

Appendix A

Overview of Avista's Advanced Metering Engagement, Communications & Outreach Plan

Communicating Change

Avista's long history of innovation results in constantly seeking ways to improve and enhance how work is performed. Knowing that AMI innovation affects multiple internal and external stakeholders, Avista took steps to proactively communicate, share information, and train impacted employees to help support and sustain the change and build a strong foundation for a successful implementation. A significant number of Avista employees are impacted by the AMI implementation from the way they work, to the way they communicate with customers. Avista customers are also impacted. This project touches nearly every customer in Avista's Washington service territory, because it requires employees to enter the customer's property to change meters and/or upgrade natural gas modules. Avista also wanted to engage customers so they understood the many different types of benefits this new technology brings.

Avista dedicated a full-time Senior Communications Manager in the Corporate Communications department to create and lead a cross-functional Communications & Outreach team to develop and execute an AMI Communications and Outreach Plan that covered internal communications with employees, change management with directly impacted employees, community outreach with external stakeholders (e.g., elected officials, community and business leaders), and communication with both commercial and residential customers, and media relations.

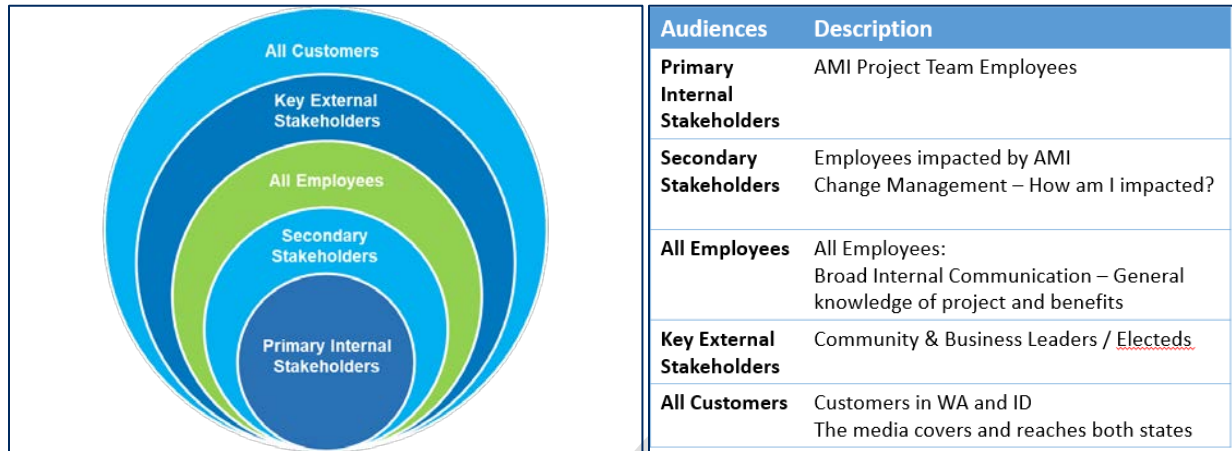
Communications and Outreach

With meter deployment (smart meters and non-communicating digital meters/modules for those who opted-out) impacting over 400,000 customers, Avista knew the stakes were high, and the risks were real. The public may have already been exposed to negative media coverage from other AMI deployments across the country and, because it was one of the largest capital projects in Avista's history, public acceptance was a critical element of the program's success.

One of the top priorities for Avista's AMI communications strategy was to "tell our own story." By communicating early and often, sharing factual information, and creating a positive customer experience during the meter installation, the goal was to engage customers and build acceptance and support for the technology. Avista intentionally branded the project with the theme "Smarter Together" to set the stage for collaborating with our customers in new ways.

To inform the strategy, the Communications & Outreach team conducted best practices research to gather lessons learned from other utilities, and customer awareness and support research to develop an AMI Communications & Outreach Plan. Results of this research are provided in Appendix A, Attachment 1. The plan includes a three-phased approach, a customer engagement vision statement, strategies and tactics for specific target stakeholders and audiences, and metrics to measure success. In 2018, Avista initiated outreach by stating the "case for change" and sharing a vision of the Utility of the Future with AMI creating the

technology foundation for the future. We intentionally aligned our messages for consistency with internal and external audiences and started by communicating internally to build employee support. Communication was then expanded to involve key community stakeholders, and finally to customers to set the stage for the project. As Avista shared the vision for AMI, the goal was to build awareness and understanding, while seeking advocates and support from the community.



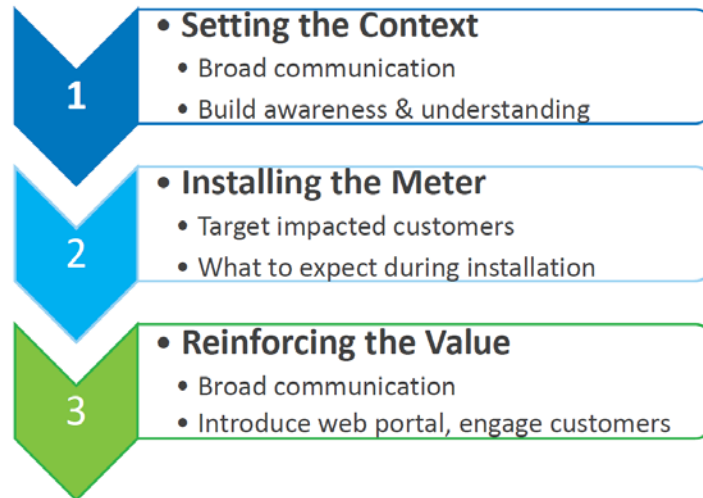
This graphic illustrates how the communication strategy begins with primary internal stakeholders and continues to expand to external stakeholders, and eventually all customers.

Customer Engagement – A Phased Approach

Avista’s Customer Engagement Vision is the “north star” that strategically guides all external customer engagement efforts:

“By offering the **right information** to the **right customers** through the **right channels** at the **right time**, we engage customers to make informed energy management decisions and adopt choices that matter most as we prepare for the energy future.”

The three phases of external communication planned for meter deployment were intended to reach the right customers with the right information through the right channels at the right time:



Phase 1: The goal of Phase 1 was to set the context for the project and build awareness and understanding of the technology and the five customer benefits. Avista designed our communication tactics to create broad awareness across all audiences. A tri-fold direct mail brochure was sent to customers 90 days before meter installation to introduce the project and customer benefits, as provided in Appendix A, Attachment 2. Broad communication tools and tactics also included hosting five Smarter Together Community Leader events, holding media events, as shown in Appendix A, Attachment 6, and creating the myAvista.com/smartmeters website filled with information to build awareness and understanding about the benefits of AMI.

Phase 2: The goal of Phase 2 was to let customers know what to expect when the meter/module was installed on their property. Communication tools and tactics were targeted to specific customers and delivered on the Customer Engagement Vision Statement. Targeted communication tools included the 60- and 21-day direct mail pieces provided to different customer segments – residential, business, and multi-property owners – and required different versions to meet each customer segment’s needs, as shown in Appendix A, Attachments 3 and 4, respectively. The purpose of these communications was to notify and inform customers about AMI timing and process. Teams used a variety of door hangers, as shown in Appendix A, Attachment 5, once the Smart Meter or non-communicating digital meter/module (in the case of opt-out customers) was installed, or an attempt to replace the meter had been made.

Phase 3: The goal of Phase 3 was to introduce the customer to their new energy usage information and how to access it. Avista developed three different communication tools to engage customers in the new tools available on the web to help them understand their energy use, as shown in Appendix A, Attachment 7. To help ensure a positive customer experience, Avista waited until after the meter was installed and certified, and had successfully collected data for at least 30 days so customers could observe some usage trend information from the prior month. Once these criteria were met, and the first-time customers accessed their myavista account, a carousel of slides automatically played to introduce them to the new usage information they could access.

Avista also sends a final direct mail communication brochure to encourage customers to access the web portal. And a video is available on the myavista.com/smartmeters website that highlights the energy usage information the smart meter technology enables.



This direct mail tri-fold brochure is one of the communication tolls Avista developed to introduce the new timely energy usage information that is available on the web after the new Smart Meter is installed.

Community Leaders Event

A critical component of the communication plan included five Smarter Together Community Leaders events Avista hosted in May 2018 to provide context and build awareness and understanding, prior to Phase 1 meter deployment. Avista designed the events to be “leader-to-leader” conversations with Avista leaders Scott Morris, Dennis Vermillion, and Heather Rosentrater and an Itron executive, introducing the project and customer benefits to community and business leaders in five communities across the Washington service territory. The Company sent 1,068 invitations to community leaders in Colville, Davenport, Spokane, Pullman, and Clarkston, as shown in Appendix A, Attachment 8. A total of 205 people attended the events, with the largest turnout in Pullman. The events featured table-top displays that showed the actual smart meter and modules, so that guests could see the technology “up close and personal” and learn about it from Avista subject matter experts. Banners and handouts provided additional information to build understanding.



Avista Chairman Scott Morris presents to Spokane community and business leaders at one of the five Smarter Together Community Leaders events. Displays of the new meters and modules, handouts, and other materials were used to explain the technology to guests.

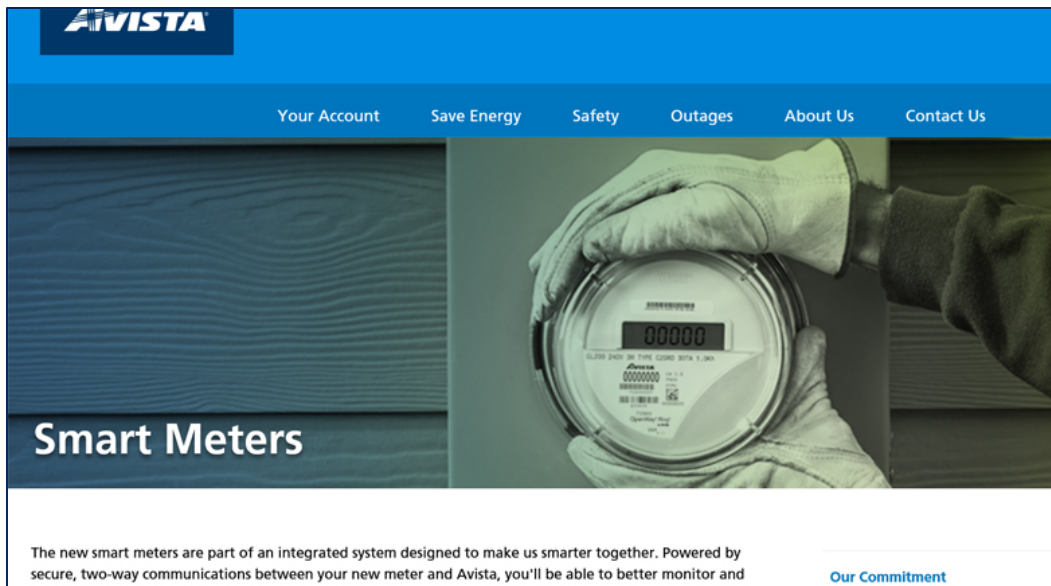
Avista's Smart Meter Website

To provide a “one-stop-shop” location where customers can find a wealth of information about smart meters, Avista created a website to serve as a valuable resource for multiple audiences – both internal and external stakeholders alike. The website was launched on May 21, 2018, the same day Avista hosted its Smarter Together Media Event to announce Phase 1-meter deployments to the general public.

