CUSTOMER ENGAGEMENT
FOR THE FUTURE
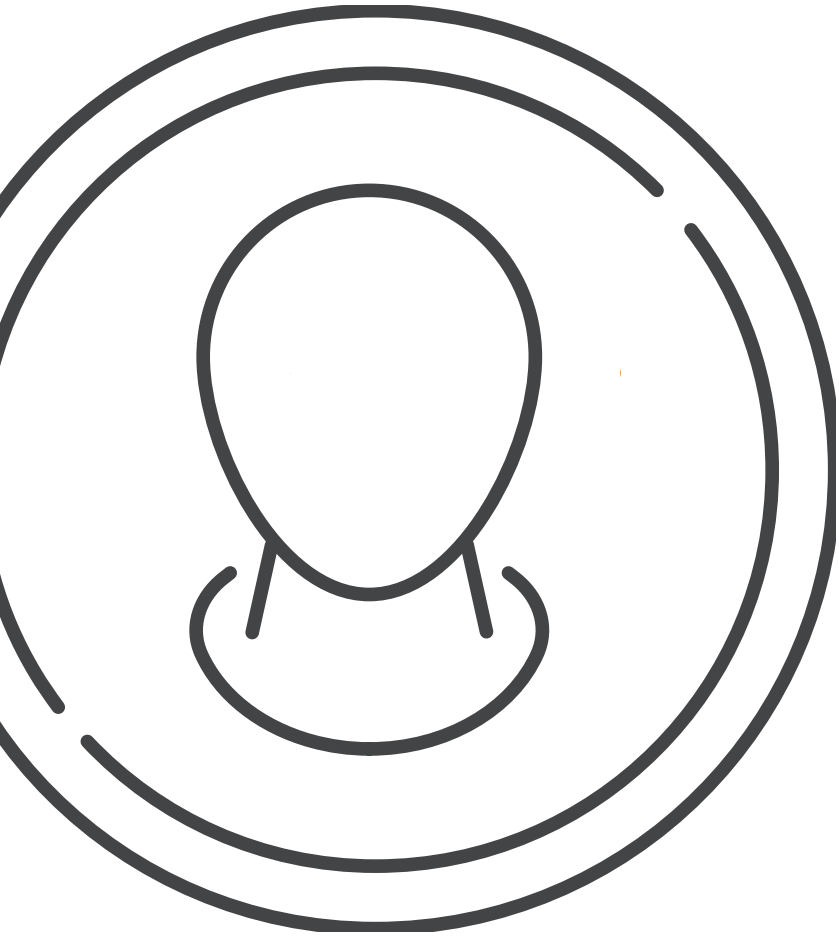
ADVOCACY IS THE ULTIMATE GOAL

PROJECT APPROACH

| PRE-ENGAGEMENT | PHASE 1 – ALIGNMENT AND VISION | PHASE 2 – SCAN THE ENVIRONMENT | PHASE 3 – DEFINE THE FUTURE | PHASE 4 – ROADMAP AND RESOURCES | PHASE 5 – DEVELOP | PHASE 6 – IMPLEMENT, INTEGRATE, RECOMMEND |

- Catalog of current-state OPPD operations

- Research and discovery of best-in-class engagement organizations, within the industry and broader

- High-level recommendation for OPPD moving forward.

THE ENVIRONMENT

We explored, a lot.

Other utilities, brands known for high customer engagements, industry experts, published studies and more.

This slide is illustrative and not meant to be an all-inclusive list. The slide conveys a number of organizations explored as part of the strategic initiative.

WHAT WE STUDIED

ORGANIZATIONAL READINESS

- Customer engagement playbook

- Change management

- Training

- Culture and accountability

- Organizational design, roles and responsibilities

ADVANCED ANALYTICS AND TOOLS

- 360 customer view

- Data and insights repository

- Marketing and engagement technologies, including digital experience

- Segmentation models

- Metrics and corporate dashboards

- Data privacy, governance and regulations

CUSTOMER INSIGHTS AND OUTPUTS

- Customer personas and segmentation strategies

- Voice of the District in varying scale and frequency

- Tailored messaging and personalized materials

- Customer engagement activities

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OUR JOURNEY

Researched **84** companies

Generated **100+** engagement ideas

Mapped **30** processes

Created **2,226** PPT slides…and counting

Studied **31** customer moments

Explored **300+** tech capabilities

Surveyed **424** customers

Considered **203** cultural behaviors

Interviewed **70+** employees

Hosted **8** employee workshops

This slide is illustrative.

