

# Exhibit to Agenda Item #1b

Customer & Community Services 2023 Proposed Budget.

Board Finance & Audit Committee and Special SMUD Board of Directors Meeting  
Wednesday, November 9, 2022, scheduled to begin at 5:30 p.m.

Virtual Meeting (online)

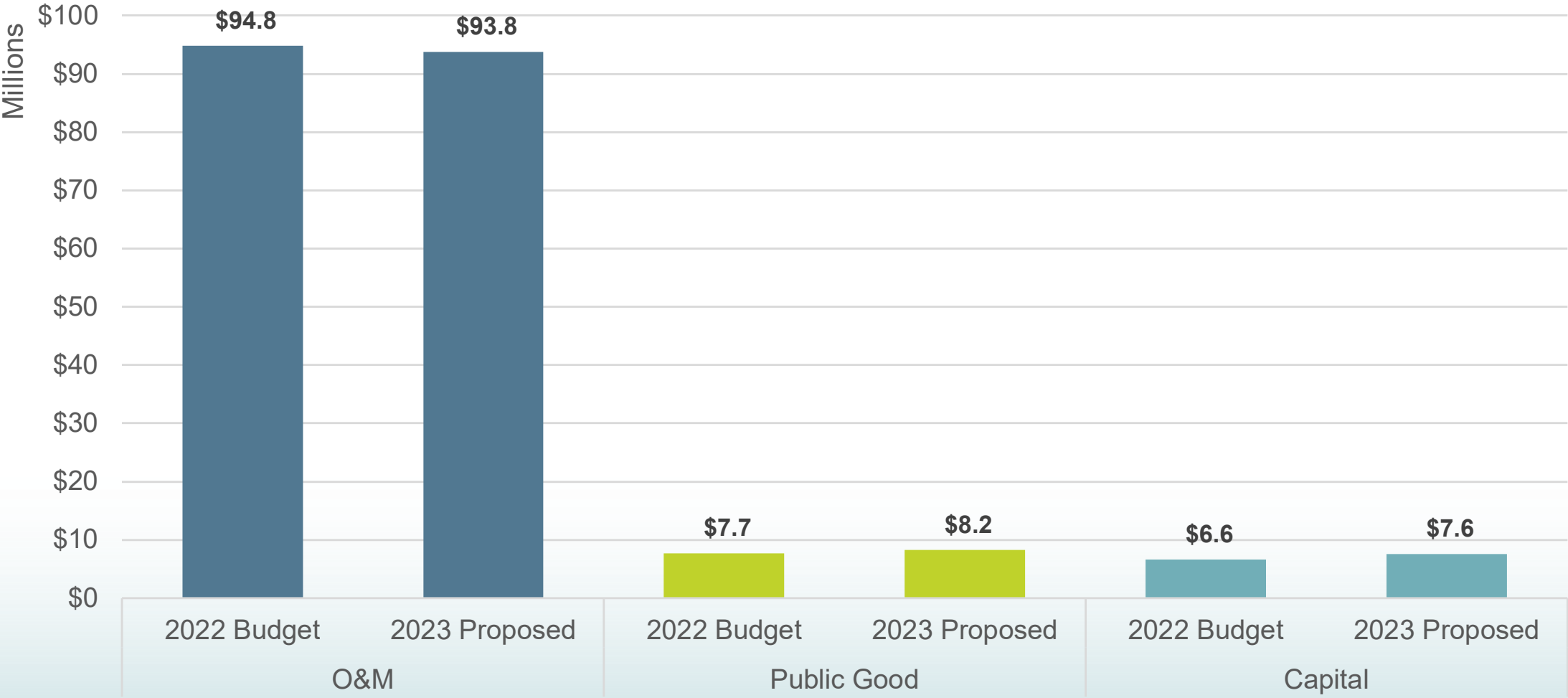
# Customer & Community Services 2023 Proposed Budget & Initiatives