The www.myavista.com/smartmeters website contains everything from customer benefits and deployment maps and schedules to FAQs and opt-out information. All of the customer and community communication materials include the link to this website so people can seek out more information if they have questions.

For example, the website includes several videos on many topics, including how this technology will benefit customers and what to expect during the meter installation process. Another video features Avista's Director of Electrical Engineering Josh DiLuciano, sharing information on some of the reasons customers may be considering opting out of receiving a smart meter. You can also find fact sheets that address sensitive topics such as safety and health, accuracy and privacy, and how smart meter technology works.

The robust website is easy to navigate and update and has proven to be a “go-to” resource for customers, community members, employees, and the media throughout the project.



The landing page of the myavista.com/smartmeters website includes a photo of the new Smart Meters and numerous communications materials.

Delivering on our Vision for a Positive Customer Experience

Avista's Customer Engagement Vision statement was especially important as the Company developed the 90-, 60-, and 21-day prior notifications for the meter installation process to alert customers that our employees would be on their property to install their meters/modules and what to expect.

*"By offering the **right information** to the **right customers** through the **right channels** at the **right time**, we engage customers to make informed energy management decisions and adopt choices that matter most as we prepare for the energy future."*

Avista's best practice research showed that most utilities sent two prior notifications to customers before installing their new meters. To help deliver on our vision, Avista decided to send ***three*** notifications before arriving on property to help ensure customers understood what to expect.

All customers received the same 90-day direct mail brochure to introduce the project and customer benefits. However, the 60- and 21-day direct mail notices targeted several different customer segments – residential, business, multi-property owners – which required different versions and formats to meet each customer segment's needs.

For example, the majority of Avista's residential customers have only one primary residence, so they received a 60-day letter and a 21-day postcard before their installation. Commercial customers had different needs – their letter explained that we would work with them to schedule any possible power outage during a time that would not interrupt their business. We also tailored messages to landlords and multi-property owners to state the specific addresses of the properties being upgraded, so they received multiple notices as we worked through each zone.

It was no simple task to deliver on this vision. One customer may have a primary home, business, rental property, and vacation home. Defining the process to develop such targeted messages for customer mailings was not only complex but critical to creating a positive customer experience. It required at least 26 meetings with multiple stakeholders over seven months to develop the technical specifications and to coordinate the technology between Avista, Wellington Energy, Helveticka Design Agency, and Lawton Printing, to successfully produce and mail the multiple rounds of notices to customers. Once the requirements and processes were developed, Avista performed several tests to ensure the vision was executed on and customers received the right information, at the right time, through the right channels, and in the right format.

This automated process performed extremely well in producing customer lists every Monday morning to print and produce the 90-, 60-, and 21-day prior notifications, along with a separate post-installation brochure encouraging customers to access their energy usage information online. As of April 20, 2020, the Company had sent a total of 614,668 notices. Another 113,881 post-installation brochures have been sent to residential and commercial customers. Total mailings add up to 728,549 individual pieces.

Proactive Media Outreach

Media relations played an important strategic role in Avista's broad communication efforts. Long before the first smart meter was installed, Avista proactively reached out to the local media to tell the Company's story and share factual information with customers about AMI technology and the customer benefits it enables. To set the stage for each of the two phases of meter deployment, the Corporate Communications members held a media event before each phase.

Phase 1 Smarter Together Media Event:

The first media event on May 21, 2018 included all major local media and received positive earned media coverage from [The Spokesman-Review](#), [KHQ](#), [The Spokane Journal](#), and [KXLY](#).



Avista Sr. Vice President of Energy Delivery Heather Rosentrater speaks at a Smarter Together media event on May 21, 2018 to launch Phase 1 meter deployments.



Media coverage from Avista's Smarter Together media event was both positive and factual, as demonstrated by the headlines and links to full coverage in Appendix A, Attachment 9.

Phase 2 Smarter Together Media Event: Avista Brings a Historic home into the 21st century

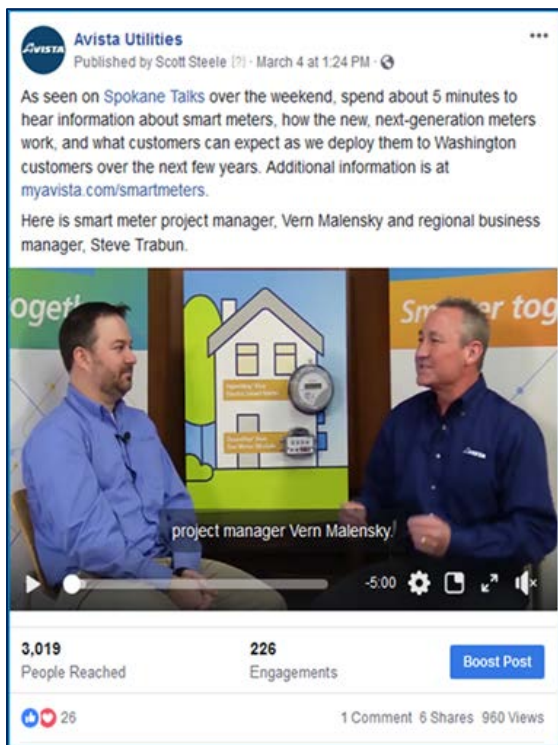
The second media event held on February 27, 2019, kicking off the first meter installed for Phase 2 meter deployment. A news release announcement was sent to regional news media, and all major media outlets attended the event. The story was extended through social media by Avista and the Company's partners to expand the reach to national and global audiences. To build further awareness and positive sentiment about the program, Itron ran paid advertisements in the Spokesman-Review and the Journal of Business. Additionally, three Spokane Talks television segments were produced to air on Fox 28 to share messages about the AMI program.



Avista's media event earned front-page media coverage from the Spokesman-Review. The Company amplified our story through Avista's social media channels and other partners' social media.



Social media tweets from Itron and Smart Energy Consumer Collaborative extended Avista's story beyond our service territory to reach global and industry audiences.



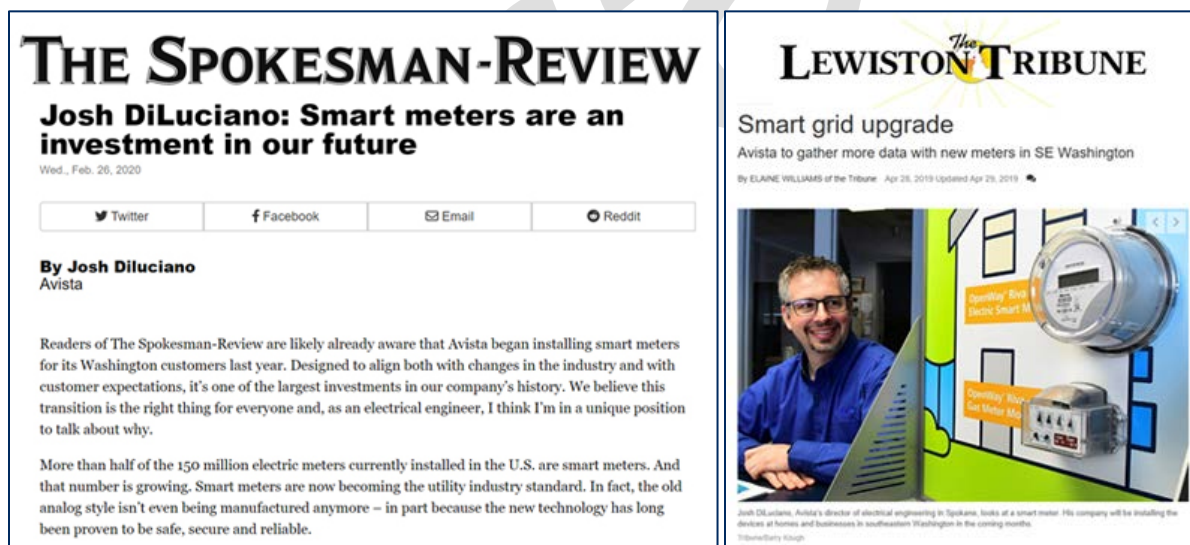
Three separate Spokane Talks television segments were produced to air on FOX 28. Itron also produced paid advertisements that focused on "Partners in Progress" that ran in Spokane newspapers to build awareness and show their support of the project.

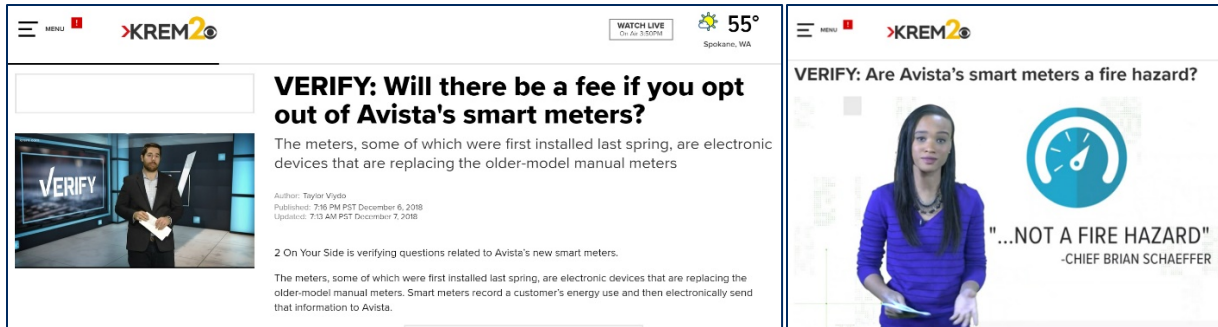
A call from a customer to a Customer Service Representative demonstrates how telling Avista's story and sharing factual information through proactive media outreach can help dispel myths

and allow customers to make informed choices about smart meter technology. A customer called Avista's Call Center in February 2019, immediately after reading an article in the Spokesman-Review covering the first meter installation for Phase 2. The customer had previously completed an opt-out application because of information her son had given her about wireless meters causing potential fires. During her call, she asked to rescind her opt-out application because of what she had learned from the article. She noted that she no longer had fears around the safety of the meter and said, "This morning's article in the newspaper was helpful. I feel more comfortable about it now."

Throughout meter deployment, Avista has continued to proactively position earned media content such as the op-ed piece written and submitted to the Spokesman-Review, which they ran on Feb. 26, 2020, one year after the media event to launch Phase 2 meter deployments. Media outreach extended beyond Spokane to include the Lewiston Tribune, which reaches customers in the southeast region of Washington.

