

DRAFT

Customer Communications and Outreach Plan
for



Table of Contents

INTRODUCTION – 3	
<i>The Washington Advanced Metering Project – 3</i>	
ABOUT THE CUSTOMER COMMUNICATION AND OUTREACH PLAN – 3	
<i>Objectives of Plan – 4</i>	
<i>Strategy and Approach to Development – 4</i>	
<i>Leveraging Industry Best Practices – 5</i>	
<i>Commercial Strategy – 6</i>	
EMPLOYEE COMMUNICATIONS – 7	
STAKEHOLDER COMMUNICATIONS – 8	
IMPLEMENTATION – 9	
<i>Phased Approach – 9</i>	
<i>Tactics – Residential and Commercial & Industrial (C&I) – 9</i>	
<i>Timeline – 10</i>	
<i>Messaging and Related Campaigns by Phase – 10</i>	
CUSTOMER SATISFACTION AND ESCALATION PROCESSES – 11	
<i>Developing an Escalation Plan – 13</i>	
MEDIA ENGAGEMENT – 16	
MARKET RESEARCH, METRICS, AND EVALUATION – 17	
<i>Customer Research – 17</i>	
<i>Tracking and Metrics – 18</i>	
FULL TACTICAL TIMELINE – 21	
CONTACTS – 24	
APPENDIX – 24	
Appendix A – Sample Letter to Customers	
Appendix B – Sample Fact Sheet/FAQs	
Appendix C – Sample Door Hanger	
Appendix D – Sample Letter to Stakeholders	
Appendix E – Sample Press Release	
Appendix F – Community Outreach: Target Agencies and Audiences	
Appendix G – Avista’s Policy on Data Privacy	
Appendix H – Screenshots of Draft AMI Pages on Avista’s Website/Microsite	

INTRODUCTION

In 2008, Avista Utilities (“Avista”) received three grants totaling \$80-million-dollars from the U.S. Department of Energy, and Avista matched funds to modernize their electrical infrastructure and create a smart grid as part of the American Recovery and Reinvestment Act (ARRA). The company used these funds to install smart sensors, switches, and software to upgrade its system in Spokane and Pullman, Washington, and Advanced Metering Infrastructure (AMI) was also installed in Pullman.

AMI enables utilities to create a two-way communications network between themselves and their customers. The deployment of AMI offers a number of key benefits including more accurate and faster response to outages as well as the introduction of new energy management tools that help customers better understand and manage their energy use.

The Washington Advanced Metering Project

Avista will be installing 253,000 electric advanced meters and 155,000 digital communications modules for natural gas meters in its Washington service territory starting in the fall of 2017, with an anticipated completion date of 2021. The breakdown of meters is as follows: approximately 372,000 residential customers, 34,000 small business customers, 1,900 medium/large business customers and 81 extra-large commercial and industrial (C&I) customers.

As part of the Washington Advanced Metering Project, a number of other infrastructure updates will be taking place. These include the implementation of smart transformers, fault circuit indicators, fault detection and restoration policies, and software as well as integrated Volt/VAR control. This plan, however, focuses on AMI in particular. The other infrastructure updates will be communicated to customers as simply “upgrading and modernizing our systems.”

ABOUT THE CUSTOMER COMMUNICATION AND OUTREACH PLAN

Avista has spent significant time and research understanding the importance of AMI customer education in the industry. As such, this plan leverages both industry best practices as well as primary research in the Avista Service territory to build a comprehensive roadmap for customer outreach and communication.

In addition to being a robust integrated marketing communications strategy to reach the entire Avista demographic, this plan takes into consideration the following groups of customers:

- Low income
- Senior
- Non-computer users

As part of the development of this plan, both quantitative and qualitative research has been commissioned. The results of that knowledge is included in the recommendation of tactics in this plan included in the appendix.

Objectives of Plan

Avista believes that customers play an active role in the adoption of the new technologies introduced as a result of the AMI deployment. The objectives of this customer communications and outreach plan include:

- Leverage best practices in the industry to develop a strategic customer education, communications and outreach plan
- Leverage custom qualitative and quantitative research to identify priorities in strategies and messages to Avista's customer base
- Develop internal processes that will help Avista better manage the customer experience during the deployment of advanced meters
- Educate customers about the short term and longer term benefits of AMI
- Educate both residential and business customers about how to prepare for their new meters
- Attribute metrics to help measure customer awareness and sentiment towards the advanced meters
- Be proactive in addressing negative sentiment in service territory through education and emphasis on benefits
- Develop necessary escalation plans and messaging to counteract negative attitudes or sentiments
- Develop a continuing education platform by which future benefits of AMI can be articulated effectively to customers

Strategy and Approach to Development

More than 40% of homes and businesses across the United States currently have advanced meters. Because a number of meter deployments have preceded Avista's and Avista has substantial data from its original Pullman pilot, this plan takes into consideration lessons learned from both the industry and previous local experience.

In addition, in order to make sure this plan is as accurate and timely as possible, Avista commissioned a specialized series of research studies to help prepare for this plan. That research was comprised of a quantitative baseline study across the service territory on awareness of AMI and advanced meters as well as existing sentiment toward the technology. In addition, the baseline collected data on messages that resonated best with customers and communications preferences. These served as a substantial foundation to the strategies and messages recommend in this plan.

Avista has divided its communications milestones to align with the deployment phases outlined in the business case. These phases are:

- **Phase 1: Setting the Context**

This phase encompasses broad communications tactics to precede the first installation of advanced meters. This communication will encompass grid modernization and AMI investments, the benefits of advanced metering, and the pending deployment. Communication will focus on our Washington customers, but will also include our customers in Idaho, Avista employees, community and business leaders, regulators and policy makers, and other stakeholders.

- **Phase 2: Meter Installation**

This phase will focus on customers who will be receiving an advanced meter in the next 30 – 60 days to let them know what to expect in the process and the likely timing. These communications will encourage customers to contact the Company in the event they have questions or concerns associated with the installation, and will introduce the web portal that will allow them to view and monitor their interval energy usage.

- **Phase 3: Reinforce the Value**

Our final phase will introduce the new web portal to customers who already have their advanced meters and encourage them to access their near-real-time energy usage information. It's an opportunity to engage customers to become more aware of their energy usage. Phase 3 will also highlight the status of the deployment, the customer benefits of advanced metering, and ways to take advantage of usage and other information available to the customer. Because meter installations will occur on a rolling schedule, the broad and targeted communications about the value of the meter and usage information will continue until all advanced meters are deployed in Washington.

Leveraging Industry Best Practices

In preparation for this plan, Avista's communications team spoke with a number of utilities who have previously deployed AMI. Those utilities include BC Hydro, Oklahoma Gas and Electric, First Energy, Pepco Holdings, and San Diego Gas & Electric.

In addition, Avista supplemented these conversations with written material from the US Department of Energy, and most notably the publication, "Voices of Experience: Insights on Smart Grid Customer Engagement," which is a collection of recommended best practices for education from US utilities.