Brandy Bolden  
Chief Customer Officer

# Customer & Community Services

| Customer & Community Services       | Energy Delivery & Operations        | Zero Carbon Energy Solutions   | Enterprise Strategy       | Information Technology                    | Workforce, Diversity & Inclusion | Corporate / Enterprise                        |
|-------------------------------------|-------------------------------------|--------------------------------|---------------------------|-------------------------------------------|----------------------------------|-----------------------------------------------|
| Customer Experience Delivery        | Transmission Planning & Operations  | Power Generation               | Resource Strategy         | Applications                              | People Services & Strategies     | Governance                                    |
| Customer Operations                 | Distribution Planning & Ops         | Advanced Energy Solutions      | Revenue Strategy          | Infrastructure & Operations               | Diversity, Equity & Inclusion    | Finance                                       |
| Community Energy Services           | Line Assets                         | Commodity, Procurement & Sales | Customer & Grid Strategy  | Strategy & Innovation                     | Sustainable Communities          | Legal, Gov't Affairs & Reliability Compliance |
| Commercial Dev. & Solutions         | Substation, Telecom & Network       | New Business Development       | Enterprise Prioritization | Strategic Initiatives & Operational Tech. |                                  | Facilities, Security & Emergency Operations   |
| Business Performance & Optimization | Strategic Services & PMO            |                                |                           | Cybersecurity                             |                                  | Procurement, Warehouse & Fleet                |
|                                     | Environmental, Real Estate & Safety |                                |                           |                                           |                                  | Comms. Marketing & Community Relations        |
|                                     | Operational Excellence              |                                |                           |                                           |                                  | Enterprise Affairs                            |

# 2023 Proposed Budget





# 2023: Elevating Our Customers & Community

- Deliver exceptional **customer experiences**
- Outreach, education, and tools to support **Zero Carbon Plan**
- Equitable approach to carbon-free adoption through **Community Impact Plan**



**Customer Experience Strategy**  
We enhance the quality of life for our customers and community as we transition to a clean energy future.

**Our goal is:**  
Customers feel in control of their energy usage because SMUD reliably delivers...

|                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                               |                                                                                                                                                                |                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br><b>Energy</b><br><small>Always on</small>                                                                                   | <br><b>Information</b><br><small>Information to make the best energy decisions for their homes or businesses</small>                                                       | <br><b>Pricing</b><br><small>Fair and transparent rates and fees</small>    | <br><b>Tools</b><br><small>Digital/mobile tools to manage energy usage and accounts</small>                                                       |
| <b>In a way that is...</b>                                                                                                                                                                                         |                                                                                                                                                                                                                                                               |                                                                                                                                                                |                                                                                                                                                                                                                                      |
| <br><b>Easy</b><br><small>"It's easy and convenient to do business with SMUD, whether via digital, phone or in person."</small> | <br><b>Responsive</b><br><small>"SMUD moves at the speed of my life and business. SMUD values my time, so issues are resolved efficiently with minimal hand-offs."</small> | <br><b>Trusting</b><br><small>"SMUD is a company that I can trust."</small> | <br><b>Community-Minded</b><br><small>"SMUD brings me to its diverse communities throughout the region to meet the evolving power needs."</small> |

We measure it by...  **Value** Good and great **Our target is...**  **80%** of customers perceive value for what they pay SMUD by 2030 





# Infrastructure Investment

Alignment to Strategic Direction: SD-4 SD-6 SD-8 SD-11 SD-14 SD-16 SD-17

## Deliver Exceptional Customer Experiences: **Core operations**



### Billing & Revenue Assurance

- 1.5M customer served - SMUD & Community Choice Aggregation (CCA)
- 15 Million bills produced - SMUD & CCA
- \$2B billed - SMUD & CCA



### Customer Care

- 1M Calls
- 15k Emails
- 35k Chats
- 105k Lobby transactions
- 5.5M self-service transactions



### Special Assistance

- \$15M third-party bill assistance
- 900 Virtual Energy Education sessions
- 200+ outreach and education events
- 400+ Electrification, efficiency & weatherization