Avista also fielded numerous media inquiries about various topics such as health concerns, possible fire hazards, and opt-out fees. These media requests have continued to provide the opportunity to dispel myths and rumors by sharing facts and information. Avista's Corporate Communications team has effectively leveraged the message points and materials that were developed at the beginning of the project to successfully tell the Company's story through a variety of media relations activities. Below are some examples of the fair and factual media coverage Avista continues to receive as a result of a proactive and transparent approach.





Media relations throughout the project continue to provide the opportunity to share information with customers. Media coverage has been fair and factual.

Customer Awareness and Support Research

Avista developed and fielded a customer survey in 2016 and used the results to develop a Communication & Outreach Plan and inform its communication strategy, tactics, and content development. In 2019, we conducted additional research to test the effectiveness of the plan's strategy and communication tools and tactics.

In Aug-Sept of 2016, Avista conducted an AMI Awareness and Support Survey of 1,200 customers across its Washington service territory, which was divided into 6 geographic regions. The objectives of the survey included establishing a baseline for customer awareness and support of smart meter technology. In conjunction with the AMI Awareness and Support Survey, Avista also conducted 5 Focus Groups in Nov. 2016 to test communication tools and messages with customers.

Key findings from the 2016 AMI Awareness and Support Survey showed that less than one-third of the participants were aware of smart meters, with about one-third of the participants supporting the technology. This information indicated we had an opportunity to build awareness and influence public perception by providing facts to customers. The 2016 survey also helped identify customer concerns, areas in Avista's service territory with the highest and lowest levels of support, and insights about the benefits customers valued most.

The 2016 focus groups tested how customers responded to various proposed communication formats, visual content, and messages. Their feedback and preferences informed Avista's communication strategy. For example, focus group participants preferred communication samples that showed a photo of the new smart meter because it looked just like their existing meter, which made them feel more comfortable with the change. This preference was incorporated into many of the customer communication materials, featuring a photo of a new smart meter.

In February 2019, Avista fielded another AMI Awareness and Support Survey, just before the Phase 2 media event was about to be launched. The objectives were to measure awareness and support among Washington customers, to compare results with our 2016 findings, and for making any adjustments to communication materials if the survey revealed any outstanding needs.

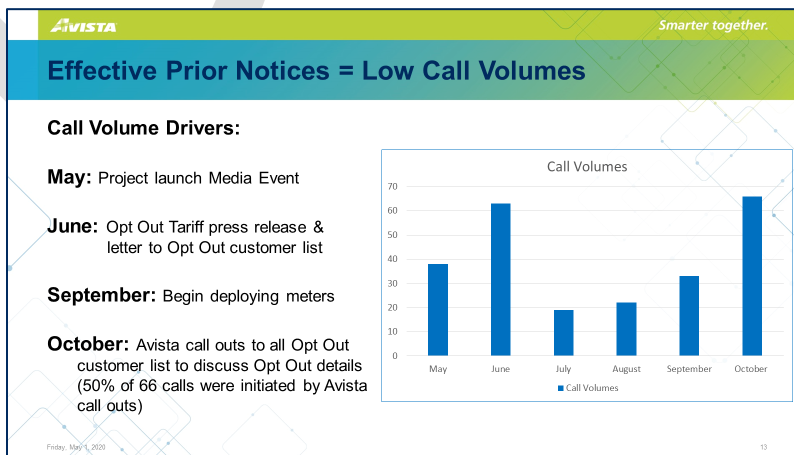


Key findings from the 2019 survey included:

- Awareness of smart meters and smart grids among Washington residents rose to 60%, more than double compared to 27% in 2016 and 22% in 2015.
- Following Avista’s media event in February 2019, smart meter awareness rose significantly. Prior to the event, 53% of customers were aware of smart meters, compared with 69% after the media event.
- TV news, newspapers, and radio are the most common source of information for the awareness of customers.
- The extensive, positive coverage of the media events also had an impact. Customers cited that their awareness from news sources was 27% before the event, versus 50% after the media event.
- Avista mailers were the second-highest source of customer awareness – 25% before the media event, versus 35% after the event.

The survey results also indicated that Avista’s strategy to leverage media relations for broad communication to tell our story was yielding positive results and making a difference in building awareness and support. The direct mail communication materials are also successfully contributing to raising awareness levels about smart meters among customers.

Other indicators of the effectiveness of Avista’s communications and outreach efforts can be observed through customer call volumes to our customer service representatives. Throughout the project, monthly call volumes related to AMI have been low. Most of the AMI calls are from customers with questions about opt-out. The chart below indicates that during Phase 1, call volumes were moderate following Avista’s May 21, 2018 media event. Calls spiked in June and October when Avista proactively reached out to customers who had already indicated they were interested in learning more about how to opt-out. The data indicates that the numerous communication tools and tactics are providing the information that most customers need to know, and opt-out is the primary driver for calls to the call center by customers with more specific questions that can be better answered through a conversation with a Customer Service Representative.



Summary of External Communication

There is no question that Avista strategically used proactive communication tools and tactics across multiple channels to successfully tell its story to critical internal and external stakeholders. The key messages and foundational collateral materials were leveraged across all audiences to ensure consistency. The detailed and thorough planning contributed significantly toward garnering customer acceptance of the technology and the AMI program's overall success. Seventy-five different internal and external communication tools have been created and produced for AMI as of April 27, 2020, as shown in Appendix A, Attachment 7.

Communications included:

- Customer Videos: Smarter Together, Reliability, Meter Installation Process, Energy Usage Information Web Features, Opt-Out Questions.
- Printed Customer Communications: Fact Sheets, FAQ, Deployment Maps, etc.
- Media Events: Graphic elements
- Smarter Together Community Leader Events and Displays (tent events)
- Employee Communications: Pocket cards for field personnel
- Customer Website and Social Media: Small segment content for web and social media format
- Meter Installation Customer Communications: 90-, 60-, and 21-day notifications and door hangers
- Opt-Out Customer Communications: Applications and letters
- Special Mailings: Zone 10/Colville special mailing materials and promotions
- Community Outreach Support Telephone Town Halls: Print ads, email, web, social media promotional materials
- Connections Customer Newsletter Articles: Articles and graphics

Community Leader Outreach

Timed to precede AMI deployment in targeted areas, Avista delivered more than 150 presentations to a variety of community leaders across the service territory between 2018 and 2020. City councils and county commissions learned about smart meters during these presentations, along with over 12,700 citizens watching these meetings from home. Overall, the Company reached an estimated 3,300 community leaders and advocates with proactive smart meter information. This outreach included presentations to Chambers of Commerce, civic groups including Rotary and Lions and Kiwanis clubs, tenant associations, retirement communities, and collaborations with community groups including libraries and non-profit coalitions.

Community Telephone Town Hall Meetings

In support of AMI deployments and to reach a much larger number of customers than possible more efficiently through traditional in-person community meetings, a new outreach tool was deployed – Telephone Town Hall Meetings. These events featured an Avista regional business manager as host and Avista AMI subject matter experts who provided an overview of smart meters that was consistent with the messaging and content of other communications, and then responded to questions from customers who called in from home.

Avista held ten of these events in 2019 and early 2020 in all AMI deployment zones except Zone 1 (due to timing). Through landline calls and cell phone opt-ins, Avista proactively called about 61,600 residential customers across the 10 zones and connected with nearly 43,800. Customers who did not pick up received a detailed smart meter message, and of the 22,935 customers who did answer, more than 55% (12,700) accepted the opportunity to learn more about smart meters.

In addition to live question/answer sessions, the platform for the telephone town hall meetings had polling capability we used during each event to provide customer listeners an additional engagement opportunity, and to also provide valuable insights to the Company. An average of 15 to 22 questions were asked and answered during each call. Customers with unanswered questions after the event were invited to leave a voice mail. Nearly 150 customers left messages, and Avista Customer Service Representatives trained in AMI communications returned their calls within the next few business days.

Collectively, an average of 69% of customer listeners said the telephone town hall meetings were valuable or very valuable to their understanding of smart meters. Customer emails were also collected during each event and added to the Avista Connect e-newsletter list.

Not only did this platform succeed in reaching many more customers than would have been possible with traditional in-person town hall events, but it provided an authentic connection with customers across the service territory. Excellent cross-department collaboration among the RBM team, AMI project team, Customer Service, and Corporate Communications strongly contributed to the success of this community outreach program.

Managing Organization Change Internally

Avista first started implementing its Advanced Metering Infrastructure (AMI) initiative in 2016. Since then, the initiative has driven a substantial amount of large-scale changes impacting nearly all employees throughout the organization. Avista recognized the transformational changes that AMI created and made a significant investment in comprehensive change management, training, and communications. This approach is employee-centric and enables the awareness and adoption of new technologies and processes by building an understanding of organizational impacts. Additionally, the Company is equipping end-users with the tools and resources needed to embrace, adopt, and successfully transition through the change.

To develop a customized change management strategy with essential sponsorship and team structure, Avista conducted extensive research and analysis to prepare for the changes AMI would bring to the organization. This research and analysis created an understanding of our current vs. future state and took an in-depth look at changes to business processes, systems, technology, job roles, and organizational structures.

Key activities to prepare for Avista's AMI change included:

- Conducting readiness assessments
- Identifying change characteristics and organizational attributes
- Completing group impact analysis
- Anticipating areas of resistance
- Developing an overall change management strategy
- Creating an architect team structure
- Preparing change management, training, and communication teams

To mobilize individuals and the organization through the AMI transition, Avista created and implemented plans that defined the change management strategy with the intent of accelerating the speed of adoption, creating greater ultimate utilization, and increasing the proficiency of impacted employees. These plans resulted in minimized employee resistance and optimized employee engagement.

Plans created to define Avista's AMI change management strategy included:

- Communications
- Sponsorship
- Resistance management
- Training
- Integration into the project plan
- Implementation

To ensure Avista's AMI transition was adopted and sustained, changes were attentively reinforced with impacted stakeholders. The reinforcement of change began with collecting and analyzing feedback by listening to employees. The project team then diagnosed operational gaps through compliance auditing and change adoption analysis. Through this analysis, the team identified root causes and pockets of resistance. Corrective action was implemented when necessary and successful adoption was celebrated throughout the organization.

Avista's AMI change reinforcement activities included the following:

- Proactively collecting feedback and listening to employees
- Auditing compliance
- Identifying gaps and areas of resistance
- Implementing corrective actions
- Celebrating adoption successes

Stakeholders Management and Communication

To set-up a successful process to manage project stakeholders, Avista spent a significant amount of time and effort identifying the changes, scope of impacts, and stakeholders who were impacted by these changes. Once the affected areas were identified, Avista focused on creating clear communications and messaging that was organized and coordinated to share the purpose, requirements, status, and successes of the project.

This information was shared across various timelines of the project from project initiation, through the different project phases, and will conclude when AMI is operational at Avista.

Key Stakeholders

There are three key stakeholder groups responsible for implementing various aspects of Avista’s AMI initiatives: (1) Tier 1 Stakeholders: Senior leaders and key decision makers; (2) Tier 2 Stakeholders: Project team, project contributors, test team, and extended team; (3) Tier 3 Stakeholders: Directly impacted stakeholders and system end-users.