Highlights from this research include:

Develop a Communication & Outreach Plan	Develop a plan that gets buy in from all members of the organization. You will go back to it many times as a source throughout the AMI deployment.
Use a Phased Approach to Education	Do not try and get all of your messages out at once. Make sure the messages are most relevant to the period around the deployment.
Stakeholder Engagement	Make sure you have identified internal and external stakeholders and that they are well educated in advance of their constituents. Focus on keeping them up to date throughout the entire deployment.
Use Research to Guide You	Understand your customers. Doing primary quantitative and qualitative research will ensure you are messaging correctly to your audience
Collect Metrics	It is important to have metrics around how you will measure the success of your program
Manage Risk	Be proactive and transparent about the deployment; Be prepared for negative response

Commercial Strategy

Avista will be installing meters to all residential, business, and commercial & industrial customers in its service territory. Because in some cases both the process and experience will be different for these customers, Avista has identified different strategies for each group of customers. The chart below illustrates the difference in experience and type of communication during and after the meter installation period.

Type of Customer	Type of Meter	Need	Communications
Residential	Traditional analog or digital (non-wireless) meter. Will have a brief service interruption during installation.	Will experience a brief interruption of service. Will need prior notification in advance and during the installation. There will not be a need to schedule these installations unless meters are in hard to reach places.	Direct mail 90-60 and 30 days in advance. Installer will ring doorbell of home when he or she arrives before installing the meter. Installers will have informational materials upon request.

<p>Small/Medium/Large Business</p>	<p>Traditional analog or digital (non-wireless) meter.</p> <p>Service may be interrupted during installation.</p> <p>May or may not have a bypass</p>	<p>May need to call to schedule or reschedule an installation</p> <p>If an outage is necessary, will need to coordinate installation during convenient time</p>	<p>Direct mail 30 or 60 days in advance.</p> <p>If these customers can be separated out, then a business brochure will be included.</p> <p>Installer will ring doorbell of business when he or she arrives. Installer assesses the situation. If it has a bypass and does not require an outage, installer changes out meter onsite.</p> <p>If it requires an outage and is an inconvenient time, the business can call to coordinate installation at more convenient time.</p> <p>Installer will make outbound calls to these customers to schedule if they do not hear from them.</p> <p>Installers will have informational materials upon request.</p>
<p>Extra Large C&I</p>	<p>Meter may have a bypass and not have an outage</p>	<p>Face-to-face with customer to walk through during the experience</p>	<p>Avista's account executive team will manage these accounts. There will be no outages.</p> <p>Informational packets will be created for these businesses about the benefits of AMI.</p>

EMPLOYEE COMMUNICATIONS

Employees are a critical stakeholder for education during the deployment. Making sure that they are abreast of the impact on themselves and their colleagues will help ensure a smooth deployment. In addition, employees and retirees are faces into the community. Equipping them with education to speaking factually and positively about the benefits of AMI will be important to Avista.

Because of the specific needs for employees and retirees, a separate employee communications plan will be developed to accompany this customer communications and outreach plan.

STAKEHOLDER COMMUNICATIONS

Deploying AMI is a community activity spearheaded by the utility and supported by various constituents including regulators, customers, special interest groups, etc.

As part of our communication and outreach efforts, Avista will engage with the various external stakeholders through community outreach activities, including a one-to-many and one-on-one approach to help demonstrate the benefits of AMI to them.

Phase I outreach will focus on the short and long term benefits of the advanced meters. Phase II will focus on targeted communications related to installing the meter so customers know how they'll be impacted and what to expect, while reinforcing the benefits. And Phase III will be more of an engagement and educational effort to ensure customers understand how to use the new online portal and associated tools.

Recommended consistent stakeholder strategies throughout all 3 of these phases include:

- **One-on-One Briefings**
Avista staff will make an effort to meet one-on-one with different leaders in the community to articulate the benefits of AMI to them so they can best communicate those messages to their constituents. This meeting will conclude with Avista leaving behind relevant materials including brochures and an FAQ.
- **Stakeholder Letter Update**
Throughout the course of the deployment, Avista will provide periodic updates to community leaders and stakeholders updating them on expected benefits, what to expect during installation, progress of the deployment, and specifically when benefits are being introduced. The format and frequency will be determined at a later date.

- **Presentations at Community Events**

A presentation will be created and shared with stakeholders at relevant meetings. These presentations can occur during all phases of the project – to set context prior to installation, and to reinforce the value after implementation.

- **Website with online information**

A website will be created and dedicated to the AMI program. It will contain timely information about Frequently Asked Questions, Fact Sheets about various topics related to advanced meters, Contact information with a phone number to call to speak to someone about questions, and other relevant information customers may want to know.

IMPLEMENTATION

Phased Approach

This section will address the details around tactics and strategies recommended for each phase during the deployment.

Tactics – Residential and Commercial & Industrial (C&I)

This grid breaks down tactics on a high level by phase for both residential and commercial customers

Deployment Phase	Goal	Key Tactics
Phase I (Pre-Deployment)	This phase is focused on early education and internal and external stakeholder engagement, including employee communications.	<ul style="list-style-type: none"> • Community Outreach Events • Overview Presentation for outreach meetings • Stakeholder letters • Early media outreach/briefings • FAQs • Fact Sheets • Displays for Community Meetings • Website • Customer Bill Insert • Commercial brochure • Development of videos if needed • Training of staff and installers • C&I toolkits • Market research
Phase II (Deployment)	This phase focuses on meter installation, helping customers understand	<ul style="list-style-type: none"> • Direct Mail - Letters- residential and commercial • Installation Fact Sheet • Door hangers

	what to expect and ensuring a positive customer experience and smooth deployment.	<ul style="list-style-type: none"> • Installer rack cards • Bill inserts • Media relations • Community Outreach • Community outreach materials • Call Center & Metrics Tracking • Web updates • Periodic Newsletter to Key Stakeholders • Social Media
Phase III (Benefits/Engagement)	This phase of the plan focuses on engagement with the customer portal and AMI-enabled web tools	<ul style="list-style-type: none"> • Updates to website • Tutorial videos • Direct Mail: web portal access is available • Bill inserts – residential and commercial • Postcards after activation • Periodic Newsletter Media Relations • Mass advertising • Call Center & Metrics Tracking • Customer testimonials from those who use web portal – if can identify customers and secure permission

Timeline

Currently, the first meter is scheduled to be installed in the Fall of 2018 and the final meter by the end of 2020. The graph below explains the timing for major milestones during the deployment.