### Commercial Solutions

- 65K commercial accounts supported
- 22 Business Attraction projects
- 226 development projects delivering \$190M in load growth
- Builds awareness around 22 ZCP programs





# Infrastructure Investment

Alignment to Strategic Direction: SD-4 SD-6 SD-8 SD-11 SD-14 SD-16 SD-17

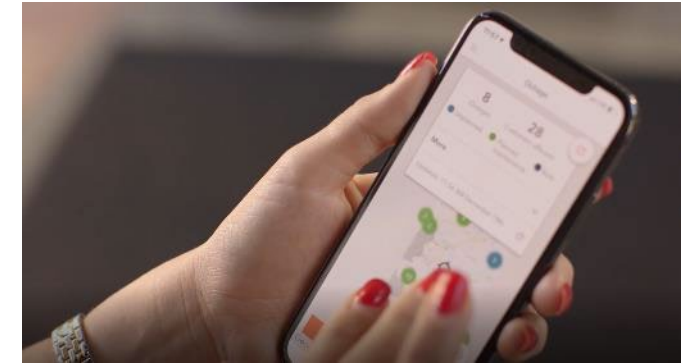
## Deliver Exceptional Customer Experiences: **Relevant, timely and personalized information**

Provide customers with tools and information to help manage their energy usage as rate changes are implemented.

- Launch new personalized web tools for our commercial customers.
- Targeted outreach and education to build awareness of upcoming rate changes for small and medium size commercial customers in 2024

## Build a well-informed customer with responsive and seamless communication

- Personalized access to information
- Outage experience enhancements
- Billing and payment related alerts
- Mobile app enhancements



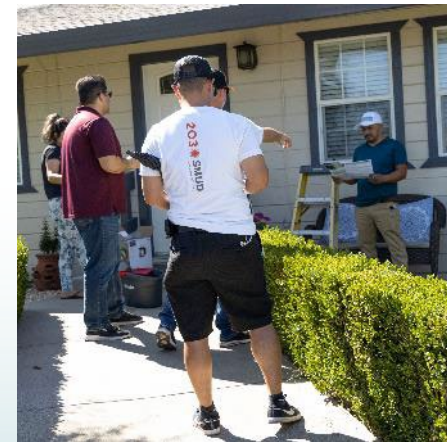


# Zero Carbon Plan

Alignment to Strategic Direction: SD-2 SD-3 SD-7 SD-9 SD-10 SD-19

## Outreach, education, and tools to support Zero Carbon Plan understanding and adoption

- Promote inclusive economic development by leveraging partnerships and SMUD's brand to attract new business to the SMUD region.
- Expand neighborhood and business outreach and communications regarding SMUD's Zero Carbon Plan and programs
- Expand SMUD Energy Store as a key channel for Zero Carbon Plan programs
  - Bundle EV chargers with installation services and provide instant rebates on EV chargers purchased on the store.
  - Provide Energy Assistance Program Rate (EAPR) customers with larger instant rebates on products.
  - Launch a heat-pump water heater marketplace and emergency water heater replacement service.







# Community Impact

Alignment to Strategic Direction: SD-5 SD-13 SD-15

## Equitable approach to carbon-free adoption through **Community Impact Plan**

### Core Areas

**Affordability**

### Key Initiatives

**Diversify product and service portfolio to access a broader customer base**

**Equitable Access**

**Expand inclusive economic development and workforce training**

**Build non-profit capacity to further our reach (Zero Carbon Plan engagement) and enhance ability to support communities.**

**Community Engagement**

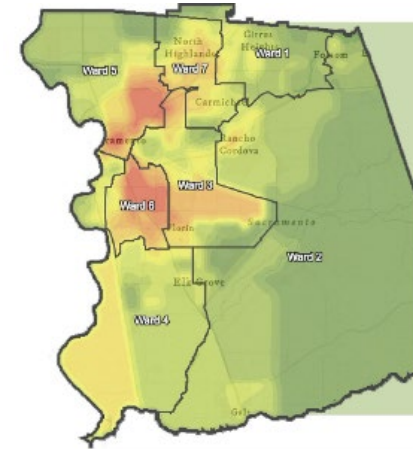
**Develop community education / outreach plan that micro-targets under resourced areas**