OPPD

MOMENTS THAT MATTER

Service Orders

Economic Development

Billing & Payment

Product & Service Delivery

Manage Energy Use

Business Development

Issue Resolution

Outage Experience

Strategy Updates

Youth Outreach

Stakeholder Outreach

Project Updates

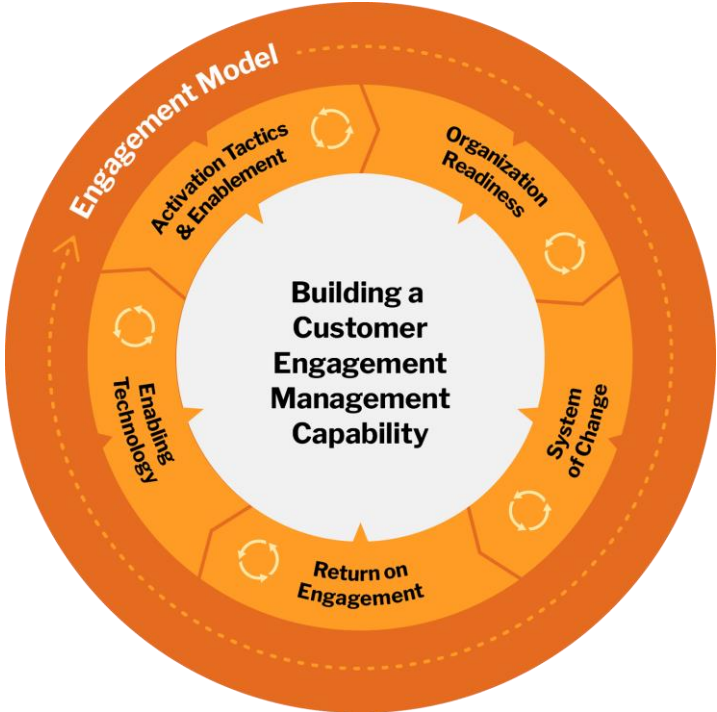Customer Listening

Community Events

Education Opportunities

OPPD

ENGAGEMENT TACTICS

- Updated digital experience (DX) channels (website & related portals, mobile app)
- Online chats
- Website 'pop-up' surveys
- Outage notifications
- Billing notifications
- Education booth at school events
- Customer job shadow opportunities
- Museum exhibit
- Scholarships
- Elected youth to the Board (leadership development)
- Annual Energy summit (youth and regular)
- Trade ally events
- Energy 'joke of the week' / editorial cartoons

- Annual festival
- Holiday lights show
- Live reviews
- Blog – employee and customer contributions
- Usage alerts
- Online discussion forum
- Annual "Edison Awards" event
- OPPD 'pop-up' events
- Ask the Expert forum
- OPPD sponsored school clubs
- 'Touch a Truck' events
- Transactional surveys
- Customer product advisory council
- Lunch and learn events
- Social media polls & interactions

- Neighborly competitions
- Personalized annual energy report
- Energy consultations
- Gamification and other reward opportunities
- New customer welcome package
- College orientation booth
- Product attrition survey
- Personal check-in 30-60 days following start and/or transfer service
- Promotional incentive for a product review
- Energy challenges and competition
- Marketing toolkit for customer sharing
- Physical & virtual field trips
- Personal, handwritten notes
- Community event cross-sharing

This slide is illustrative and not meant to be an all-inclusive and/or checklist. The slide conveys a number of recommendations being made as part of the strategic initiative.

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ENGAGEMENT PLAYBOOK

Engagement Model

Activation Tactics & Enablement

Organization Readiness

Enabling Technology

System of Change

Return on Engagement

Building a Customer Engagement Management Capability

IDEATE

Generate

Manage & Plan

PILOT

Plan

Execute

SCALE

Plan

Build

Run

Maintain

OPPD

ENGAGEMENT IN ACTION

Average Joe

Issue Resolution	Product & Service Delivery
Billing & Payment	Youth Outreach
Education	Outage Experience

- Text Message Alert
- Live Chat
- Proactive Product Recommendation
- Website
- Outage Map
- Classroom Education
- Energy Alert
- Review
- Informal Chat