The following dates reflect key milestones in the deployment:

Milestone	Target Date
MDM Go Live	October 2017
External Stakeholder Tent Events (Phase 1 Community outreach)	Spring 2018 (March send invitations) (May events occur)
Media Chalk Talk or Desk-side Briefings	May 2018 (simultaneous to Tent Events)
Phase 1 Meter Installation Targeted Communication begins (90-day notice mailing to targeted customers)	May 2018
Phase 1 Meter Installation Targeted Communication begins (60-day notice mailing to targeted customers)	June 2018

Meter Installation Targeted Communication begins (21-day notice to targeted customers)	July 2018
Meter Deployment Begins to first 10,000 customers	Mid-August 2018 Through October 2018
AMI Transition Occurs (Certification process occurs and web portal testing confirms that interval data readings are occurring and accurate)	November 2018 through January 2019
Web Portal Available to Phase 1 Meters that were installed	Tentative Dec 2018
Meter Installation Targeted Communication begins for Major Meter Deployment Phase 2 (90-day mailing to targeted customers)	December 2018
Meter Installation Targeted Communication begins for Major Meter Deployment Phase 2 (60-day mailing to targeted customers)	January 2019
Meter Installation Targeted Communication begins for Major Meter Deployment Phase 2 (21-day notice to targeted customers)	February 2019
Major Meter Deployment begins -- to ramp up to 30,000 per month	March 2019
Last Meters Installed	December 2020

Messaging and Related Campaigns by Phase

Avista conducted a baseline survey of customers throughout the service territory in September 2016. As part of this survey, Avista polled customers around messaging and the following messages resonated highest with customers:

- Improved energy efficiency (23% selected as most valuable)
- Tools to save money (18% selected as most valuable)
- Improved outage restoration (18% selected as most valuable)

These messages are expected to become important messages in the customer education materials, but will be further explored and vetted in focus groups with customers.

As we look at campaigns to roll out by phase, the following messages will accompany each phase of the deployment:

Phase	Key Messages
Phase I (Pre-Deployment) “Get Ready- We are Updating Our Systems to Bring You a Better Energy Future” <i>(Theme and Message to be developed with Design Agency)</i>	You will be receiving an advanced meter. Why Advanced Meters are foundational to the Utility of the Future and Avista’s strategy Short and long term benefits of advanced meters
Phase II (Deployment) “Working Hard – To Bring You a Better Energy Future” <i>(Theme and Message to be developed with Design Agency)</i>	What to expect during meter installation How to schedule your meter installation if you are a business or if residential customers have special needs. Continued reinforcements of short and long term benefits. How to prepare for access to online tools and energy information (sign up for My Account).
Phase III (Benefits/Engagement) “Building a Better Energy Future Together – Through New Technology and Smarter Energy Choices” <i>(Theme and Message to be developed with Design Agency)</i>	How to gain access to web tools and personalized energy information. How to use the tools and new information to save money and energy.



CUSTOMER SATISFACTION AND ESCALATION PROCESSES

As history has proven, not all customers are supportive of advanced meters. However, history has also proven that lack of education and access to inaccurate information has resulted in some customers both expressing negative attitudes towards, and even refusing advanced meters. We will call these customers “negative customers” for the sake of this section. The scale of which these negative customers range varies as follows:



Category of Customer	Description
Hesitant (1)	<ul style="list-style-type: none"> • Customers who may express “not sure” when asked about advanced meter sentiment • Likely to conduct research on the Internet for further information about the meter upon receiving materials • Easily Persuadable • May or may not call the contact center • May ask to defer meter if given the option • Likely to accept a meter if given opt-out cost
Polite Refusers (2)	<ul style="list-style-type: none"> • Customers who express “not supportive” when asked about advanced meter sentiment • Likely to research further information about the meter upon receiving materials • Not easily persuadable • May or may not call the contact center • Will ask to defer meter if given the option, but take a meter if a cost is associated with opt-out
Adamant (3)	<ul style="list-style-type: none"> • Customers who express “not supportive” when asked about advanced meter sentiment • Not persuadable • Will call the contact center immediately and request a refusal; may print out out-opt information from third party website and send in • Likely to contact anti-advanced meter stakeholder group
Vocal (4)	<ul style="list-style-type: none"> • Customers who express “not supportive” when asked about advanced meter sentiment; Likely to provide comment • Not persuadable • Will call the contact center immediately and request a refusal; may print out out-opt information from third party website and send in • Likely part of anti-advanced meter stakeholder group • May go to news or social media to express dismay • Likely to protest opt-out costs
Aggressive (5)	<ul style="list-style-type: none"> • Customers who express “not supportive” when asked about advanced meter sentiment; Likely to provide comment • Not persuadable • Will call the contact center immediately and request a refusal; may print out opt-out information from third party website and send in • Likely part of anti-advanced meter stakeholder group

	<ul style="list-style-type: none"> • Likely go to news or social media to express dismay • Likely to protest opt-out costs • May participate in protest • Potentially aggressive towards installer
--	--

Developing an Escalation Plan

Prior to the deployment of advanced meters, Avista should anticipate all levels of negative customers mentioned above. In preparation for the business process response, the Contact Center and Office of Change Management will work together to train and prepare the frontline responders. This includes:

- Development of escalation hierarchy
- Detailed training of all levels of responders
 - Installer
 - Contact Center (3rd party scheduler)
 - Contact Center (Avista)
 - Technical Team Manager
 - Communications Managers
- Deferral Strategy if Opt-Out is not in place when first meters go in
- Development of materials for all responders
- A list of important transfer numbers (Communications Manager and Metering Manager) will be distributed as part of training and be available immediately for all CSRs

External Communications will assist with aspects of the Escalation Plan that are appropriate, especially Media inquiries.

Onsite Installer Instructions

Avista Office of Change Management and External Communications will ensure that Installer Training includes a slide on how to interact with customers at their premises. The following process will be reiterated:

Installers will knock on doors or ring the doorbell of customer and wait for him or her to answer. Should there be no answer, the installer will replace the meter and leave a door hanger.

Should any customer be hesitant to receive the meter and seek more information about the meter, the installer will be equipped with one-page information cards to hand the customer. At that time, if

the customer advises the installer to proceed then the meter shall be installed.

If the customer politely or adamantly refuses a meter, installers should NOT try to persuade the customer to receive the meter. Simply make a note of the refusal and leave without incident.

Under no circumstances should an installer try to install the meter against the customers' wishes.

MEDIA ENGAGEMENT

The media is an important stakeholder group and as such, should be treated with care. There are a number of materials that should be created specifically for this audience. They are listed below:

- **Project Overview**

One pager, aimed at journalists, which outlines Avista's vision for the Utility of the Future, how advanced meters create the foundation for this strategy, customer benefits, as well as anticipated dates and milestones.

- **Media FAQ**

A detailed FAQ should be developed to address questions that are likely to come up from journalists. Subjects should include health concerns around RF, meter deployment process, costs, big brother/privacy, and messages put forth by anti-smart meter groups.

- **Press Releases**

Press releases could accompany the major milestones of the deployment. For example, when the first meter is installed, at key milestones during the project, when the web tools are activated. Press releases should be coordinated with project Phoenix to include unified messaging for a seamless and positive customer experience.

- **Photographs/Video (If budget allows)**

It is recommended that high quality photographs and video be taken of:

- The stand-alone meter
- An Avista installer installing a meter
- The truck and uniform of Wellington installer
- Screen shots of web tools (AMI-enabled)
- Customers using web tools on laptop, smartphone and computer

- **Media Relations Team Training**

Identify Avista Subject Matter Experts who will speak with Media in addition to External Communications Manager. SMEs will undergo media training to help prepare them to take complex topics and make them understandable to media and customers. Work with SMEs to get

comfortable explaining all subjects addressed in media FAQ content and how to handle certain types of questions and responses.