Stakeholder	Description
Tier 1 Senior Leaders, Key Decision Makers	Tier 1 Stakeholders are the executive teams leading Energy Delivery, External Affairs, and Customer Relations, and the executive sponsors of the AMI project.
Tier 2 Project Team, Project Contributors, Test Team, and Extended Team	Tier 2 Stakeholders are the core teams responsible for AMI implementation. This group of Avista employees represents all of the impacted organizations supported by Trinity consulting, Itron, and Oracle.
Tier 3 Directly Impacted Stakeholders and System End-Users	Tier 3 Stakeholders are the primary day-to-day operational personnel implementing AMI – electric and gas meter shops, servicemen, HES operators, customer service representatives, IT, security, and customer-facing personnel.

Internal Employee Engagement

Before Avista’s AMI implementation, the Company focused on building awareness of the change, understanding the reasons for the change, and the value AMI created. Avista knew that communicating a consistent customer message meant engaging customer-facing employee groups like Regional Business Managers, Account Executives, Customer Service Representatives, and employees in the field.

Over 100 roadshows were held for impacted employees to build awareness about the program and strategy, and how it would impact their role.

Topics covered at the roadshows included:



- Why AMI? (Customer Benefits)
- Phase 1 Meter Deployment Details
- Phase 2 Meter Deployment Details
- Deployment Schedule
- Deployment Progress
- Infrastructure Architecture
- Network Functionality & RF
- Situational Awareness
- Opt-Out Meters
- Opt-Out Process
- Community Outreach Efforts
- Preparation for Field Offices
- Pocket and Business Cards

Roadshows were conducted with the following departments:

- Account Executives
- Billing Representatives
- Clarkston Construction Office
- Coeur d'Alene Construction Office
- Colville Construction Office
- Credit and Service Dispatch
- Customer Care & Billing and Meter Data Management Support
- Customer Facing Technology Projects
- Customer Service Back Office
- Customer Service Representatives
- Davenport Construction Office
- Deer Park Construction Office
- Electric and Gas Project Coordinator and Construction Technician
- Electric Distribution Design
- Electric Meter Shop
- Finance
- Gas and Electric Customer Project Coordinators
- Gas Crew
- Gas Engineering
- Gas Facility Replacement Program
- Gas Meter Shop
- Gas Operations
- Gas Serviceman
- Human Resources
- Information Technology
- Line Dock Operations
- Maximo Support
- Meter Reading
- Open System Distribution
- Othello Construction Office
- Pullman Construction Office
- Regional Business Managers

- Warehouse and Supply Chain

Questions at the roadshows were collected and formed a frequently asked questions, and in some cases, the topics raised became action items to communicate back to the right internal audience.

Preparing Employees Through Training

Preparing for employee change impacts required a thorough change impact analysis to identify the roles and severity of the changes expected. Training lessons were developed internally and bundled into lessons specific to each audience. Avista employees have gone through nearly 7,000 hours of training to prepare for the AMI implementation.

	2017	2018	2019	Total Hours of Training
Customer Service Department	160 employees	155 employees	162 employees	4,962
Operations Employees	219 employees	330 employees	402 employees	2,028

Employees trained for the Advanced Metering Project from program inception.

Training Methods and Approach

Avista's training approach included:

- A blend of instructor led-training and web-based training combined with job aids, visual process maps, and the utilization of an electronic performance support system.
- Instructor-led training support staff, including a Trainer, a Training Support/Co-Trainer, and a Super User or Subject Matter Expert, depending on the course and audience.
- A Train-the-Trainer approach for both Meter Deployment Management (MDM) and Head End System (HES).
- Instructor-led class sizes not to exceed 12 to 15 learners. Larger classes were suitable in some cases for some topics.
- **Union considerations for start times, start locations, and overtime avoidance.**
- Resources such as computers, internet, SharePoint, and data to use for hands-on practice.

Avista provided training at the following locations:

- Mission Offices
- Coeur d'Alene Service Center
- Lewiston Service Center



- Spokane Valley Contact Center
- Outlying offices with training needs for over ten employees

Broad Employee Communications

While employees directly impacted by the AMI project required various degrees of training and change management, we also wanted to make certain ALL employees have a basic understanding of the technology and customer benefits, in case the topic comes up during conversations with friends or family members. Avista's Internal Communication plan regarding the AMI program is centered around a strategy aiming to build a high-level of understanding among all employees by informing, educating and building broad internal awareness and advocacy for the project while ensuring that all employees know where to go to find additional resources and information. We utilized a multi-channel approach to generate interest and build understanding. Our strategy in 2018 included five all-leader updates from the executive sponsor, three all-employee meetings, more than 15 articles were posted on our internal news sharing channels, we designed and produced a pocket reference card for frontline workers, a video of the first commercial customer smart meter installation to kickoff Phase 1 deployments, and our Corporate Communications team sponsored multiple contests to spark engagement and interest. Overall, the campaign had higher than average open and click rates and employees know where to go to find more information and resources about the program. These proactive and ongoing efforts provide a solid foundation of understanding for all employees about the benefits this technology investment will bring for customers and Avista.

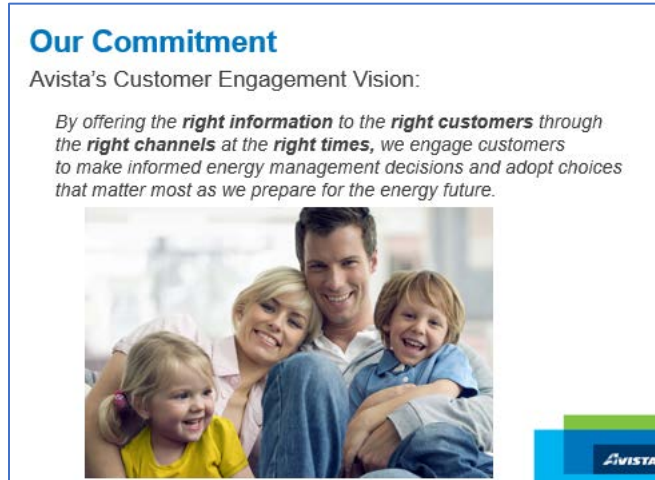
Appendix A

Attachment 1 – Industry Research & Best Practices

Industry Research & Best Practices

- Avista's Corporate Communications department joined *Smart Energy Consumer Collaborative*: SECC is a nonprofit organization that works to understand energy consumers in North America, encourages the collaborative sharing of best practices in consumer engagement among industry stakeholders, and educates the public about the benefits of smart energy and energy technology. <https://smartenergycc.org/>
 - SECC provided industry networking opportunities to connect with Communications professionals from other utilities that had already installed smart meters.
 - The SECC website includes resources and research that helped during our planning and implementation.
- Interview utility industry peers to learn Best Practices:
 - Based on networking at an SECC industry conference, Avista Senior Communications Manager Laurine Jue proactively reached out to San Diego Gas & Electric, NV Energy, Oklahoma Gas & Electric, and First Energy to discuss best practices and lessons learned from their meter deployments.
 - They also shared some of their communication materials as samples and references as we developed our customer communication materials.
- Industry Leader and Partner research:
 - Avista's long-standing, strong relationship with Itron proved to be helpful. Itron has deployed millions of these smart meters technology around the globe, and we tapped into their knowledge base as a resource.
 - For example: Laurine worked closely with Itron Marketing and PR staff to develop content for Avista's RF/Health One Sheet and confirmed that Itron's engineers reviewed and approved the content before finalizing our document and sharing with our customers for third party validation.
- Smart Meter Deployment Experience:
 - Through the RFP process, Avista selected SmartMark to help develop an AMI Communications & Outreach Plan. SmartMark had experience helping other utilities successfully deploy smart meters.
 - Avista terminated the contract with SmartMark before the AMI Communications & Outreach Plan was completed. We finished the plan on our own.
- DOE Voices of Experience Report:
 - The *Voices of Experience Report* developed by the Department of Energy following the American Recovery and Reinvestment Act (ARRA). Utilities that received the grants and deployed smart meters with the funds participated in the report.
 - The DOE report was an excellent source of best practices and lessons learned. It validated the risks we had already identified and the strategy we were developing as we created Avista's Communications & Outreach Plan.
 - This report included San Diego Gas & Electric's Customer Engagement Vision:
By offering the right information to the right customers through the right channels at the right times, we enable customers to adopt smart energy solutions and make informed energy management decisions.

- This inspired Avista's Customer Engagement Vision, which helped guide and inform Avista's customer engagement and communication strategy throughout the project. We also included elements of Avista Utilities' Vision statement at the time, which stated that Avista would offer customers "choices that matter most."




Create and Lead Communications & Outreach Team:

- Corporate Communications created the AMI Communications & Outreach Team that included key stakeholder representatives from critical departments across the organization that would be involved in the AMI project.
- We first convened this team in May 2015 to focus on how to proactively communicate with our customers and community members to build acceptance and support for smart meter technology.
- Senior Communications Manager Laurine Jue was the Team Leader. Representatives included subject matter experts from the following focus areas:
 - Operations: Meter Deployment, Meter Shop,
 - Customers: Call Center
 - Community Outreach: Regional Business Managers (community outreach)
 - Account Executives (commercial & industrial customers)
 - Employee/Internal Communications
 - Organizational Change Management/Training
- The cross-functional team provided input as processes such as the prior notification direct mailing process was defined and developed, discussed impacts on work groups, allowed for coordination across work functions, and mitigated risk to the company's reputation, among other things.

Appendix A

Attachment 2 – Example of 90-day Customer Brochure



The new smart meters are part of an integrated system designed to make us **smarter together**. Powered by secure, two-way communications between your new meter and Avista, you'll be able to better monitor and manage your energy usage – and we'll be able to improve the safety, reliability, and efficiency of energy delivery for all of our customers.

FAQs

What exactly is Avista installing? If we provide your electric service, you'll receive a new smart electric meter; if we provide your natural gas service, you'll receive a smart module on your existing gas meter.

Why? We've always been committed to investing in improving both our systems and our service. Upgrading these technologies supports this effort by strengthening the grid and enabling us to roll out new customer benefits in the future.


Where? Throughout our Washington State service territory.

When? We'll be in your area in approximately 90 days.

What do I have to do? Nothing at this time. We'll notify you again as we get closer to the actual installation time.

Where can I learn more? We've created an online resource tool at myavista.com/smartmeters. You can also speak with us directly at 1-800-227-9187.

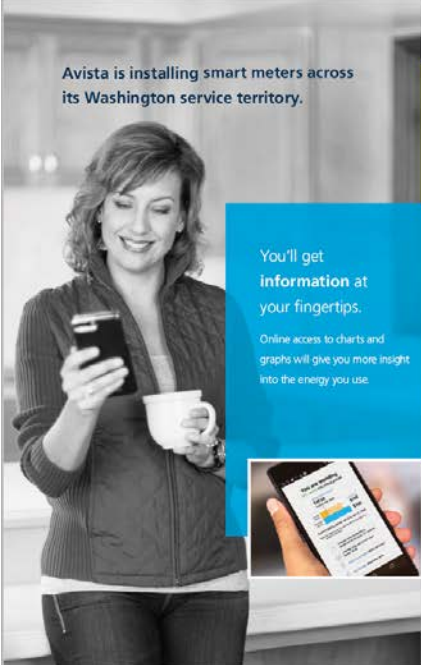
AVISTA
Smarter together.