Level 1: Strategic Goals

Level 2: Engagement Objectives

Level 3: Initiative Metrics
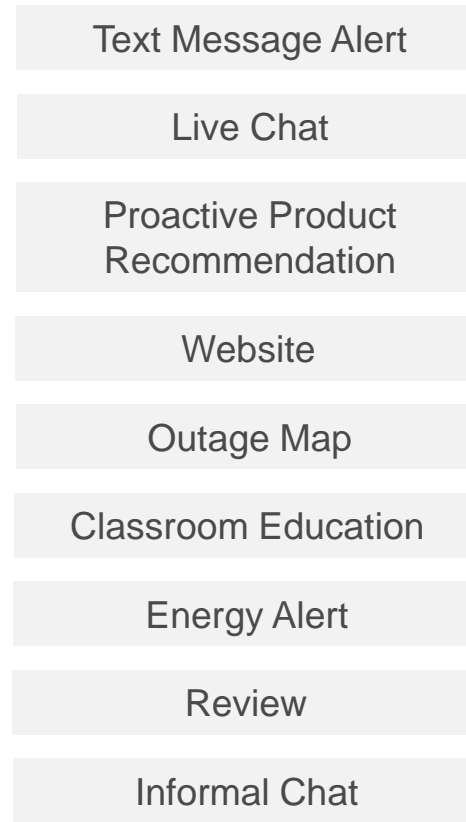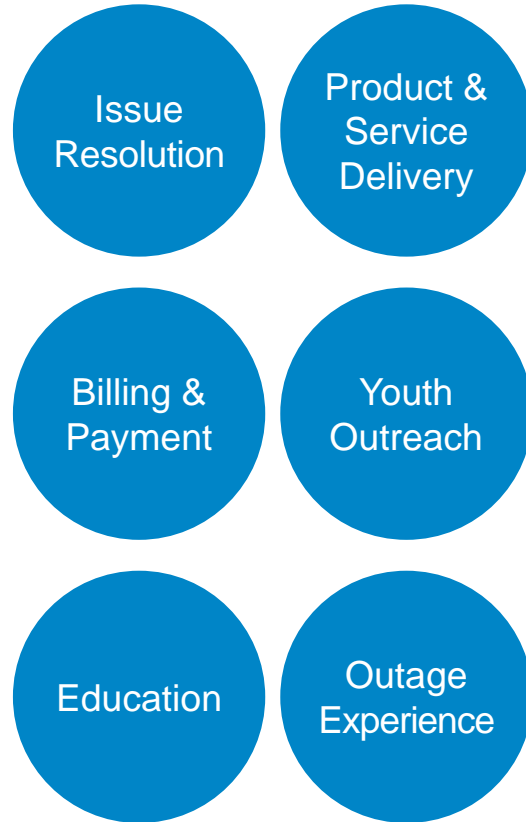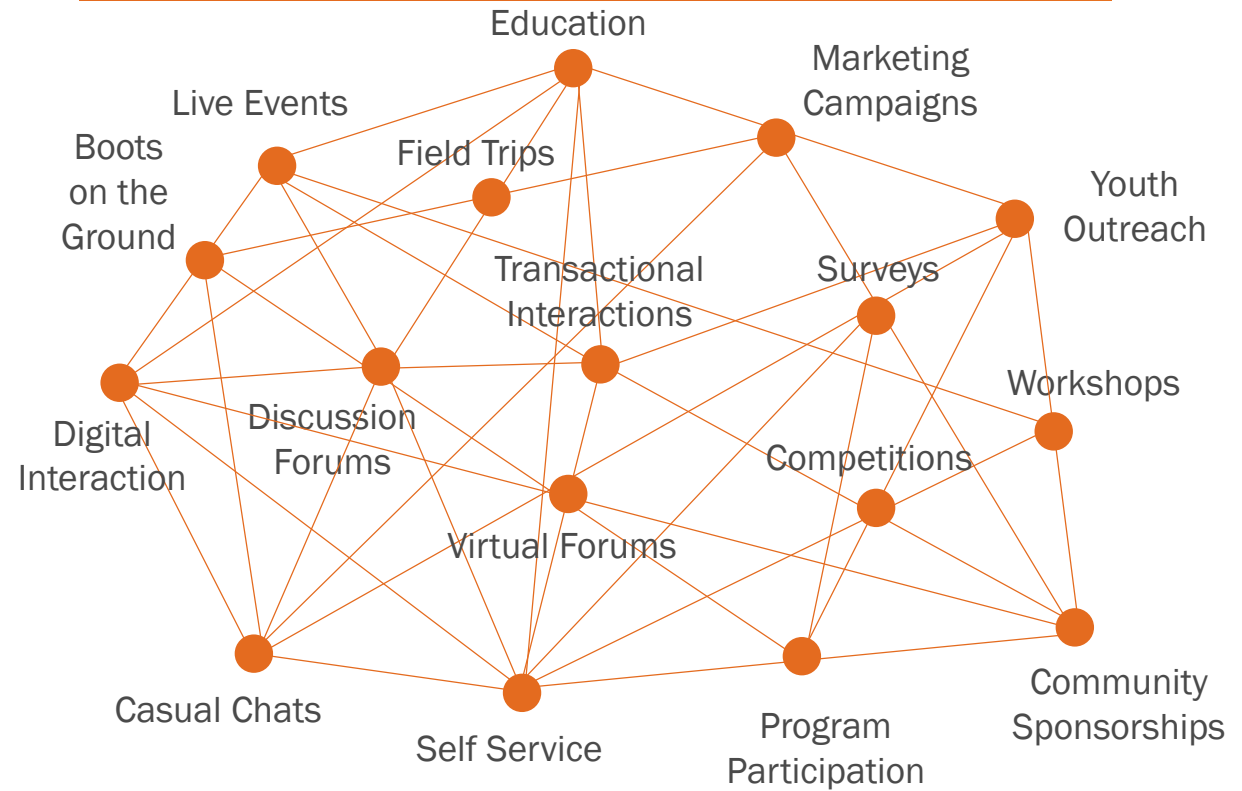
| Persona | Moments that Matter | Journey Touchpoints | Measurement & Outcomes |

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A NEW VISION

- ☑ Start service
- ☑ Billing
- ☑ Payment
- ☑ Account changes
- ☑ Service calls
- ☑ Outage response

- ☑ Trade allies
- ☑ Issue resolution
- ☑ Transfer service
- ☑ Stop service
- ☑ Energy use management
- ☑ Business customer management

Education
Marketing Campaigns
Live Events
Field Trips
Boots on the Ground
Youth Outreach
Transactional Interactions
Surveys
Digital Interaction
Discussion Forums
Workshops
Competitions
Virtual Forums
Casual Chats
Self Service
Program Participation
Community Sponsorships

NEXT STEPS

| PRE-ENGAGEMENT | PHASE 1 – ALIGNMENT AND VISION | PHASE 2 – SCAN THE ENVIRONMENT | PHASE 3 – DEFINE THE FUTURE | PHASE 4 – ROADMAP AND RESOURCES | PHASE 5 – DEVELOP | PHASE 6 – IMPLEMENT, INTEGRATE, RECOMMEND |

- Build a visual roadmap of all CEF recommendations and deliverables

- Roadmap to include all identified organizational, technology and engagement deliverables and the following:

  - *Approximate timeframe to complete*
  - *Estimated budget*
  - *Expected internal and external resources*
  - *Known risks and dependencies*

- Prioritize engagement ideas within each moment that matters and develop more detail and definition around the activity

- Execute on high-value foundational work (i.e. "no regret work")