- **Technical Team Partner (with RF detector)**

It is recommended that the media team designate a person from the meter deployment team to be on hand to escort journalists on a tour of the meter facility or to view an advanced meter. It is advised that this person be media trained in advance.

In addition, it is recommended that the meter SME have an RF detection device and understand how to use it to deflect negative RF concern. This is done by walking the SME and device through a home or Avista's office.

- **Video B-Roll**

Avista may need b-roll on meter installation and customers using web tools. B-roll on outage restoration may also be helpful in telling a story.

- **Referenceable SMEs**

It may be beneficial to select a number of industry SMEs that are accessible should a journalists want to speak with one. Make sure there is a strong comfort level between the media relations team and this SME.

MARKET RESEARCH, METRICS, AND EVALUATION

Customer Research

As mentioned earlier, Avista conducted a series of research studies in preparation for this customer education plan. In September 2016 a baseline study was conducted across Avista's Washington service territory to ascertain what customers already knew about smart grid, advanced meters and any existing sentiment.

Further, the study collected information on messages that resonated with customers and key communications preferences. Highlights from that survey include:

- The majority of customers have never heard the term "smart grid" (70%)
- Awareness of advanced meters is low, with 14% having heard the term before
- There is ample opportunity to educate the population of customers that is not familiar with this language or the benefits of AMI
- In terms of perceived value, the major functional benefits resonated highest. They include: Improved and faster outage restoration, tools to save money, and improved energy efficiency.

- Top three benefits customers expected were: lower cost, energy efficiency, and improved response/restoration time during outages as well as improved overall reliability. (Research, September 2016)

Furthermore, in November 2016, Avista conducted a series of focus groups with customers to better understand messaging and delivery models. Focus groups were conducted in Spokane and Colville, Washington.

These focus groups included customers of diverse age groups (18+), as well as income and education levels, and male and female customers were equally represented.

In addition, Avista held specialized focus groups with low income and small business customers.

The detailed highlights of those focus groups included:

- Similar insights and opinions were received from all customer segments, regarding potential communication tools presented to them. (including Spokane and Colville)
- The majority reported neutral to positive feedback to all proposed communication vehicles and tools presented
 - The only exception where both versions of potential bill inserts. The majority of customers said they don't tend to read bill inserts.
- The majority of participants were neutral to positive about the introduction of advanced meters and were generally accepting of Avista's plans to introduce the meters
- A segment of participants in each group expressed some concerns about advanced meters.
 - The most mentioned areas of concern included cost, complexity/impact of installation, privacy and potential elimination of meter readers

This information will be included in the development of the customer-facing educational materials.

Tracking and Metrics

Avista conducted the initial baseline so it would have a good barometer of measurement during the course of the deployment. Avista plans to track awareness and sentiment during all phases of the deployment and will collect those metrics to ascertain where the customer communications plan is succeeding and what tweaks/adjustments need to be made along the way.

Building customer awareness and understanding through communication are critical for customer acceptance of advanced meters and customer engagement to use the web portal tools to become more aware of their energy usage.

The following metrics will be tracked

KEY METRIC	DEFINITION	CALCULATION	METRIC AVAILABILITY	FREQUENCY
% awareness of AMI installation and purpose of new metering system	>X% awareness of customers based on survey results. This is a baseline survey	Avista customer survey Sept. 2016 baseline	Q3 2016	One-time baseline survey
% awareness of AMI installation and purpose of new metering system (subsequent survey)	X% awareness of customers based on survey results – compared to baseline	Avista customer survey	TBD depends on when we determine to conduct survey	TBD – annually?
% satisfaction with communication about meter installation process	X% reporting overall satisfaction with understanding installation process for new meters. Sample questions include: (a) Helpful letters and (where appropriate) door hangers (b) Ease of understanding of written materials such as door hangers	Avista customer survey after installation completed		Quarterly

Community Outreach Metrics

Multiple communication tools and channels will be used to build awareness and understanding that impacts customer acceptance. The following Community Outreach metrics will be tracked:

KEY METRIC	DEFINITION	CALCULATION	METRIC AVAILABLE	FREQUENCY
# of community outreach activities conducted at the request of the agency or organization	Number of requests for information and other educational activities responded to by Avista	Count of requests for information or educational outreach received and provided by Avista	When Phase 1 outreach begins	Quarterly
Extent of local governmental offices contacted before launch of installation notification	# of local government offices contacted before launch of installation notification	Count of local government offices contacted before launch of installation notification; Total count of local gov. offices to be contacted	When community outreach Phase 1 begins	Quarterly
# of articles that appear in the local media in response to Avista-initiated materials (earned media)	Number of articles that appear in local media as a result of Avista-issued news releases or other media materials	Count of articles that appear in local media as a result of Avista-issued news releases and other media materials	When community outreach begins	Quarterly (Lena to track)
Number of media inquiries Avista responds to – either reactive or proactive	Number of media inquiries Avista responds to that is either reactive or the result of Avista-initiated media outreach	Number of media inquiries Avista responds to that is either reactive or the result of Avista-initiated media outreach		Quarterly

Number of discreet / separate communications to customers primarily related to AMI deployment	Number of discrete / separate customer letters issued	Count of discreet / separate communications issued to all customers on AMI deployment		Quarterly
---	---	---	--	-----------

FULL TACTICAL TIMELINE

Avista 2017 DRAFT AMI Tactical Timeline												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tactics Installation Schedule (Jon Seubert)	Work with Jon Seubert and Meter Deployment Team on Prior Notification options. Customer List classifications. Discovery: First Energy best practices with Wellington.				Letter of Intent work defined w/ Jon S. and Russ		Confirm Res vs Commercial customer list	Define SOW Prior Notice w/ Wellington		If email, confirm Customer List process w/ Jon		Target Phase 1 Deployment September 2018
Communication Plan	Complete Drafting Communication Plan											
Messaging				Draft Messaging	Review & Edit Messaging	Finalize Messaging		Draft copy: Fact Sheet, FAQ, Rack Card, Letters, Door Hangers, etc.		Develop Strategy Presentation for Tent Event / Community Outreach		
Creative				Define Agency SOW and RFP for support	Issue RFP. Review Proposals, Interview and Select		Agency develops Creative Concepts Theme	Finalize creative concept for Theme		Draft copy, Design & Edit Collateral pieces: Prior Notices, Fact Sheet, FAQ, Rack Card, Direct Mail, Post Cards, Letters, Door Hangers, etc.		
Stakeholder Relations	Update Guest List w/ RBMs, Local Reps, AE's and Vulnerable Customers										Identify materials for Tent Event	Exec Calendars Identify & Tent Event locations
PR				Check on deferral request & timing?	Possible media w/ Deferred Act Petition filing							
Direct Mail											Design, Edit & Finalize Prior Notice Materials	
Bill Insert											Reserve Bill Insert space July	Connections
Prior Notifications	Wellington Capabilities for Prior Notice discussions		Discovery with First Energy - Utility role	Work w/ Jon Seubert on Customer List classification for Residential vs Business for targeted mailing			Confirm Res vs Commercial customer list	Define SOW Prior Notice w/ Wellington		Identify local prior notice vendors & process for 10,000	Design, Edit & Finalize Materials Customer Segments & Targeted Messaging	
Email								Research email capability for Avista installs	Determine feasibility of email customer list pull	If email, confirm Customer List process w/ Jon		
Online Website											Begin drafting Website Content & Design	Build out Website and test
Videos						Enlist Agency support to develop Video	Concept development for Video			Shoot and Produce Video to be prepared to use early if needed		
Community Outreach	Update Guest List w/ RBMs, Local Reps, AE's and Vulnerable Customers						Communes vs Commercial customer list					
Commercial (SMB & Large C&I)										Identify process for segmenting & Communicating	Develop copy for Commercial Customer brochure - what to expect during install	
Web Portal											Check w/ Leona on Web Portal Screen Captures	
Social Media												
Trainings												Prepare Training Materials for Meter Installation
Employee Communications				MDM Update to Employees (Peggy, Vern)								