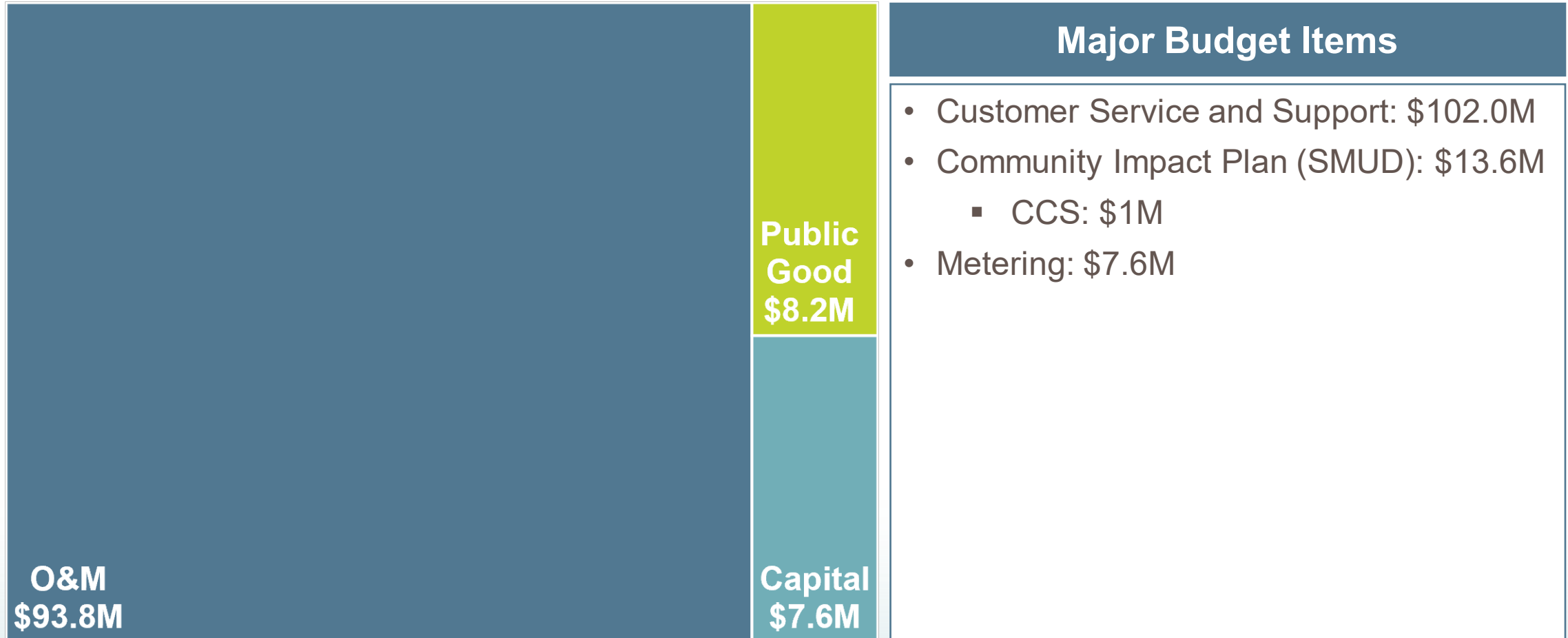
# Community Impact

Alignment to Strategic Direction: SD-5 SD-13 SD-15

- Leverage partnerships to micro-target under-resourced communities in a culturally relevant way.
- Increase non-profit's capacity by providing further outreach and education.
- Build relationships with well-known and trusted community members, organizations and environmental justice advocates to help spread SMUD's vision.
- Collaborate with Sustainable Communities and Community Outreach to identify and participate in events and small group meetings.
- Partner with Communications, Marketing & Community Relations to develop marketing materials and messaging that reflects the diverse communities we serve.



# 2023 Proposed Budget



# Questions?