- Finish Youth Engagement Study

- Socialize internally with employees

- Conduct outreach with customers
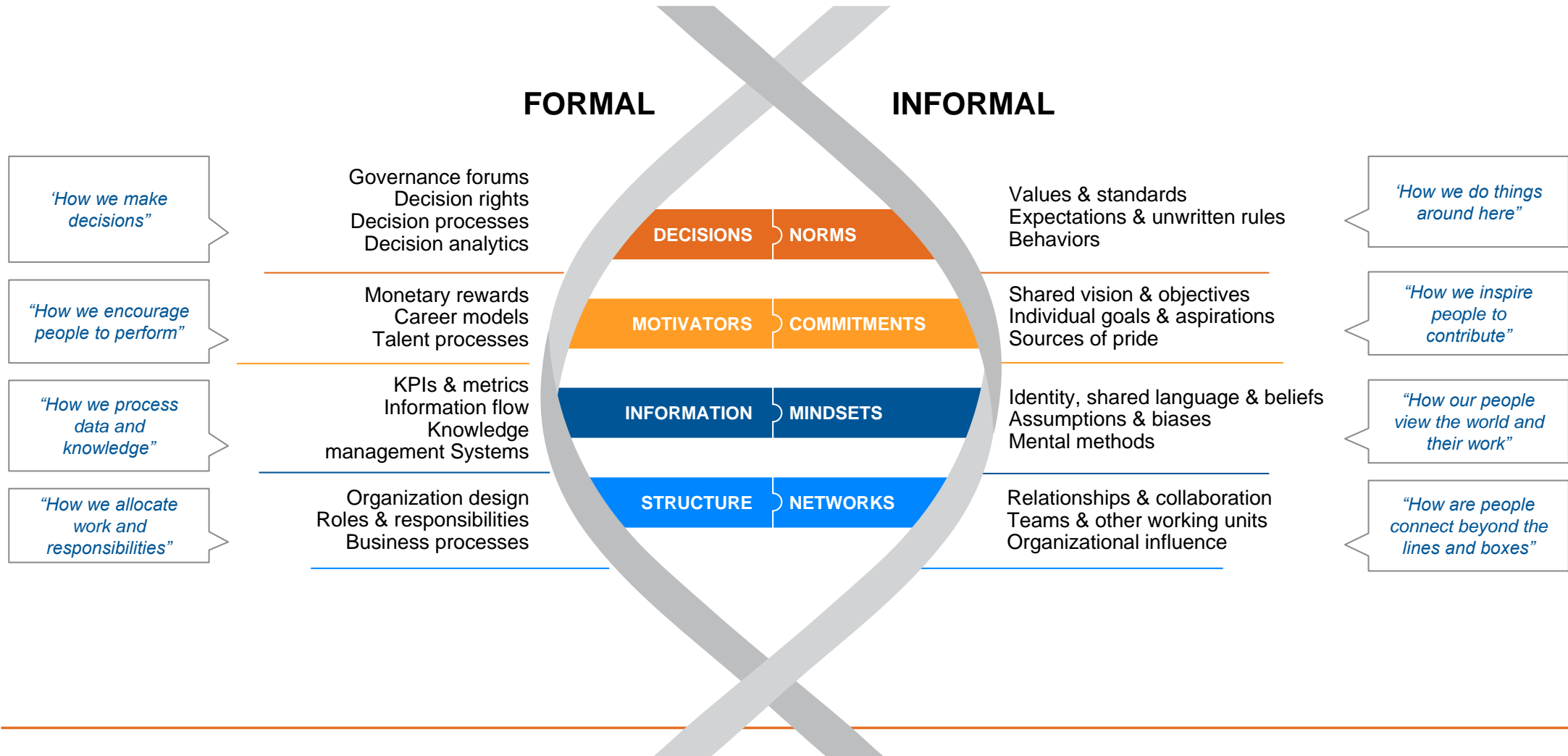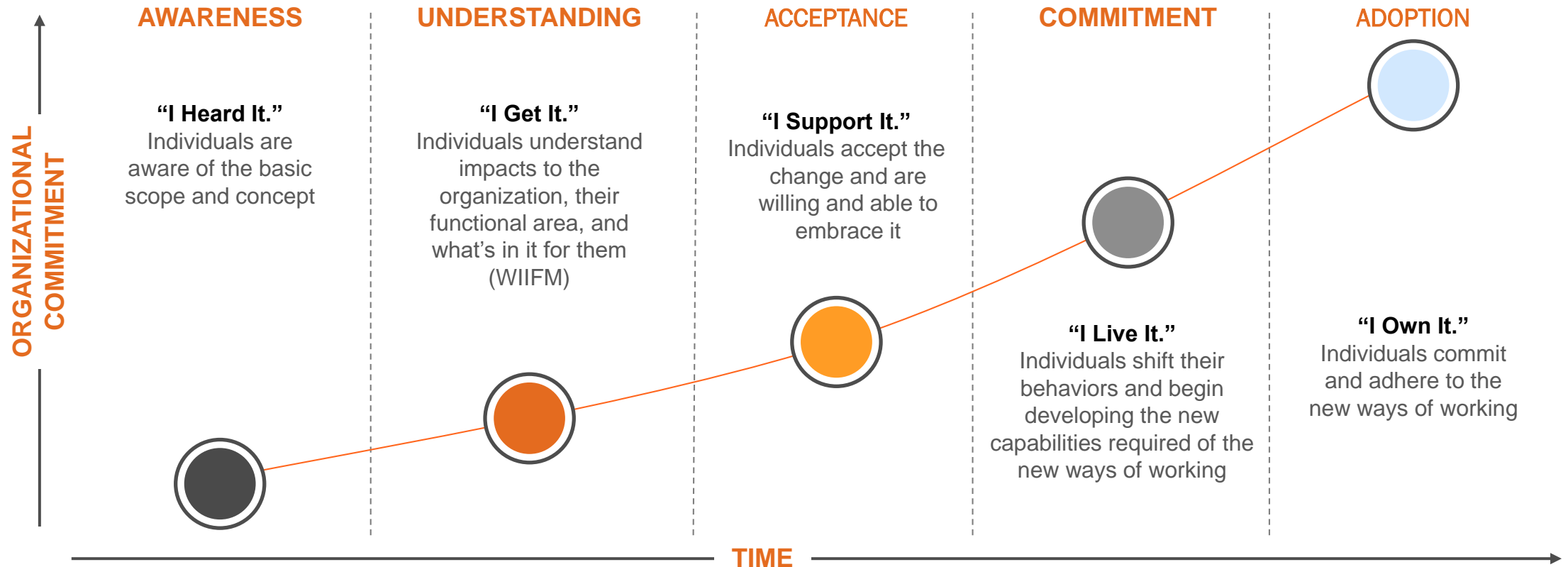
- Begin the transition and project closure process

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QUESTIONS?