Avista												
2018 DRAFT AMI Tactical Timeline												
2018												
Tactics	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Installation Schedule (Jon Seubert dependencies)	Confirm email Customer list process w/ Jon	Develop deployment schedule map	March 1: Test Mailing List & Process w/ Lawton	April 9: Send Cust. List for 90-day Notice to Lawton	May 7: Mail 90-day Notice to Phase 1 Meter Install customers	Web Portal Certification & Aclara for customer list	Confirm timing & notification process	Aug. 15: PHASE 1 Meter Installations Begins	Confirm Web Portal Notice certification & list process		Tentative: send Web Portal Notification	Tentative: send Web Portal Notification
Messaging	Draft, edit and finalize Messaging and Creative for all collateral materials			Finalize Strategy Presentation for Tent Event	Tent Event Meetings at 5 locations			Draft, Edit Web Portal access notification	Finalize Web Portal access notification content			
Creative	Draft, edit and finalize creative		Create Online Digital content	Digital content on Web Page								
Stakeholder Relations	Update Guest List w/ RBMs, Loc.Reps, AE's & Vuln. Cust.	Feb. 20 Risk Assessment GO / NO GO confirmation	March 12: Send Tent Event Invitations	Tent Event RSVPs and logistics	Tent Event Meetings at 5 locations	One-on-One meetings w/ those who couldn't attend Tent Event			E-blast Stakeholder Newsletter			Phase 2 areas outreach begins
PR			Updates to Media Presentation	Schedule Media Chalk Talk	Deskside Media Chalk Talk							
Direct Mail	Develop Prior Notice schedule w/ Web Portal too	Confirm Customer List Process	March 1: Test Mailing List & Process w/ Lawton	April 9: Send Cust. List for 90-day Notice to Lawton	May 7: Mail 90-day Notice to Phase 1 Meter Install customers	60-day Notice to Phase 1 Meter Intsall customers	21-day Notice to Phase 1 Meter Install customers	Aug. 15: PHASE 1 Meter Installations Begins	Phase 1 Cust. Letters & emails continue	Confirm Web Portal Notice certification & list process	Tentative: send Web Portal Notification	90-day Notice to Phase 2 Meter Install customers
Bill Insert	Reserve Bill Inserts: July 2018 & Jan. 2019 Connections				May 18: Bill Insert content to Designer	Finalize Bill Insert content	Bill Insert Runs / July Connections				Jan. Bill Insert content to Designer	Finalize Jan. Bill Insert content
Prior Notifications		Develop deployment schedule map		April 9: Send Cust. List for 90-day Notice to Lawton	May 7: Mail 90-day Notice to Phase 1 Meter Install customers	June 15: 60-day Notice to Phase 1 Meter Intsall customers	July 25: 21-day Notice to Phase 1 Meter Install customers	Aug. 15: PHASE 1 Meter Installations Begins	Phase 1 Customer notices continue	Phase 1 Customer notices continue	Run PHASE 2 Customer List thru US Post Office	90-day Notice to PHASE 2 Meter Install customers
Email				Confirm excep multi-location Exception Customer List	Send multi-location notice Exception Customer List	Send 60-day Exception Customer notice						
Online Website	Finalize New Content and Web Design		Send web content to Web Team as content is finalized	April 2: All content to Web Team to Build & Design before Tent Event	May 7: Web content Go-Live before Tent Event				Update Website as Needed - customer feedback		Post "how to use Web Portal" video on website	Post "how to use Web Portal" video on website
Videos			Video to Web team to prepare to post	Enlist Agency to produce Web Portal video	Post video on website. Use at Tent & Comm. Events	Develop Concept for "How to use Web Portal"	Production for "How to Use Web Portal" video		Finalize "How to Use Web Portal" video	Post "how to use Web Portal" video on website	Post "how to use Web Portal" video on website	
Community Outreach		Develop Community Outreach Kit. Ready by May if miss Tent Events			Tent Event Meetings at 5 locations		RBMs Continue attending Community Outreach events					Phase 2 areas outreach begins
Commercial (SMB & Large C&I)	Finalize & Print Commercial Brochure	Develop content for Ex Ig. C&I kit for Acct Execs	Confirm Commercial Customer Prior Notification		Tent Event Meetings at 5 locations		PHASE 1 Customer Outreach to C&I customers	Aug. 15: PHASE 1 Meter Installations Begins				Phase 2 areas outreach begins. C&I Customers
Web Portal		Check w/ Leona on Web Portal Screen Captures		Web Portal screen captures for Tent Event				Preps for Web Portal Notification. Confirm timing & notification process	Confirm Web Portal Notice certification & list process	Tentative: send Web Portal Notification	Tentative: send Web Portal Notification	
Social Media							Begin Social Media Media AMI Postings	Continue Regular Social Media Postings about Installation Locations, Customer Benefits and Updates				
Trainings				Prepare Training Materials for Meter Installation								
Employee Communications												

Avista 2019 DRAFT AMI Tactical Timeline												
2019												
Tactics	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Installation Schedule (Jon Seibert dependencies)	Update Processes w/ Jon for PHASE 2 as needed	Jon: UPDATE deployment schedule map	PHASE 2 Meter Installations Begins		MRD B Meter Install Begins Research & Produce Customer testimonials for Web Portal Usage	PHASE 2 Web Portal Access begins	MRD C Meter Install Begins		MRD D Meter Install Begins Finalize Testimonial Web Portal about usage		MRD E Meter Install Begins	
Creative												
Stakeholder Relations	PHASE 2 Outreach from RBMs to External Stakeholders		PHASE 2 Meter Installations									
PR			Ongoing media response									
Direct Mail			PHASE 2 Meter Install Begins	PHASE 2 Prior Notices continue to customers		PHASE 2 Web Portal Access						
Bill Insert	Bill Insert runs in Connections											
Prior Notifications	60-day Notice to PHASE 2 Meter Install customers	21-day Notice to PHASE 2 Meter Install customers	PHASE 2 Meter Install Begins									
Email		email 21 Day Notice for PHASE 2 Meter Install				PHASE 2 Mail & email notice Web Portal Access	Phase 2 email Batches continue for Web Portal access		email 21 Day Notice for MRD Meter Install		ROLLING MRD email Notifications continue	
Online Website	Update Website as Needed -- customer feedback								Post Video Testimonials to web			
Community Outreach	PHASE 2 Outreach to External Stakeholders		PHASE 2 Meter Install Begins									
Commercial (SMB & Large C&I)	PHASE 2 Outreach to C&I customers		PHASE 2 Meter Install Begins									
Web Portal						PHASE 2 Web Portal Access	MRD B Web Portal Access		MRD C Web Portal Access		MRD D Web Portal Access	
Social Media			PHASE 2 Social Media Postings									
Employee Trainings												
Employee Communications												