AVISTA


We're smarter together.

Avista is installing smart meters across its Washington service territory.




We'll be in your area in a few months.


You'll get information at your fingertips.
Online access to charts and graphs will give you more insight into the energy you use.




You'll have more control over your energy dollar.
It's more personalized information, which means you'll have the ability to better manage your monthly bill.




We'll be even more responsive.
Since smart meters communicate directly with Avista, we'll be able to detect – and restore – power outages even more quickly.



You'll receive more personalized service.
Our representatives will have more information available to provide solutions unique to your specific needs.



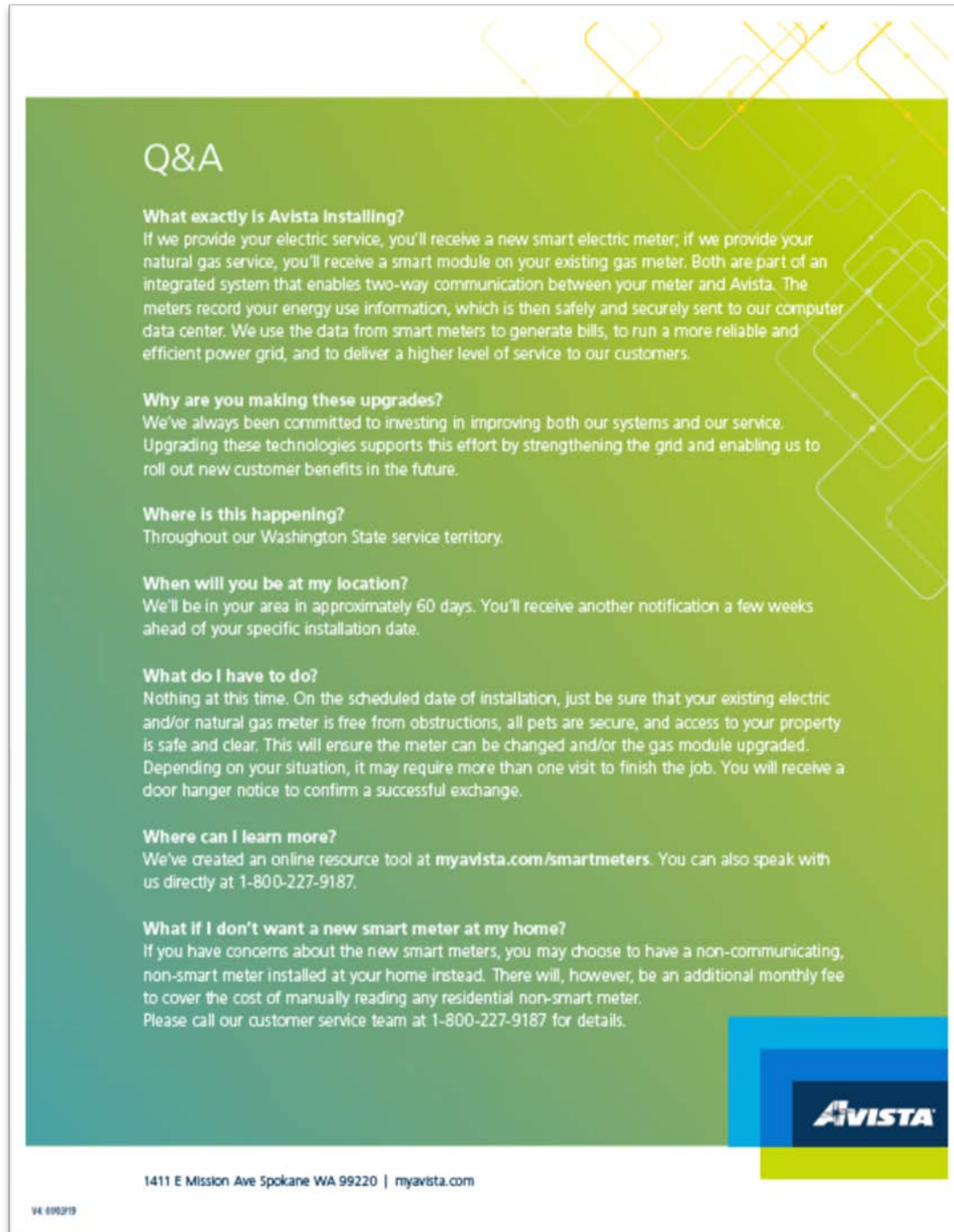
We'll contribute to a more sustainable community.
With this technology, we'll be able to integrate more renewables onto the system – and help reduce our region's carbon footprint.



Appendix A

Attachment 3 – Examples of 60-day Customer Letter

Residential Customer 60-day Letter, includes brief Q&A Sheet



Q&A

What exactly is Avista installing?
If we provide your electric service, you'll receive a new smart electric meter; if we provide your natural gas service, you'll receive a smart module on your existing gas meter. Both are part of an integrated system that enables two-way communication between your meter and Avista. The meters record your energy use information, which is then safely and securely sent to our computer data center. We use the data from smart meters to generate bills, to run a more reliable and efficient power grid, and to deliver a higher level of service to our customers.

Why are you making these upgrades?
We've always been committed to investing in improving both our systems and our service. Upgrading these technologies supports this effort by strengthening the grid and enabling us to roll out new customer benefits in the future.


Where is this happening?
Throughout our Washington State service territory.

When will you be at my location?
We'll be in your area in approximately 60 days. You'll receive another notification a few weeks ahead of your specific installation date.

What do I have to do?
Nothing at this time. On the scheduled date of installation, just be sure that your existing electric and/or natural gas meter is free from obstructions, all pets are secure, and access to your property is safe and clear. This will ensure the meter can be changed and/or the gas module upgraded. Depending on your situation, it may require more than one visit to finish the job. You will receive a door hanger notice to confirm a successful exchange.

Where can I learn more?
We've created an online resource tool at myavista.com/smartmeters. You can also speak with us directly at 1-800-227-9187.

What if I don't want a new smart meter at my home?
If you have concerns about the new smart meters, you may choose to have a non-communicating, non-smart meter installed at your home instead. There will, however, be an additional monthly fee to cover the cost of manually reading any residential non-smart meter. Please call our customer service team at 1-800-227-9187 for details.



1411 E Mission Ave Spokane WA 99220 | myavista.com

VA 010219

- ◆ **You'll get information at your fingertips.** Online access to charts and graphs will give you more insight into the energy you use.
- ◆ **You'll have more control over your energy dollar.** It's more personalized information, which means you'll have the ability to better manage your monthly bill.
- ◆ **We'll be even more responsive.** Since smart meters communicate directly with Avista, we'll be able to detect – and restore – power outages even more quickly.
- ◆ **You'll receive more personalized service.** Our representatives will have more information available to provide solutions unique to your specific needs.
- ◆ **We'll contribute to a more sustainable community.** With this technology, we'll be able to integrate more renewables onto the system – and help reduce our region's carbon footprint.

We're excited at the possibilities this new technology brings. It's foundational to our future – and a critical component in continuing to ensure system reliability and resiliency.



Heather Rosentrater
vice president, energy delivery

If you have multiple locations associated with your account, we've listed the specific locations below. If some of your addresses are not listed below, they may be in a different deployment zone and will be scheduled soon.

A crew is scheduled to be at the following address(es) in approximately 60 days:

<SERVICE_ADDRESS1>	<SERVICE_ADDRESS16>
<SERVICE_ADDRESS2>	<SERVICE_ADDRESS17>
<SERVICE_ADDRESS3>	<SERVICE_ADDRESS18>
<SERVICE_ADDRESS4>	<SERVICE_ADDRESS19>
<SERVICE_ADDRESS5>	<SERVICE_ADDRESS20>
<SERVICE_ADDRESS6>	<SERVICE_ADDRESS21>
<SERVICE_ADDRESS7>	<SERVICE_ADDRESS22>
<SERVICE_ADDRESS8>	<SERVICE_ADDRESS23>
<SERVICE_ADDRESS9>	<SERVICE_ADDRESS24>
<SERVICE_ADDRESS10>	<SERVICE_ADDRESS25>
<SERVICE_ADDRESS11>	<SERVICE_ADDRESS26>
<SERVICE_ADDRESS12>	<SERVICE_ADDRESS27>
<SERVICE_ADDRESS13>	<SERVICE_ADDRESS28>
<SERVICE_ADDRESS14>	<SERVICE_ADDRESS29>
<SERVICE_ADDRESS15>	<SERVICE_ADDRESS30>



- ◆ **You'll receive more personalized service.** Our representatives will have more information available to provide solutions unique to your specific needs.
- ◆ **We'll contribute to a more sustainable community.** With this technology, we'll be able to integrate more renewables onto the system – and help reduce our region's carbon footprint.

See you soon.

If you have special needs that require you to schedule your installation for a specific time, please call 1-866-671-1001 for an appointment.

You can learn all about smart meter technology at myavista.com/smartmeters.


Heather Rosentrater
vice president, energy delivery

P.S. If you have concerns about the new smart meters, you may choose to have a non-communicating, non-smart meter installed at your home instead. There will, however, be an additional monthly fee to cover the cost of manually reading any residential non-smart meter. Please call our customer service team at 1-800-227-9187 for details.

If you have multiple locations associated with your account, we've listed the specific locations below. If some of your addresses are not listed below, they may be in a different deployment zone and will be scheduled soon.

A crew is scheduled to be at the following address(es) in a few weeks:

- | | |
|---------------------|---------------------|
| <SERVICE_ADDRESS1> | <SERVICE_ADDRESS16> |
| <SERVICE_ADDRESS2> | <SERVICE_ADDRESS17> |
| <SERVICE_ADDRESS3> | <SERVICE_ADDRESS18> |
| <SERVICE_ADDRESS4> | <SERVICE_ADDRESS19> |
| <SERVICE_ADDRESS5> | <SERVICE_ADDRESS20> |
| <SERVICE_ADDRESS6> | <SERVICE_ADDRESS21> |
| <SERVICE_ADDRESS7> | <SERVICE_ADDRESS22> |
| <SERVICE_ADDRESS8> | <SERVICE_ADDRESS23> |
| <SERVICE_ADDRESS9> | <SERVICE_ADDRESS24> |
| <SERVICE_ADDRESS10> | <SERVICE_ADDRESS25> |
| <SERVICE_ADDRESS11> | <SERVICE_ADDRESS26> |
| <SERVICE_ADDRESS12> | <SERVICE_ADDRESS27> |
| <SERVICE_ADDRESS13> | <SERVICE_ADDRESS28> |
| <SERVICE_ADDRESS14> | <SERVICE_ADDRESS29> |
| <SERVICE_ADDRESS15> | <SERVICE_ADDRESS30> |

V2: 01/03/19

- ◆ **You'll receive more personalized service.** Our representatives will have more information available to provide solutions unique to your specific needs.
- ◆ **We'll contribute to a more sustainable community.** With this technology, we'll be able to integrate more renewables onto the system – and help reduce our region's carbon footprint.