APPENDIX

Change Management, Culture, Training

ORG DNA FRAMEWORK

FORMAL   **INFORMAL**

'How we make decisions"

Governance forums
Decision rights
Decision processes
Decision analytics

DECISIONS | **NORMS**

Values & standards
Expectations & unwritten rules
Behaviors

'How we do things around here"

"How we encourage people to perform"

Monetary rewards
Career models
Talent processes

MOTIVATORS | **COMMITMENTS**

Shared vision & objectives
Individual goals & aspirations
Sources of pride

"How we inspire people to contribute"

"How we process data and knowledge"

KPIs & metrics
Information flow
Knowledge
management Systems

INFORMATION | **MINDSETS**

Identity, shared language & beliefs
Assumptions & biases
Mental methods

"How our people view the world and their work"

"How we allocate work and responsibilities"

Organization design
Roles & responsibilities
Business processes

STRUCTURE | **NETWORKS**

Relationships & collaboration
Teams & other working units
Organizational influence

"How are people connect beyond the lines and boxes"

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CHANGE MANAGEMENT CURVE

ORGANIZATIONAL COMMITMENT

AWARENESS

"I Heard It."
Individuals are aware of the basic scope and concept

UNDERSTANDING

"I Get It."
Individuals understand impacts to the organization, their functional area, and what's in it for them (WIIFM)

ACCEPTANCE

"I Support It."
Individuals accept the change and are willing and able to embrace it

COMMITMENT

"I Live It."
Individuals shift their behaviors and begin developing the new capabilities required of the new ways of working

ADOPTION

"I Own It."
Individuals commit and adhere to the new ways of working

TIME

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A BEHAVIOR EVOLUTION

Katzenbach Center Methodology for Behavior Evolution

Set your cultural compass

Find your "critical few"

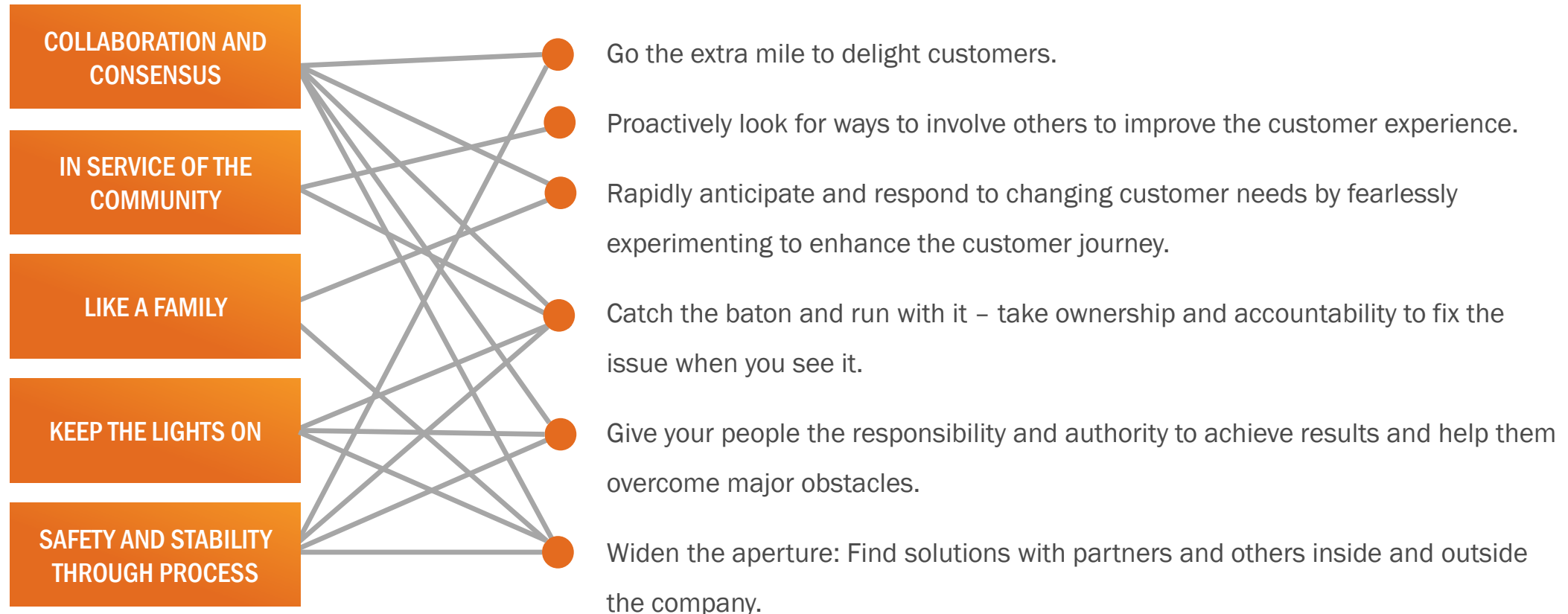Build a movement to drive behavior adoption

Leverage E and O data to drive value

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CRITICAL FEW BEHAVIORS

COLLABORATION AND CONSENSUS

IN SERVICE OF THE COMMUNITY

LIKE A FAMILY

KEEP THE LIGHTS ON

SAFETY AND STABILITY THROUGH PROCESS

Go the extra mile to delight customers.

Proactively look for ways to involve others to improve the customer experience.

Rapidly anticipate and respond to changing customer needs by fearlessly experimenting to enhance the customer journey.

Catch the baton and run with it – take ownership and accountability to fix the issue when you see it.

Give your people the responsibility and authority to achieve results and help them overcome major obstacles.

Widen the aperture: Find solutions with partners and others inside and outside the company.