CONTACTS

Please contact the following people for any questions related to this plan:

Regulatory Contact

Ms. Linda Gervais

Senior Manager Regulatory Policy

Phone: 509.495.4975

Cell: 509.953.8057

Linda.gervais@avistacorp.com

External Communications Contact

Ms. Laurine Jue

Senior Communications Manager

Phone: 509.495.2510

Cell: 509.981.2705

Laurine.jue@avistacorp.com

Appendix A – Sample Letter to Customers



September 1, 2017

. You may have heard Avista is planning for the future to help meet growing energy demands by investing in a smarter, cleaner, more efficient energy grid. As part of our efforts, we will be upgrading your meter and the electric distribution system.

In the next few months, Avista or XXX, our authorized contractor, will replace your existing electric meter with a new digital advanced meter. If you have natural gas service, we'll also add an advanced meter module to your existing gas meter. These meter upgrades will give us better information about energy demand, help us develop new ways to improve the energy delivery system, and offer new programs and services to give you more choices to save energy and money.

Here's what you can expect:

- Meter installation work will be done on Monday through Saturday between the hours of 7:00a.m. and 6:00 p.m., starting in March and continuing through late spring or early summer. You do not need to call for an appointment for your meter installation.
- Our people doing the work will be uniformed and wearing easy-to-read identification. They will attempt to contact you at your door before starting any work and they'll leave a note after installation is complete.
- We will not need access to inside your home, apartment or business so you do not need to be present for us to perform the work. We will however, need unobstructed access to your meter.
- During replacement, there may be a momentary interruption of your service. We apologize for any inconvenience this may cause.
- If we are unable to complete installation due to obstructed meter access or other reasons, we'll leave a note on your door asking that you call us to arrange a new time for the work to be done.

If you operate life support or other sensitive medical equipment at this address, please call us at 800-227-9187 so that we can make special arrangements for your situation.

On the back of this letter are some frequently asked questions about advanced meters and benefits expected as a result of this project. For more information, please visit us at www.website.com. If you have questions regarding your new advanced meter installation, please call 800-227-9187. Thank you for your cooperation and support as we work to improve your service.

Sincerely,

XXXX
Avista Utilities

 1411 E. Mission, PO Box 3727, Spokane, WA 99220-3727

Appendix B – Sample Fact Sheet/FAQs



A Smarter Future.

Appendix B - Sample FAQ
Frequently Asked Questions

What is an advanced metering infrastructure (AMI)?
AMI is an advanced technology system that allows for automated, digital, two-way communication between an advanced meter and a utility company, which can then relay energy use information to its customers.

What are advanced meters?
An advanced meter is a digital meter equipped with wireless communications technology. The new advanced meters perform the same function and are subject to the same strict testing standards as current Avista meters. The amount and frequency that you are billed will not change as a result of your new meter.

Why is Avista installing advanced meters?
Avista is installing advanced meters to meet current and future energy needs. The project involves automation of many parts of the electric distribution system using advanced metering, enhanced electric distribution system upgrades and other elements of smart grid technology. Once the work is complete, customers are expected to experience greater reliability, shorter outage times and access to their own energy-use information. This effort is designed to help move the region and the nation closer to establishing a more efficient and effective electricity infrastructure that is intended to help contain costs, reduce emissions, incorporate more renewable energy, increase power grid reliability and provide greater flexibility for customers.

What are the benefits of advanced meters?
There are several benefits of advanced meters. Advanced meters will allow Avista to provide detailed energy usage information to our customers. In a future phase of the project, Avista customers will be able to review ongoing usage data and to access new web tools and services that can help them make smarter energy choices to save energy, money and the environment. Advanced meters also allow for faster outage detection and restoration of service. Today, the only way Avista knows there's an outage is when a customer calls to report it. Also, advanced meters allow Avista to read meters and generate bills without having a representative visit customer property on a regular basis. This helps lower operating costs.



1411 E. Mission, PO Box 3727, Spokane, WA 99220-3727



A Smarter Future.

Is the advanced meter network secure?
Yes. Avista considers security a top priority. Avista is taking steps to ensure that we use the latest technology to safeguard customer information. The meters and the associated communications system are encrypted and equipped with security features to prevent unauthorized access.

When will the advanced meters be installed?
Advanced meter installation will begin September 2017, with a goal of completion by 2021.

Who will receive the advanced meters?
All Avista customers with electric meters and/or natural gas meters will receive upgraded technology. All electric meters will be replaced with a new advanced meter. Existing natural gas meters will be upgraded with a new digital communicating module.

Who will install the advanced meters?
Avista or Contractor, Avista's authorized contractor, will install the advanced meters.

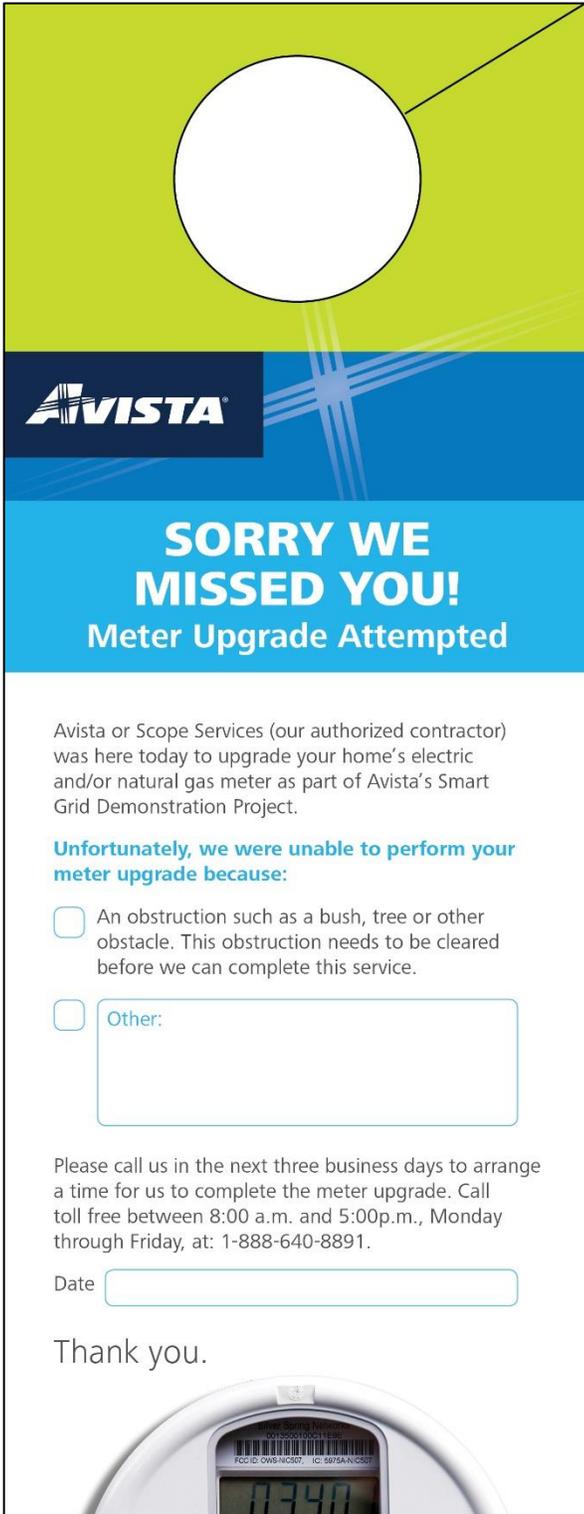
Do I need to do anything to be sure the meter upgrade takes place?
We ask that you provide a clear pathway to your meter and be sure dogs are put away. You do not need to call for an appointment or be present for the installation to take place unless you have special needs, such as life support equipment. In that case we ask that you call us at 800-227-9187 so that we can make special arrangements for your situation.