See you soon.

If you have special needs that require you to schedule your installation for a specific time, please call 1-866-671-1001 for an appointment.

You can learn all about smart meter technology at myavista.com/smartmeters.



Heather Rosentrater
vice president, energy delivery

If you have multiple locations associated with your account, we've listed the specific locations below. If some of your addresses are not listed below, they may be in a different deployment zone and will be scheduled soon.

A crew is scheduled to be at the following address(es) in a few weeks:

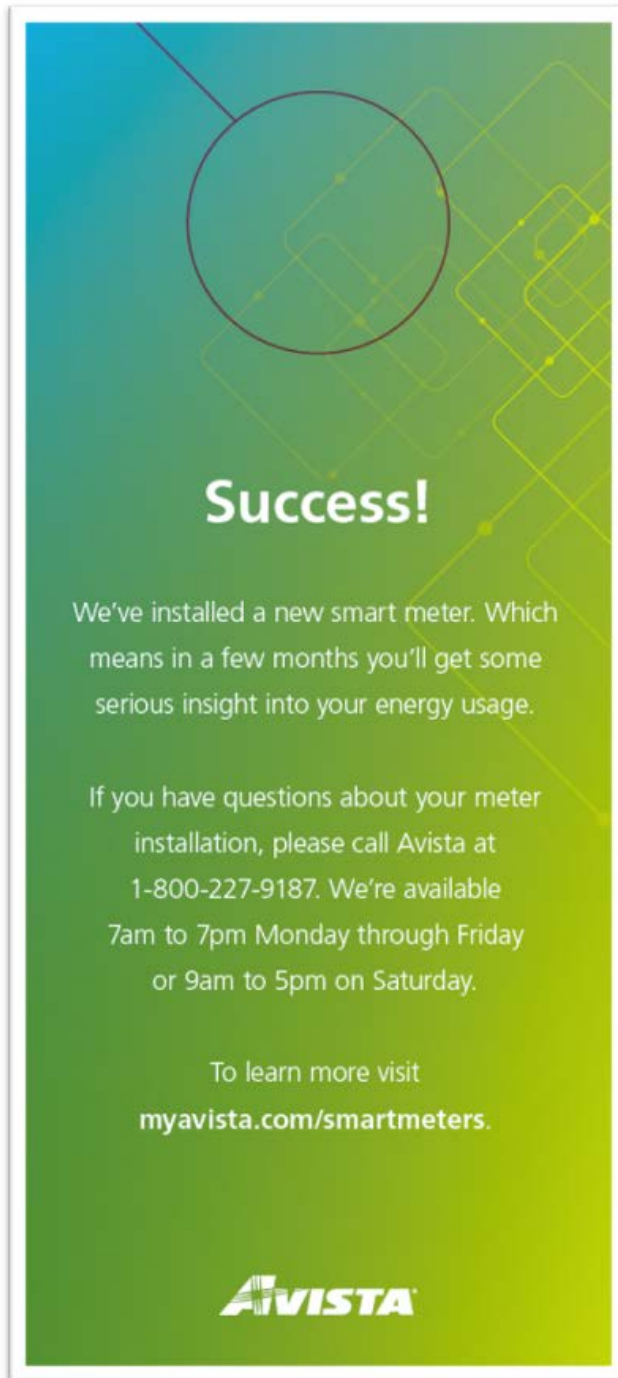
- | | |
|---------------------|---------------------|
| <SERVICE_ADDRESS1> | <SERVICE_ADDRESS20> |
| <SERVICE_ADDRESS2> | <SERVICE_ADDRESS21> |
| <SERVICE_ADDRESS3> | <SERVICE_ADDRESS22> |
| <SERVICE_ADDRESS4> | <SERVICE_ADDRESS23> |
| <SERVICE_ADDRESS5> | <SERVICE_ADDRESS24> |
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| <SERVICE_ADDRESS8> | <SERVICE_ADDRESS27> |
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| <SERVICE_ADDRESS10> | <SERVICE_ADDRESS29> |
| <SERVICE_ADDRESS11> | <SERVICE_ADDRESS30> |
| <SERVICE_ADDRESS12> | <SERVICE_ADDRESS31> |
| <SERVICE_ADDRESS13> | <SERVICE_ADDRESS32> |
| <SERVICE_ADDRESS14> | <SERVICE_ADDRESS33> |
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| <SERVICE_ADDRESS16> | <SERVICE_ADDRESS35> |
| <SERVICE_ADDRESS17> | <SERVICE_ADDRESS36> |
| <SERVICE_ADDRESS18> | <SERVICE_ADDRESS37> |
| <SERVICE_ADDRESS19> | <SERVICE_ADDRESS38> |

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Appendix A

Attachment 5 – Examples of Customer Door Hangers

Smart Meter Successful Install




Success!

We've installed a new smart meter. Which means in a few months you'll get some serious insight into your energy usage.

If you have questions about your meter installation, please call Avista at 1-800-227-9187. We're available 7am to 7pm Monday through Friday or 9am to 5pm on Saturday.

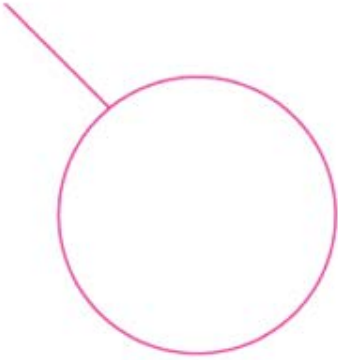
To learn more visit myavista.com/smartmeters.



Smarter together.



Smart Meter Unsuccessful Install



____/____/____ : ____ AM / PM
Date Time

We successfully replaced and/or upgraded your:

- smart electric meter
- smart gas module


We were not able to install your:

- smart electric meter
- smart gas module

We need to return again to complete the job because:

- There's an obstruction that needs to be cleared.
- A pet or locked gate prevented us from coming onto your property.
- Your electric service may require repair first. A follow-up visit is needed to assess the situation.
- Other: _____

Please call Avista at 1-800-227-9187 today to schedule a time that works best for you. We're available 7am to 7pm Monday through Friday or 9am to 5pm on Saturday. We'd like to complete the work soon, while we're still in your area.



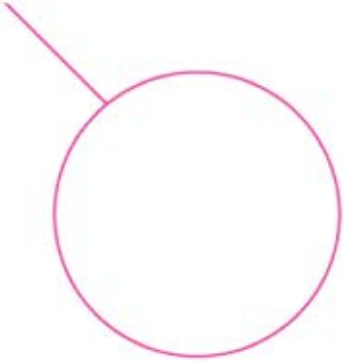
The new smart meters are part of an integrated system designed to make us smarter together. Powered by secure, two-way communications between your new meter and Avista, you'll be able to better monitor and manage your energy usage – and we'll be able to improve the safety, reliability, and efficiency of energy delivery for all of our customers.

Learn more at myavista.com/smartmeters.



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Customer Opt-out



____ / ____ / ____ : ____ AM / PM
Date Time

Opt Out Update

You have requested to opt out of receiving a smart meter. We were here today to install a new non-communicating digital electric meter and/or gas module.


We successfully completed the work.

- Opt-out fees will soon be included in your bill.

We were unable to complete the job because:

- There's an obstruction that needs to be cleared.
- A pet or locked gate prevented us from coming onto your property.
- Your electric service may require repair first. A follow-up visit is needed to assess the situation.
- Other: _____

Please call Avista at 1-800-227-9187 today to schedule a time that works best for you. We're available 7am to 7pm Monday through Friday or 9am to 5pm Saturday. We'd like to complete the work soon, while we're still in your area.



Learn more at myavista.com/smartmeters.



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Appendix A

Attachment 6 – Media Toolkit

Smarter together.

Smart Meters

Overview & Benefits

The new smart meters are part of an integrated system designed to make us smarter together. Powered by secure, two-way communications between your new meter and Avista, you'll be able to better monitor and manage your energy usage – and we'll be able to improve the safety, reliability, and efficiency of energy delivery for *all* of our customers.

You'll get information at your fingertips.
Online access to charts and graphs will give you more insight into the energy you use.

You'll have more control over your energy dollar.
It's more personalized information, which means you'll have the ability to better manage your monthly bill.

We'll be even more responsive.
Since smart meters communicate directly with Avista, we'll be able to detect – and restore – power outages even more quickly.

You'll receive more personalized service.
Our representatives will have more information available to provide solutions unique to your specific needs.

We'll contribute to a more sustainable community.
With this technology, we'll be able to integrate more renewables onto the system – and help reduce our region's carbon footprint.

To learn more visit myavista.com/smartmeters

VI-05/07/14

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Smart Meters

Frequently Asked Questions

What is a smart meter?

It's a meter that communicates using digital technology – similar to your smartphone. Smart meters allow for two-way communication between your meter and Avista. The meters record your energy use information, which is then safely and securely sent to our computer data center. We use the data from smart meters to generate bills, to run a more reliable and efficient power grid, and to deliver a higher level of service to our customers.

Why smart meters?

Smart meter technology allows you to better monitor and manage your energy usage. With the same type of access to your billing and usage information that you currently have with your bank or credit card company, you'll know how much energy you use – and what it costs – so you can make simple changes that can save you money on your energy bill. Instead of only receiving a monthly bill, you'll have access to daily – and even hourly – usage information.

The Edison Foundation Institute for Electric Innovation states that approximately 76 million smart meters have currently been deployed in the United States, which means that about 60 percent of U.S. households now have them. By 2020, smart meter deployment is expected to reach 90 million in the U.S. In fact, analog meters are no longer being manufactured.

Who's receiving a smart meter?

Most Avista residential and commercial customers in Washington State. If we provide your electric service, you'll receive a new smart electric meter; if we provide your natural gas service, you'll receive a smart module on your existing gas meter.

Who is installing my meter?

The meters will be installed either by Avista personnel or by our installation vendor, Wellington Energy. Please be aware that all of our installers will be carrying proper identification. If the installer cannot show you an identification card, or if you have a concern about that person's identity, please call Wellington Energy at 1-866-671-1001.

AVISTA

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When am I getting my smart meter?

The majority of installations will occur Monday – Friday during business hours, though there may be cases when evening or weekend installations are necessary.

You'll receive at least two notices by mail – several months before and then a few weeks prior to your installation – letting you know when we'll be in your area. Visit myavista.com/smartmeters to view a map outlining our deployment plan and timeline.

Do I have to be home when my smart meter gets installed?

No. On the scheduled date of installation, just be sure that your existing electricity and/or natural gas meter is free from obstructions, all pets are secure, and access to your property is safe and clear. This will ensure the meter can be changed and/or the gas module upgraded. You will receive a door hanger notice to confirm a successful exchange.