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AUTHENTIC INFORMAL LEADER NETWORK

An **"Authentic Informal Leader" (AIL) is someone who influences and energizes others without relying on their title or formal position in the hierarchy to do so.**

Authentic Informal Leaders typically exhibit a set of common traits regardless of the organization or its culture

What is the value to the organization to have an AIL network?

- Spread Critical Few Behaviors (CFBs)

- Encourage adoption of CFBs through informal channels

- Adopt a tinkerer's love to experiment with solutions

- Provide a "real" pulse of the organization to leadership

What problems do AILs help solve?

- Sounding board to help leadership make important team decisions

- Sharing proof points of culture evolution in action

- Mechanisms to spread behaviors (e.g., brainstorming how AILs could drive awareness & adoption of CFBs)

- AIL network engagement (e.g., stakeholder outreach, how to engage leaders)

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TRAINING & GENERAL EDUCATION

Experiential Learning

- (8 lessons identified: understanding CE, creating CE, CE behaviors, CEF playbook/framework, CEF leadership, AIL specific training, Agile, Human Centered Design)
- These sessions will address "What is Customer Engagement?", build awareness and understanding of the CEF Playbook, and drive adoption of CE behaviors.
- The target audience is specific and should include OPPD leaders across the organization, Authentic Informal Leaders, customer-facing stakeholders, and team members for future CE initiatives governed by the Council
- The goal is to rotate everyone through within the first 6-9 months, over multiple sessions, with involvement of an expanding Authentic Informal Leader network to help drive the sessions (i.e., train-the-trainer approach to amplify behavior adoption).

Micro Learning

- Includes things like podcasts, videos, interactive quizzes, infographics, and other engaging - and often interactive - digital content components.
- The target audience is the broadest set of stakeholders engaged in CE across the organization
- The goal is to reinforce and sustain the organization's learning and support its ongoing cultural CE-central evolution.
- Content will help showcase and celebrate CE behaviors via stories and recognition of OPPD leaders and employees, while supporting ongoing awareness and upskilling for CE capabilities

Skill / Role Based Learning

- Provides content specifically around a skill used in their daily job. This helps them also connect their role to the broader CE strategy and success. Specific content will be developed and used to support the various roles and skill sets identified. This training can also include training of new processes or technologies acquired.

Mobilization Training

- These are additional just-in-time interactive training sessions in support of specific CE opportunity initiatives across moments that matter that will be prioritized over the roadmap (e.g., manage energy use, youth outreach, issue resolution, outage, etc.).
- The target audience are the individuals on each pilot team involved in a particular initiative. These sessions can be delivered regularly as teams are stood up.
- The goal is to deliver these sessions every three months as part of the pilot team's ramp-up adoption of the CEF playbook and CE behaviors.

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CHANGE RADAR

Communications and Surveys

Item library is configurable for all phases of a digital transformation addressing:

- Program satisfaction/impact
- User feedback
- Development process and cycles
- Team engagement/productivity
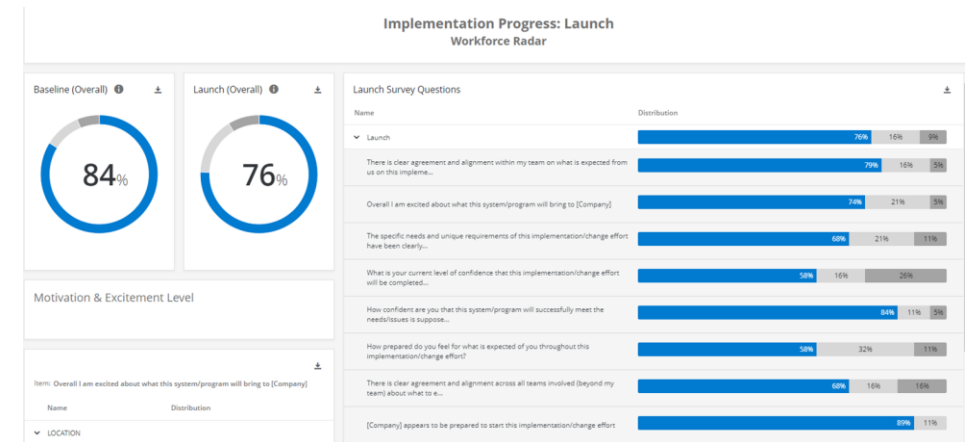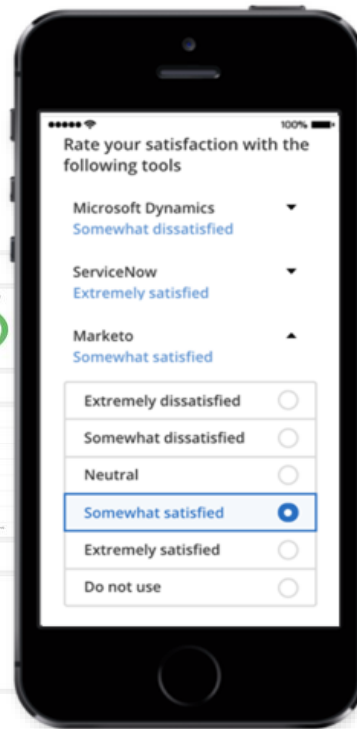
Real-time Dashboards

Real-time dashboards giving teams data they need to drive MoC across priority initiatives. Ability to see the adoption of cultural behaviors as progress along the change management journey.

