate and track all field activities happening at a customer's service point. The work can be originated in either CC&B or Maximo.
- Ability for CSRs to see location of field personnel
- Ability for all employees to see every interaction our customers have with us
- Ability for all written customer communication to be seen by all employees
- Ability to route customer inquiries to various departments and to see the history of the routing, includes escalation as necessary
- Ability to send ad-hoc emails to customers through the platform
- Ability to post customer education to all social media platforms through one single interface
- Ability to track conversations and tasks completed by employees with all types of customers (residential, commercial, small/medium business) in all service territories
- Ability for an employee to be guided through an interaction with a customer
- Ability to chat with a customer through a single interface on myavista.com or the Avista Mobile App
- Ability for field personnel to pull up a customer account through an app on their mobile device
- Ability to track customer claims

CXP prudency should be evaluated based upon three criteria. First, cost avoidance as discussed in section 1.5 above. Second, cost avoidance of technology systems that will be reduced or eliminated as systems are combined into CXP. Third, improved customer satisfaction and engagement as we improve business processes and make interactions more proactive and personalized. Although the benefits in the third category are more intangible and difficult to measure and assign a financial value to, they are an inherent expectation from customers. Collectively, we are confident that those three benefits combined make CXP a prudent investment.

2.2 Describe and provide reference to CIRR/IRR analyses, relevant studies, documentation, metrics, data, analysis, risk reduction, or other information that was considered when preparing this business case (i.e., samples of savings, benefits or risk avoidance estimates; description of how benefits to customers are being measured; metrics such as comparison of cost ($) to benefit (value), or evidence of spend amount to anticipated return).[2]

We are in a time when customers' expectations of their product and service providers have never been higher, and their needs and desires are changing rapidly. In order to respond to and stay ahead of the needs of our customers in this changing landscape, it is imperative that we shift from a reactive, customer service system to a more proactive, customer-led framework where we intentionally design customer experiences and products and services that can meet their changing needs and preferences. We want to make sure every touch point with our customer is easy and effective for them to do business with us, with a desire to improve the overall sentiment. By putting our customers at the center of our corporate strategy, we are investing in building a Customer Experience (CX) system to meet the needs of our current and future customers.

CX is how customers perceive their interactions with an organization. A customer's perception starts the moment they become aware of our Company and is ultimately the sum of all interactions they have with us. There are three dimensions to CX that are components of an experience that increases customer satisfaction and ultimately creates customer loyalty. These dimensions are as follows:

Effective: Effective interactions meet the needs of the customer. The product or service must deliver value to customers or the experience will fail fundamentally. Effectiveness is critical even though it is less likely to drive customer loyalty than emotion.

Ease: Easy interactions let customers achieve their goals with minimal effort. When alternative paths to value are harder, ease of doing business creates competitive advantage.

Emotion: The best interactions evoke positive customer emotions and avoid provoking negative emotions. Positive customer emotions can lead to customer retention, enrichment, advocacy, and loyalty.

A positive CX creates customer loyalty and loyal customers mean more than retention. Loyal customers become advocates, they are more likely to seek our advice as energy advisors and follow safety messages. Loyal customers are more likely to be aware of and participate in the variety of products and services we offer such as Comfort Level Billing, energy efficiency programs, or distributed energy programs, to name a few. We also believe that loyal customers are beneficial for the utility in the long-term, as competitive forces take hold in our industry.

[2] Please do not attach any requested items to the business case, rather be sure to have ready access to such information upon request.

2.3 Summarize in the table, and describe below the DIRECT offsets[3] or savings (Capital and O&M) that result by undertaking this investment.

The business case will contain multiple projects within each calendar year. Each project will be estimated, planned, and a benefit summary will be documented and provided as a part of the chartering process. The total benefit achieved will be directly impacted by the specific projects prioritized within a calendar year.

2.4 Summarize in the table, and describe below the INDIRECT offsets[4] (Capital and O&M) that result by undertaking this investment.

A summary of this cost avoidance can be seen below; a total of $1,007,949 in cost avoidance is estimated on an annual basis as the result of the work in this business case. The split of expense vs capital for that estimated cost avoidance will be determined by the split of projects/features delivered within the program.

Cost Avoidance Measurement	Estimated Cost Avoidance
Case Deflection	$610,609
Case Resolution Time	$116,133
CSR Productivity (Back Office only)	$163,125
Faster Onboarding	$118,082
Total Estimated Cost Avoidance	**$1,007,949**

2.5 Describe in detail the alternatives, including proposed cost for each alternative, that were considered, and why those alternatives did not provide the same benefit as the chosen solution. Include those additional risks to Avista that may occur if an alternative is selected.

Alternative 1:

Implementing at a reduced capital cost, reduces the amount of features we are able to deploy to our employees, resulting in a longer amount of time until the avoided costs are experienced. Additionally, we'd delay realizing customer and employee benefit of bringing together disparate systems, thus leading to continued inefficiencies and decreases in customer experience and satisfaction.