If the technician cannot access your meter, a door hanger will be left requesting that you call to schedule an appointment for installation. We'd appreciate it if you called as soon as possible to schedule your appointment so we can return while we're still in your area.

Will my electrical service be interrupted?

For homes, there may be a brief interruption of electric service for a few minutes as the meter is being installed. We apologize for any inconvenience this may cause.

For businesses, your power might be interrupted during installation. When we arrive onsite, we'll assess your situation. If we can install your new meter without interrupting service, we'll take care of it then. If it requires a power outage, we'll work with you to schedule a time that's least disruptive to your business.

Will I own the meter and/or module?

Meters and modules are part of the grid infrastructure – much like power poles and transformers – and are therefore owned by Avista.

What if I operate medical equipment?

If you operate life-support medical equipment at your home or business, please call us at 1-800-227-9187 to let us know if you have special needs or circumstances that require you to have advanced notice of the meter exchange.



Whom do I call if I have questions about the meter installation?

Please call Wellington Energy toll-free at 1-866-671-1001.

How can I see my energy data from my new smart meter?

You will be able to view your daily and hourly energy usage data once your smart meter has been validated. This process usually takes several weeks after your meter is installed. We'll send you a letter to let you know when your meter has been validated.

After the smart meter has been installed, the functionality of the meter will be implemented over time – meaning we are gathering your energy usage information and will also evaluate and certify its accuracy prior to using that information for billing. As a result, you may still see Avista employees reading your meter after your smart meter has been installed.

Once your smart meter has been validated, just log in to your MyAvista account to view your daily energy usage data from your new smart meter. If you don't have a MyAvista account, please register for one online at myavista.com/register-account. The registration process is simple and takes only a few minutes. Just be sure to have your account number available.

Is my information protected?

Yes. Your privacy is important to Avista. We maintain strict confidentiality and privacy policies and use state-of-the-art technology to safeguard your information. All meters, communication, and information management systems are subject to the same security standards that have kept the energy grid safe for years. The energy usage information coming from our meters is encrypted, and the meters do not collect, store, or transmit personally identifiable information.

Are radio frequency (RF) emissions coming from the smart meter?

Yes, but those radio frequency emissions are well below the RF levels produced by other common household devices like mobile phones, baby monitors, microwaves, and TV systems – and are a small fraction of the limits set by the Federal Communications Commission, the agency that enforces the safety limits of RF emissions.

To learn more visit myavista.com/smartmeters



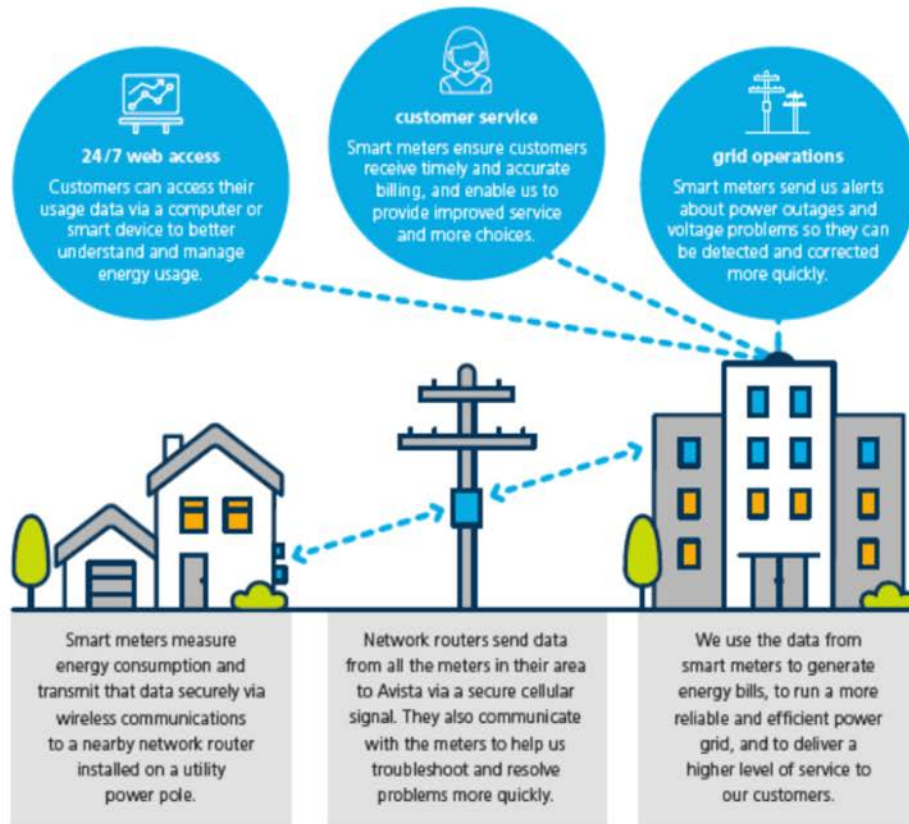
VI-050218

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Smart Meters

How They Work

More than half of the 150 million electric meters in the U.S. are smart.* They use digital technology and wireless communications to accurately measure and securely transmit energy consumption data to utilities.



*Edison Foundation Institute for Electric Innovation

To learn more visit myavista.com/smartmeters



V1-05/07/18

Smarter together.

Smart Meters

Accuracy

Your new smart meter is highly accurate. The technology being implemented has been rigorously tested and proven by manufacturers to be accurate, safe, and secure in systems throughout the country.

Just like the old meters, smart meters measure energy use in order to accurately bill you. Here's the difference: Smart meters allow utilities to automatically perform an otherwise manual process while giving you more frequent and detailed information about how much energy you use. This information can help you take more control over your energy use – and your monthly bill.

Strict Standards

- ◆ Smart meters are subject to strict design standards when they are manufactured and are rigorously tested for accuracy even before they leave the manufacturing plant.
- ◆ Smart meters must meet stringent requirements for accuracy, which are developed by the American National Standards Institute. National Institute of Standards and Technology-certified test equipment is also required to verify both initial and continuing smart meter accuracy.

Testing

- ◆ In accordance with regulatory requirements, we conduct sample random testing on all new meter shipments prior to installing them at an actual home or business.
- ◆ And we continue to monitor our smart meters after installation by conducting routine and/or periodic sample testing to ensure our metering systems are accurate.

Extensive Data Validation

- ◆ The technology systems that support smart meters also have strict standards and extensive data validation processes to protect the accuracy of your billing records.
- ◆ Data collected from a smart meter and transmitted wirelessly contains specific, unique identifiers associated with the customer's meter number. This identifier is validated numerous times to ensure accuracy before the data is used for billing.

To learn more visit myavista.com/smartmeters



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Smart Meters

Phase One Deployment Map

The three areas included in Phase One provide a strategic snapshot of our larger service territory: a dense, urban area; natural gas-only; and a full feeder area.

We'll deploy about 3,800 smart electric meters and smart gas modules over a three-month period to approximately 1,900 customers. Then we'll spend the next few months monitoring and evaluating in order to make any necessary adjustments before we head into major deployments in Phase Two (2019–2020).



To learn more visit myavista.com/smartmeters

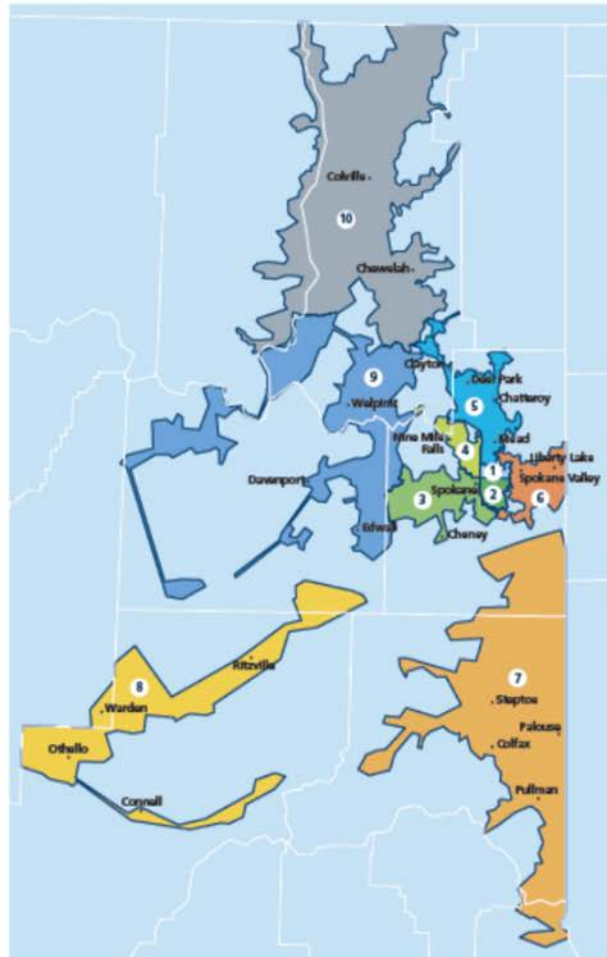
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Smart Meters

Deployment Map



2019 – 2020 Deployment Zones

Zone 1: Spokane

March 1 – June 30, 2019

Zone 2: Spokane South Hill

June 1 – Nov. 30, 2019

Zone 3: Spokane / Cheney

Nov. 1, 2019 – Feb. 29, 2020

Zone 4: Spokane North / Nine Mile

Dec. 1, 2019 – May 31, 2020

Zone 5: Country Homes / Deer Park

April 1 – July 31, 2020

Zone 6: Spokane Valley

June 1 – Oct. 31, 2020

Zone 7: Pullman / Clarkston

May 1 – Oct. 31, 2019

Zone 8: Othello

Nov. 1, 2019 – Feb. 29, 2020

Zone 9: Davenport

Feb. 1 – May 31, 2020

Zone 10: Colville / Inchelium

July 1 – Oct. 31, 2020

To learn more visit myavista.com/smartmeters



V1-05/07/18

Smarter together.

Smart Meters

Privacy & Security

Your privacy is important to Avista. We maintain strict confidentiality and privacy policies and use state-of-the-art technology to safeguard your information.

Facts You Should Know

- ◆ A smart meter records your energy use information and safely and securely communicates this information to Avista using digital technology – similar to your smartphone when it sends a text. The information includes the amount of energy you use and when you use it. We use this information to help ensure that your monthly bill is accurate and to manage and optimize the electricity grid that serves our region.
- ◆ Avista has an established privacy policy and our commitment to your privacy remains unchanged. You can view our full privacy policy at myavista.com.
- ◆ Smart meters do not collect, store, or transmit personally identifiable customer information – such as names and addresses. All energy usage information is transmitted between smart meters and Avista through a secure network and is encrypted using U.S. government-approved and -recommended standards. We follow the cybersecurity guidelines published by the National Institute of Standards and Technology. These standards are regularly reviewed to remain current with industry and government security protocols.