Will a customer be able to read his or her own advanced meter?
Yes. Advanced meters have an easy-to-read digital display instead of a series of dials. In future phases of the project, customers with advanced meters could also track ongoing electric use by logging in to their existing Avista Utilities account.



1411 E. Mission, PO Box 3727, Spokane, WA 99220-3727

Appendix C – Sample Door Hanger



AVISTA

SORRY WE MISSED YOU!
Meter Upgrade Attempted

Avista or Scope Services (our authorized contractor) was here today to upgrade your home's electric and/or natural gas meter as part of Avista's Smart Grid Demonstration Project.

Unfortunately, we were unable to perform your meter upgrade because:

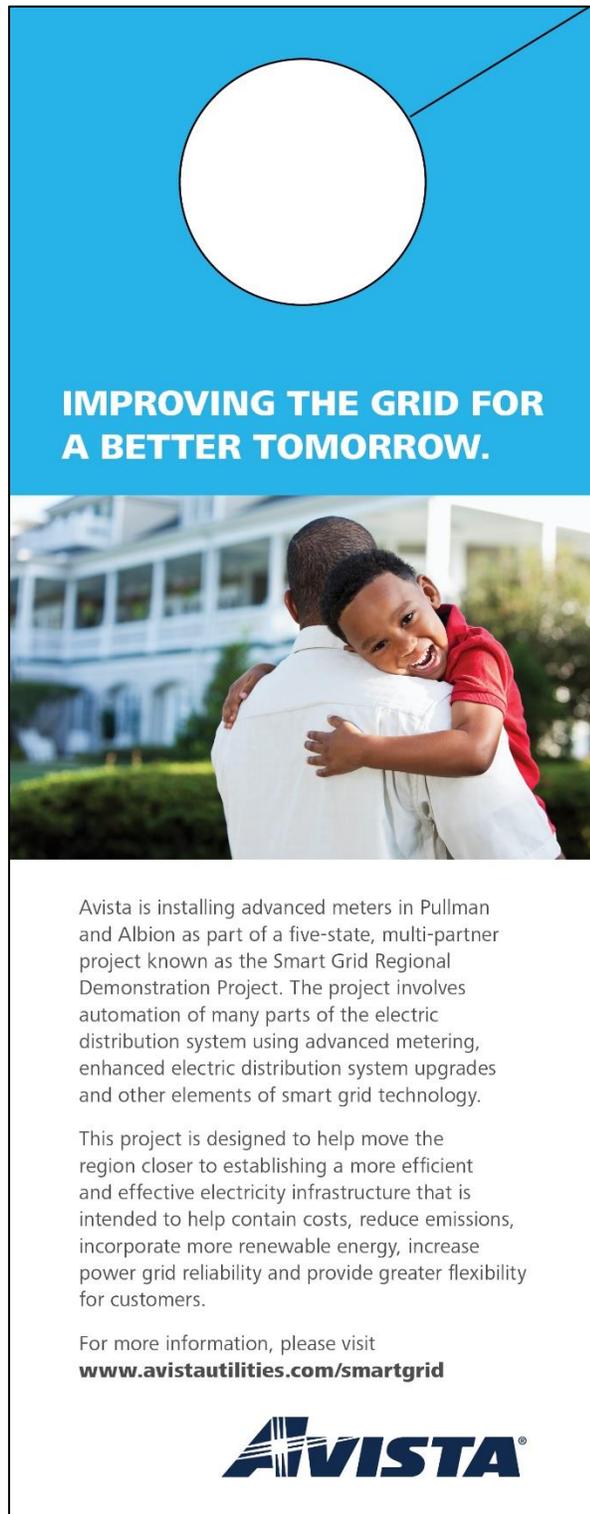
An obstruction such as a bush, tree or other obstacle. This obstruction needs to be cleared before we can complete this service.

Other:

Please call us in the next three business days to arrange a time for us to complete the meter upgrade. Call toll free between 8:00 a.m. and 5:00p.m., Monday through Friday, at: 1-888-640-8891.

Date

Thank you.



IMPROVING THE GRID FOR A BETTER TOMORROW.



Avista is installing advanced meters in Pullman and Albion as part of a five-state, multi-partner project known as the Smart Grid Regional Demonstration Project. The project involves automation of many parts of the electric distribution system using advanced metering, enhanced electric distribution system upgrades and other elements of smart grid technology.

This project is designed to help move the region closer to establishing a more efficient and effective electricity infrastructure that is intended to help contain costs, reduce emissions, incorporate more renewable energy, increase power grid reliability and provide greater flexibility for customers.

For more information, please visit www.avistautilities.com/smartgrid

AVISTA

Appendix D – Sample Letter to Stakeholders



Name, Title
Avista Corporation

September 2017

RE: Washington's Advanced Metering Project

Dear (INSERT NAME):

I am pleased to inform you that as part of our commitment to meet current and future energy needs, Avista is preparing for the deployment of Advanced Metering Infrastructure (AMI) in Washington. This investment will lead to a number of benefits to both residential and business customers.

As part of our efforts, we will be replacing electric meters with a new advanced meter and upgrading natural gas meters with a new digital module. This technology creates the foundation for future customer benefits, including faster outage detection and restoration of service, plus near real-time energy use information and energy usage alerts. These capabilities will allow customers to better understand and manage their energy use.

Please find attached with this letter a Frequently Asked Questions (FAQs) document that might help you answer questions around advanced meters. It is our goal to work with you and the community to help align your goals and objectives with Avista's modernization efforts. It is our goal to provide our customers with the most up-to-date technology in order to provide the best customer experience and service possible.

If our customers contact you requesting further information on Avista's advanced meters, you may refer them to our website, www.website.com, or they can speak with a customer service representative at XXX-XXX-XXXX.