[3] Direct offsets are defined as those hard cost savings Avista customers will gain due to the work under this business case. Such savings could include reductions in labor, reduced maintenance due to new equipment, or other.

[4] Indirect offsets are those items that do not directly reduce the current costs of the Company, but may serve to reduce future hirings, improve efficiencies, reduces risk (cost or outage), or allows current employees to focus on higher priority work.

Alternative 2:

Not funding would result in a stagnation of investments already made to date and not realizing customer and employee benefit of bring together disparate systems, thus leading to continued inefficiencies and decreases in customer experience and satisfaction.

2.6 Identify any metrics that can be used to monitor or demonstrate how the investment delivered on remedying the identified problem (i.e., how will success be measured).

We identified measurements to determine whether this investment would successfully deliver on the objectives. We worked with Salesforce.com, the software vendor that is the platform behind the CXP. Salesforce has hundreds of thousands of customers across many different industries. They track efficiencies through the implementation of their software; and thus the avoided future costs due to their software. We will be using these data points to determine success:

- **Case Deflection:**
  - The CXP could deflect the number of calls placed into our call centers
  - Salesforce's research: 17% case deflection
  - Avista's conservative estimate: 10% case deflection
- **Case Resolution Time:**
  - The CXP can reduce the amount of time it takes to resolve a case
  - Salesforce's research: 24% improvement in resolution time
  - Avista's conservative estimate: 10% improvement
- **Employee Productivity:**
  - Due to streamlined tasks in the system, the CXP could save employees time throughout their day, freeing them up to take more calls or complete more tasks in a single day
  - Salesforce's research for call center representatives: 12 hrs saved per week
  - Avista's conservative estimate for call center representatives: 3 hrs saved per week
  - Avista's conservative estimate for other employees: 1 hr saved per week
- **Faster Onboarding:**
  - due to the ease of use in the system, training a user to use the CXP will take less time and be more straightforward, thus allowing our employees to spend less time training
  - Salesforce's research: 26% reduction in the time to onboard/train
  - Avista's conservative estimate: 20% reduction in the time to onboard/train
- **Overall Customer Satisfaction:**
  - Customer satisfaction will go up as a result of this investment

2.7 Please provide the timeline of when this work is scheduled to commence and complete, if known.

This business case is a program and will be executed over the next 5 years in an agile fashion. Multiple projects will exist per year and functionality will be released in an on-going fashion. Transfers to plant will occur 3 or more times per year.

2.8 Please identify and describe the Steering Committee/governance team that are responsible for the initial and ongoing approval and oversight of the business case, and how such oversight will occur.

This business case will be governed by the Customer Facing Technology Program (CFTP), Customer Experience Platform (CXP) & Customer Transactional Systems (CTS) Governance group. This group prioritizes and governs the projects under the Customer Experience Platform throughout the entire project lifecycle. They then surface these to the IS/IT PMO for execution.

The CFTP Governance Group meets on a monthly basis.

Members include:

Kevin Christie – VP External Affairs and CCO
Latisha Hill – VP Community & Economic Vitality
Jennifer Esch – Director of Customer Service
Nikdel Hossein – Director Applications and System Planning
Jim Corder – Director IT and Security
Dana Anderson – Director Corporate Communications
David Howell – Director Operations, West Operations and Asset Management
Vern Malensky – Director Electric Engineering
Nicole Hydzik – Director Energy Efficiency
Matt Halloran – Manager, Customer Technology Solutions
Graham Smith – Manager Applications Delivery and Application Support

Facilitators include:

Kim Henscheid – Program Manager Customer Experience Platform
Ethan Jelinek – IT Sr Program Manager

Decision making and general prioritization decisions for the business case and programs will be documented and monitored through monthly meeting notes. Project specific decisions will be documented within the PMO's current process through project change orders.

3. APPROVAL AND AUTHORIZATION

The undersigned acknowledge they have reviewed the *Customer Experience Platform Program* and agree with the approach it presents. Significant changes to this will be coordinated with and approved by the undersigned or their designated representatives.

Signature:	DocuSigned by: Matt Halloran 2453B362CFD34F9...	Date:	May-08-2023 | 9:25 AM PDT
Print Name:	Matt Halloran		
Title:	Manager, Customer Technology Solutions		
Role:	Business Case Owner		

Signature:	DocuSigned by: Nicole Hydzik 89C843A39FB7478...	Date:	May-08-2023 | 2:09 PM PDT
Print Name:	Nicole Hydzik		
Title:	Director of Energy Efficiency and Products and Services		
Role:	Business Case Sponsor		

Customer Experience Platform Program

Signature:		Date:	
Print Name:			
Title:			
Role:	Steering/Advisory Committee Review		