CHANGE COMMUNICATIONS PLAN

- Identified highly-impacted stakeholder groups: Contact Center, Corporate Communications, Customer Sales & Service, Customer Experience, Economic Development & External Relations and Product Development & Marketing

- Crafted an overarching Change Statement for cross-BU leadership alignment

- Developed a structured communications plan for all stakeholder groups across 5 project phases

- Segmented stakeholders into 4 categories for customized approach to content, communications channels, and frequency

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Organizational Design

DESIGN GOALS

1 Define roles and responsibilities needed to achieve optimal customer engagement

2 Design for efficient operations, balanced between speed-to-market and quality

3 Create role clarity on operations supporting customer-facing operations

4 Commit to a level of focus on building a sustainable customer organization

OPPD

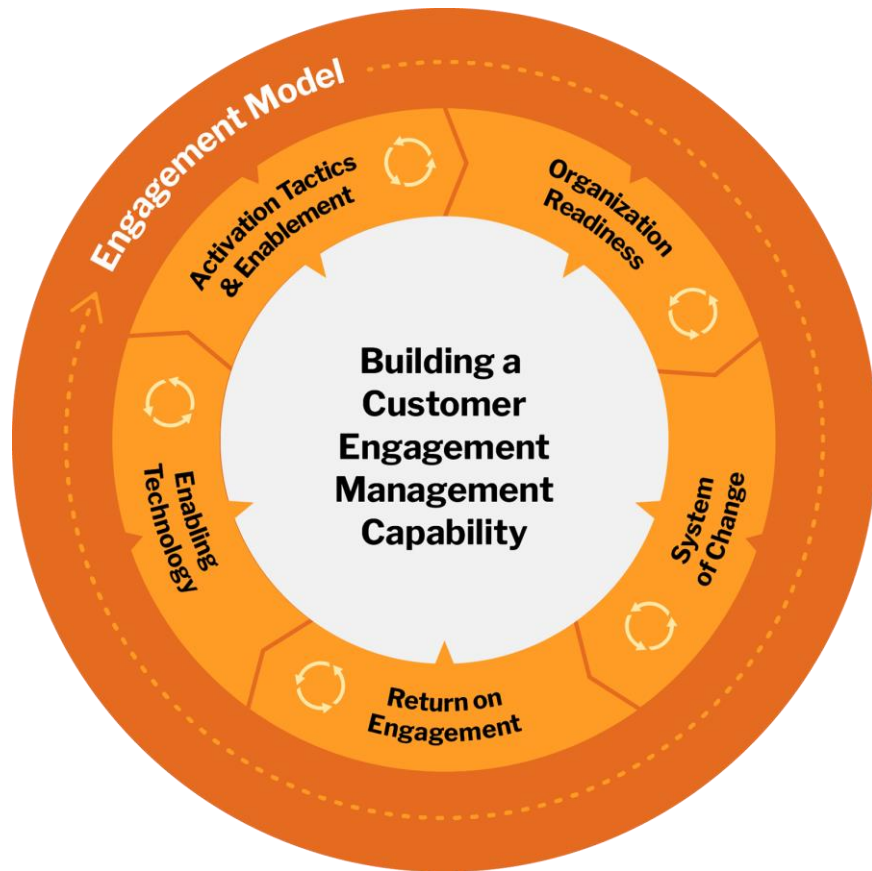# ORGANIZATIONAL DESIGN STRATEGY

Capability-Building
and Upskilling

Frequency and
Comprehensiveness of Insights

Engagement Playbook

CAPABILITY MODEL

Engagement Model

Activation Tactics & Enablement

Organization Readiness

System of Change

Return on Engagement

Enabling Technology

Building a Customer Engagement Management Capability

Activation Tactics & Enablement (AT&E)

• Customer engagement and interaction tactics
• Personas, data and analytics for delivering targeted solutions
• Targeted journeys/lifecycles for developing engagement ideas and tactics

Organization Readiness (OR)

• Pilot and Scale teams design, including transitioning and accountability
• Process- and role-impact identification and management

System of Change (SOC)

• Change management and leadership modelling
• Training and upskilling
• Stakeholder engagement
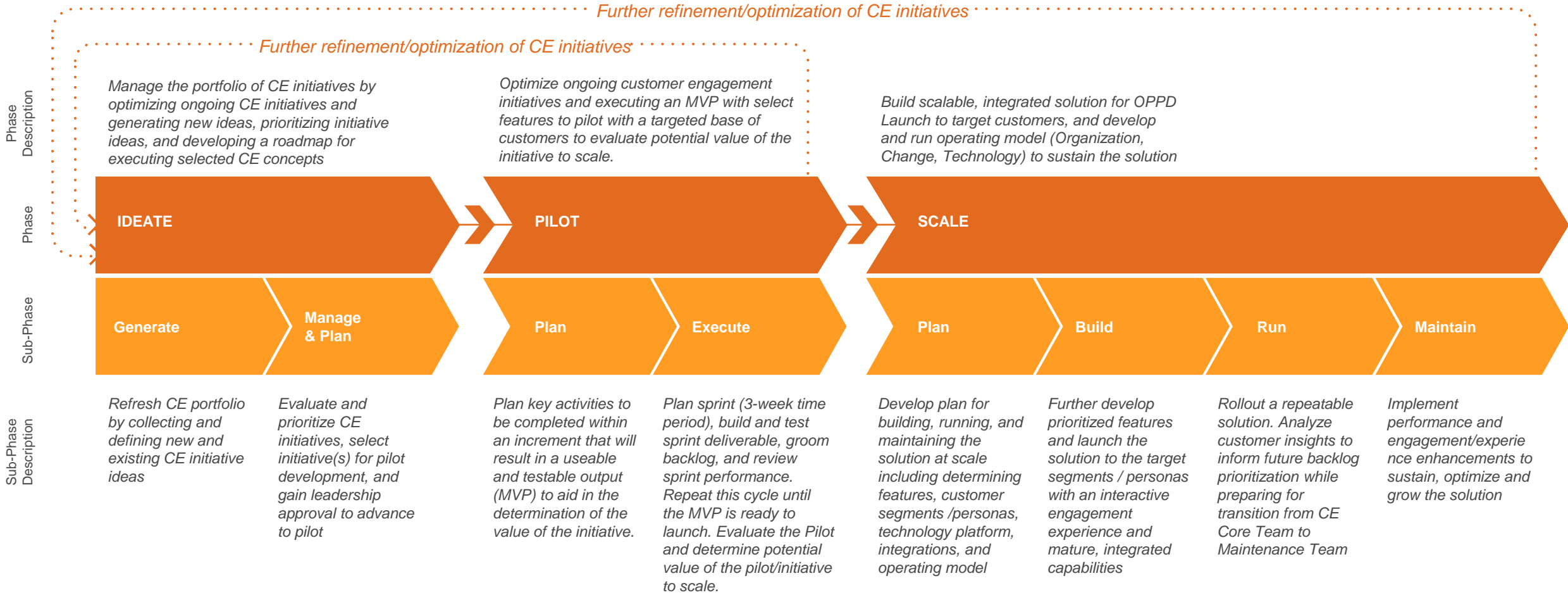• Experiential learning and storytelling