Sincerely,

Name
Avista Utilities

Appendix E – Sample Press Release



Appendix E – Sample Press Release

News Release

FOR IMMEDIATE RELEASE

Date: September 1, 2017

Headline: **Avista launches “Smarter Future” project to upgrade electric and natural gas infrastructure for all customers**

Investment in new technologies to bring benefits to customers

SPOKANE – Avista continues to invest in modernizing our grid to meet current and future energy needs. Avista is planning for the deployment of Advanced Metering Infrastructure (AMI) in Washington. This multi-year AMI project includes installing advanced meters in Washington, beginning in 2017. Advanced meters allow for two-way communication between Avista and the meter.

The new technology creates the foundation for future customer benefits, including:

- A stronger, more resilient system to respond to outages more quickly
- Putting tools in customers’ hands to help them understand and manage energy use
- Improved customer service so we can respond to customer billing questions quicker and more efficiently, and detect problems faster and more accurately
- An increased focus on energy reduction and greener communities
- Increased emphasis and capabilities in building stronger communications channels with our customers, so we can engage with customers more positively

Keeping customers aware of the deployment process and informed of anticipated benefits is a priority for Avista. Avista is developing a comprehensive communication plan, including website updates and a variety of informational materials.

Avista will offer continued customer support and outreach throughout the Smarter Future electric and natural gas infrastructure upgrade. For more information, visit www.website.com.

Avista Contact Information



1411 E. Mission, PO Box 3727, Spokane, WA 99220-3727

Appendix F – Community Outreach: Target Agencies and Audiences. Examples of stakeholders and agencies/organizations

Government: City/County/State, etc.	
• City of Spokane	• City of Asotin
• Spokane County	• Port of Clarkston
• City of Spokane Valley	• Whitman County
• City of Liberty Lake	• Whitman County Commissioners
• City of Airway Heights	• Washington State Legislators
• Spokane Public Schools	• U.S. Air Force – Fairchild Air Force Base
• Central Valley School District	• Washington Policy Center
• Adams County	• Central Valley School District
Higher Education:	
• Washington State University	• Eastern Washington University
• Gonzaga University	• Community Colleges in the region
• University of Washington	• Whitworth University
Business:	
• Greater Spokane Incorporated	• Greater Spokane Valley Chamber
• Downtown Spokane Partnership	• Lewis-Clark Valley Chamber of Commerce
• Providence Health Care	• Bank of America
• Baker Construction & Development, Inc.	• US Bank
• Spokane Transit Authority	• Fairchild Air Force Base
• Itron, Inc.	• Spokane Airport
• Spokane Valley Partners	• Pullman Chamber of Commerce
Seniors:	
• Aging and Long Term Care of Eastern Washington	
Low Income:	
• Community Action Partnership of Asotin	• Spokane Low Income Housing Consortium
• OIC of Washington for Grant and Adams County	• WGAP of Klickitat and Skamania
• Rural Resources Community Action for Stevens, Ferry and Lincoln County	• Community Action Center of Whitman County
• SNAP: Spokane Neighborhood Action Plan	
Homeowner/Civic:	
• Spokane Neighborhood Councils	
Energy Organizations	
• Energy Project representing Community Action Agencies	• Dept. of Commerce LIHEAP – Federal Energy Assistance Program

Appendix G – Avista’s Policy on Data Privacy

Avista Privacy Policy *(Britt Bachtel-Browning has asked Pat Dever to update Data Privacy Policy to reflect AMI and future uses of Data going forward)*

Customer Information Privacy Policy

Last revised: June 22, 2015

This policy describes how Avista Corporation (“Avista”) handles your private and proprietary information collected by virtue of the customer-utility relationship.

Avista’s utility business practices are regulated by the Washington Utilities and Transportation Commission, the Idaho Public Utilities Commission (IPUC), the Oregon Public Utilities Commission, and the Regulatory Commission of Alaska (RCA) (collectively “Commissions”). These Commissions have adopted regulations that define how Avista may disclose your information, which can include your name, service address, mailing address, telephone number, and any other personally identifiable information (such as a social security number) collected via the customer-utility relationship. Also protected is identifiable information related to the type of service, the quantity of electricity or natural gas used and your payment history.

Protecting your account information is a top priority for Avista. This policy is designed to safeguard the information we collect during the course of providing services to you.

Only authorized Avista employees or representatives have access to your account information. This account information is stored and processed in secure computer facilities.

Your account information will not be disclosed or sold to Avista affiliates, subsidiaries or third parties for purposes of marketing services or product offerings for which you are not already subscribed, unless we first have your written or electronic permission.

In certain circumstances your account information may be disclosed when required by law (i.e. a government agency, law enforcement or subpoena request) and to collection agencies in the event of non-payment of utility bills. This disclosure will only occur only after the identity and affiliation of the requesting party has been verified by Avista.

Website Privacy Policy

Last revised: November 11, 2015

Maintaining your privacy and trust are important to us at Avista and our subsidiaries (“Avista”). This website privacy policy describes how we use and disclose information we collect about you on the websites of Avista (collectively, the “Sites”) and other online features or services where we post this policy. This Policy does not apply to websites or services that display or link to different privacy statements. If you link to other web sites, please review the privacy policies posted on those sites.

We may change this policy at any time, and will notify you of changes by indicating on the policy the date of its last update.

Appendix H – Screenshots of Draft AMI Pages on Avista’s Website/Microsite

The screenshot displays the Avista website homepage. At the top, there is a navigation bar with the Avista logo on the left and social media icons (Facebook, Twitter, LinkedIn) and links for Residential Home, Business Home, Inside Avista, Contact Us, and Sign-In on the right. Below the navigation bar is a secondary menu with categories like My Account, Services & Pricing, Energy Savings, Your Safety, Our Environment, Our Community, and Blog. A search bar with the text 'ask Avista' and a 'GO' button is also present.

On the left side, there is a 'My Account' sidebar with a list of links: Pay Now, View My Bill, Go Paperless, Bill Assistance, My Bill, My Payments, Moving?, Update My Account, Billing Options, Payment Options, Manage Properties, Bill Inserts, and Housewarming Gift Certificate. Below this is a 'Services For Your Business' section with a 'GO' button.

The main content area features a large image of a smiling child with the text 'A Smarter Future.' Below this is the heading 'Avista's Smarter Future Program' followed by a paragraph of Lorem Ipsum text. This is followed by two smaller images: one of hands holding a glowing orb and another of a network diagram. Each image is accompanied by a paragraph of Lorem Ipsum text.

On the right side, there is a 'Sign In' section with a green header and a form for E-mail and Password, along with a 'GO' button and a 'Keep Me Signed-In' checkbox. Below this are 'Self-Service Options' with a dropdown menu and a 'GO' button, and a list of links: Moving?, Payment Options, Billing Options, Builder Services, and Outage Center. Further down is a 'Related Items' section with links for Energy Assistance, Save Energy, and Pay Online Now. At the bottom right, there is a 'Explore Avista's River Recreation Maps' section with a map image and a 'maps here' link.

At the bottom of the page, there is a footer with the copyright notice '© 2018 Avista Corporation. All Rights Reserved' and a list of links: Investors | Careers | Site Map | Policies and Guidelines | Mobile | About This Site.