Avista has conducted extensive security planning and testing of the smart meter system. We have developed comprehensive security processes and procedures based on best practices. All meters, communications, and information management systems are subject to the same security standards that have kept the energy grid safe for years.

To learn more visit myavista.com/smartmeters



VI-050718

Smarter together.

Smart Meters

Radio Frequency (RF)

Safety is always a top priority for Avista. Smart meters securely communicate your energy usage information through low-power radio frequency waves. The Federal Communications Commission sets RF limits, requiring that all radio-communicating devices meet federal safety standards. Smart meters have been tested and certified to ensure they meet these standards.



Note: This chart presents data from the Electric Power Research Institute's Radio Frequency Exposure Levels from *Smart Meters: A Case Study of One Model* (February 2011), which compares the density of radio-frequency waves emitted by common wireless devices with those from smart meters.

RF exposure from smart meters is a small fraction of that of other everyday devices due to the amount of time spent transmitting (less than three minutes a day), their low-power signal strength and their operating distance. RF is all around us. Other common household devices that rely on RF include:

- ◆ baby monitors
- ◆ garage door openers
- ◆ smoke detectors
- ◆ cordless telephones
- ◆ laptop computers
- ◆ Wi-Fi routers

The following websites provide additional information about the numerous studies conducted on smart meters and RF emissions:

- ◆ Itron Radio Frequency Resource Center | www.itron.com/consumers
- ◆ FCC Policy on Human Exposure | www.fcc.gov
- ◆ Electric Power Research Institute | www.epri.com
- ◆ Smart Grid Consumer Collaborative | www.smartgridcc.org

*The RF exposure for cellular phones shown is for comparison purposes only. Cellular phones are evaluated for compliance with FCC exposure standards based on specific absorption rate (SAR), not power density.

To learn more visit myavista.com/smartmeters



VI-050718

Appendix A

Attachment 7 – Summary of Outreach / Communications

AMI CUSTOMER & EMPLOYEE COMMUNICATIONS / 04.27.2020

DESCRIPTION	FORMAT
CUSTOMER VIDEOS	
smarter together video	video (footage) on web
reliability video (grid modernization 1 & 2 combo)	video (animation) on web
meter installation process video	video (footage) on web
energy usage information web features video	video (animation) on web
opt-out concerns video to address concerns	video (footage) on web
CUSTOMER COMMUNICATIONS	
FAQ one sheet (8.5w x 11, 2-sided)	print & word doc, web
how they work one sheet (8.5w x 11, 2-sided)	print & word doc, web
5 benefits one sheet (8.5w x 11, 2-sided)	print & word doc, web
RF / health one sheet (8.5w x 11, 2-sided)	print & word doc, web
privacy & security one sheet (8.5w x 11, 2-sided)	print & word doc, web
accuracy one sheet (8.5w x 11, 1-sided)	print & word doc, web
media pocket folder kit	printed
phase 1 deployment zone map overall	print, word doc, web
phase 2 deployment zone map overall	printed, word doc, web
phase 2 individual deployment maps X 10 zones	printed, website graphics
MEDIA EVENTS	
phase 1 Launch conference room graphics	how they work
directional signage for media event	directions to event
phase 2 First meter installation event signage and on-air graphics	signage
Spokane Talks x 3 TV Segments	slides with graphics
COMMUNITY LEADER EVENTS (TENT EVENTS)	
directional multi-use sign	display stand
TV monitor and adjustable height table	table & TV
check-in table	table
meter + module table	table & display stand
stage presentation podium & graphic banners	podium & 2 banners
graphic banner stands	4 banners
event name tags	word template
tent-event check list	
tent event invite (eventbrite)	evite
tent event reminder invite (eventbrite)	evite
tent event program / agenda	printed
thank you email (sent post tent events)	email
thank you ad (inserted post tent events)	print ad
local townhall print advertising	newspaper

thank you cards to send attendees	
EMPLOYEE COMMUNICATIONS	
one sheet word template (for Laurine only)	word doc
march employee powerpoint	PPT
powerpoint template	PPT
for more info card / 2-sided	business card
employee pocket card	print & laminate
AMI employee news masthead	electronic
yammer icons	graphics
CUSTOMER WEBSITE AND SOCIAL MEDIA	
social media (Facebook) assets	misc. graphics from one sheets
Smarter Together video clips – short segments of information	video clips for Facebook use
Opt Out video clips – short segments of information	video clips for Facebook use
myavista.com	graphics
pop-up carousel to introduce post-installation web features	graphics for web feature
METER INSTALLATION CUSTOMER COMMUNICATIONS	3-panel
90-day brochure	9.5w x 6
90-day Envelope	8.5w x 11
60-day letter / residential	8.5w x 11
60-day letter / commercial	8.75w x 3.875 window
60-day Envelope	10w x 5.5
21-day post-card	8.5w x 11
21-day letter / residential	8.5w x 11
21-day letter / commercial	8.75w x 3.875 window
21-day Envelope	
door hanger / successful Avista	4w x 9 diecut
door hanger / successful Wellington	4w x 9 diecut
door hanger / unsuccessful Avista	4w x 9 diecut
door hanger / unsuccessful Wellington	4w x 9 diecut
door hanger / damage Avista	4w x 9 diecut
door hanger / damage Wellington	4w x 9 diecut
door hanger / opt out Avista	4w x 9 diecut
post-install brochure	3-panel
post-install Envelope	8.5w x 11
OPT OUT CUSTOMER COMMUNICATIONS	
Web content	web
application	word doc, web
letter to accompany application	word doc
refusal letter, don't qualify	word doc

reminder letter	word doc
confirmation letter – installation complete and fees begin	word doc
COLVILLE SPECIAL MAILING AND COMMUNICATIONS	
special customer letter – timing, benefits, telephone town hall	word doc
special customer letter Envelope	8.75w x 3.875 window
print promotion for telephone town hall	print ad
COMMUNITY OUTREACH SUPPORT TELEPHONE TOWN HALLS	
print promotion by zone X 10 run before each town hall w/ date, info	print ads
powerpoint presentation with message points	powerpoint
CONNECTIONS CUSTOMER NEWSLETTER ARTICLES	
phase 2 launch Connections article and photo March 2019	Connections newsletter

Appendix A

Attachment 8 – Community Leader Events

Colville, Washington

Colville, Washington

Smarter Together Community Leaders Event

8:00am Breakfast and Display Viewing

8:30am Program

Dennis Vermillion
Avista President
Welcome and Opening Remarks

Heather Rosentrater
Avista Vice President of Energy Delivery
Smarter Together Customer Benefits

Deloris Duquette
Itron Vice President, Gas Business Operations and Development
Itron's Perspective

Scott Morris
Avista Chairman and CEO
Next Steps and Closing Remarks

9:00am Display Viewing

9:30am Thank You!

To learn more visit
myavista.com/smartmeters

Davenport, Washington

Davenport, Washington

Smarter Together Community Leaders Event

8:00am Breakfast and Display Viewing

8:30am Program

Scott Morris
Avista Chairman and CEO
Welcome and Opening Remarks

Heather Rosentrater
Avista Vice President of Energy Delivery
Smarter Together Customer Benefits

Deloris Duquette
Itron Vice President, Gas Business Operations and Development
Itron's Perspective

Scott Morris
Avista Chairman and CEO
Next Steps and Closing Remarks

9:00am Display Viewing

9:30am Thank You!

To learn more visit
myavista.com/smartmeters



Spokane, Washington

Spokane, Washington

Smarter Together Community Leaders Event

4:30pm Reception and Display Viewing

5:15pm Program

Dennis Vermillion
Avista President
Welcome and Opening Remarks

Heather Rosentrater
Avista Vice President of Energy Delivery
Smarter Together Customer Benefits


Sharelynn Moore
Itron Senior Vice President, Networked Solutions
Itron's Perspective

Scott Morris
Avista Chairman and CEO
Next Steps and Closing Remarks

6:00pm Display Viewing

6:30pm Thank You!

To learn more visit
myavista.com/smartmeters



Pullman, Washington

Smarter Together Community Leaders Event

8:00am Breakfast and Display Viewing

8:30am Program

Scott Morris
Avista Chairman and CEO
Welcome and Opening Remarks

Heather Rosentrater
Avista Vice President of Energy Delivery
Smarter Together Customer Benefits

Deloris Duquette
Itron Vice President, Gas Business Operations and Development
Itron's Perspective

Scott Morris
Avista Chairman and CEO
Next Steps and Closing Remarks

9:00am Display Viewing

9:30am Thank You!

To learn more visit
myavista.com/smartmeters

Clarkston, Washington

Clarkston, Washington

Smarter Together Community Leaders Event

11:30am Lunch and Display Viewing

12:00pm Program

Scott Morris
Avista Chairman and CEO
Welcome and Opening Remarks

Heather Rosentrater
Avista Vice President of Energy Delivery
Smarter Together Customer Benefits

Deloris Duquette
Itron Vice President, Gas Business Operations and Development
Itron's Perspective

Scott Morris
Avista Chairman and CEO
Next Steps and Closing Remarks

12:30pm Display Viewing

1:00pm Thank You!

To learn more visit
myavista.com/smartmeters



Appendix A

Attachment 9 – Links to Avista’s “Smarter Together” Media Coverage

“Avista announces plan for \$165 million smart meter rollout in Washington” (The Spokesman-Review)

<http://www.spokesman.com/stories/2018/may/21/avista-announces-plan-for-165-million-smart-grid-r/>

“Avista to install new smart meters in Washington homes” (KREM2)

<https://www.krem.com/article/tech/avista-to-install-new-smart-meters-in-washington-homes/293-556843904>

“Avista announces \$165 million plan to install smart meters in Spokane homes” (KHQ6)

<http://www.khq.com/story/38253821/avista-announces-165-million-plan-to-install-smart-meters-in-spokane-homes>

“Avista plans \$165M meter upgrade” (The Spokane Journal)

<https://www.spokanejournal.com/local-news/avista-plans-165m-meter-upgrade/>

“Avista to roll out smart meters in Spokane” (KXLY)

<https://www.kxly.com/news/avista-to-roll-out-smart-meters-in-spokane-1/745138459>

“Josh DiLuciano: Smart meters are an investment in our future” (The Spokesman-Review)

<https://www.spokesman.com/stories/2020/feb/26/josh-diluciano-smart-meters-are-an-investment-in-o/>

“Smart grid upgrade: Avista to gather more data with new meters in SE Washington” (The Lewiston Tribune)

https://lmtribune.com/business/smart-grid-upgrade/article_a8d5a8d7-5f33-51b6-96bb-b46eb19d72d5.html

“Avista’s installation of new meters continues in Spokane” (The Spokesman-Review)

<https://www.spokesman.com/stories/2019/aug/27/avistas-installation-of-new-meters-continues-in-sp/>

“VERIFY: Are Avista’s smart meters a fire hazard?” (KREM2)

<https://www.krem.com/video/news/local/verify/verify-are-avistas-smart-meters-a-fire-hazard/293-7f6a2c20-8c55-4381-b9d3-4d06079c4673>

Draft