Return on Engagement (ROE)

• Program and initiative metrics and measurement
• Identifying Operational and Engagement data (RoE)
• Creating actionable insight and systems of action

Enabling Technology (ET)

• Assess and enhance CE solutions
• Procure and implement new solution
• Data and analytics (E and O data)
• Scorecarding and measurement

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ENGAGEMENT MODEL

Further refinement/optimization of CE initiatives

Further refinement/optimization of CE initiatives

Phase Description

Manage the portfolio of CE initiatives by optimizing ongoing CE initiatives and generating new ideas, prioritizing initiative ideas, and developing a roadmap for executing selected CE concepts

Optimize ongoing customer engagement initiatives and executing an MVP with select features to pilot with a targeted base of customers to evaluate potential value of the initiative to scale.

Build scalable, integrated solution for OPPD Launch to target customers, and develop and run operating model (Organization, Change, Technology) to sustain the solution

Phase

IDEATE	PILOT	SCALE

Sub-Phase

Generate	Manage & Plan	Plan	Execute	Plan	Build	Run	Maintain

Sub-Phase Description

Refresh CE portfolio by collecting and defining new and existing CE initiative ideas

Evaluate and prioritize CE initiatives, select initiative(s) for pilot development, and gain leadership approval to advance to pilot

Plan key activities to be completed within an increment that will result in a useable and testable output (MVP) to aid in the determination of the value of the initiative.

Plan sprint (3-week time period), build and test sprint deliverable, groom backlog, and review sprint performance. Repeat this cycle until the MVP is ready to launch. Evaluate the Pilot and determine potential value of the pilot/initiative to scale.

Develop plan for building, running, and maintaining the solution at scale including determining features, customer segments /personas, technology platform, integrations, and operating model

Further develop prioritized features and launch the solution to the target segments / personas with an interactive engagement experience and mature, integrated capabilities

Rollout a repeatable solution. Analyze customer insights to inform future backlog prioritization while preparing for transition from CE Core Team to Maintenance Team

Implement performance and engagement/experience enhancements to sustain, optimize and grow the solution

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THE PATH TO ADVOCACY

AWARENESS	EDUCATION	ENGAGEMENT	ADVOCACY
A **customer becomes aware of the brand**, via marketing/advertising efforts or word of mouth	A **customer begins to form opinions of the brand,** via sustained interaction and/or continued interactions.	An **ongoing relationship between brand and customer** — necessary to gain brand advocates and ambassadors.	**Customer has an affinity for the brand,** developed over time via sustained engagement and exceptional experiences.

EXAMPLES

- -

Customer hears radio spot announcing that OPPD is providing free home energy assessments	→ Customer is provided a free home energy assessment by OPPD; learns about better energy management in the home	→ Customer subscribes to monthly OPPD newsletter with energy-saving tips; acts upon OPPD's advice	→ Satisfied customer encourages her friends and family to connect with OPPD to schedule home energy assessments of their own.

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Customer 360 Framework

OPPD JOURNEY

Journey to Achieving 360 View of Customers

1. Identify the Customer

- Identify customer golden record
- Track customer interactions across channels
- Integrate customer data across platforms

2. Understand the Customer

- Define and build customer personas and segments
- Understand their behaviors and channel preferences
- Estimate their lifetime value
- Understand loyalty drivers
- Understand their needs and wants

3. Communicate with the Customer

- Determine best engagement channel
- Provide personalized and relevant recommendations on next best product
- Offer contextual digital offers across channels
- Proactively anticipate and address their needs and concerns

4. Empower the Customer

- Provide an integrated view across lines of businesses & channels
- Make it easy for them to interact and transact
- Evoke an emotional response, and deliver on moments that matter

5. Optimize the Engagement

- Track results of engagement efforts and feedback
- Improve the engagement approach through data and analytics
- Refine customer personas and segments to improve individual personalization

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CUSTOMER GOLDEN RECORD

Customer feedback, surveys collected across channels — **Voice of the District**

Append lifestyle variables such as hobbies, interests, media preferences and marketing psychographics — **Psychographic**

AAID (Android), IDFA (iOS), IP address, IoT signals — **Device**

Enrich your customer data by knowing the world they live in; roads, shopping areas, weather, traffic conditions — **Neighborhoods**

Service and engage your customers at the right place and time by tracking mobile location activity — **Geolocation**

Planned, unplanned outage and field work, appointments, crew status, comments and feedback — **Field services**

Electric vehicles, solar, community solar, battery storage, microgrid — **Beyond the grid**

Energy usage, disaggregation insights, peak demands, usage patterns — **Energy insights**

Physical — Mailing address, service address, meter number, etc.

Party — Traditional customers, non-traditional customers, business partners, community partners, governmental partners, 3rd party data partners

Contact — Personal email, work email, junk email, home telephone, work phone, mobile phone/SMS
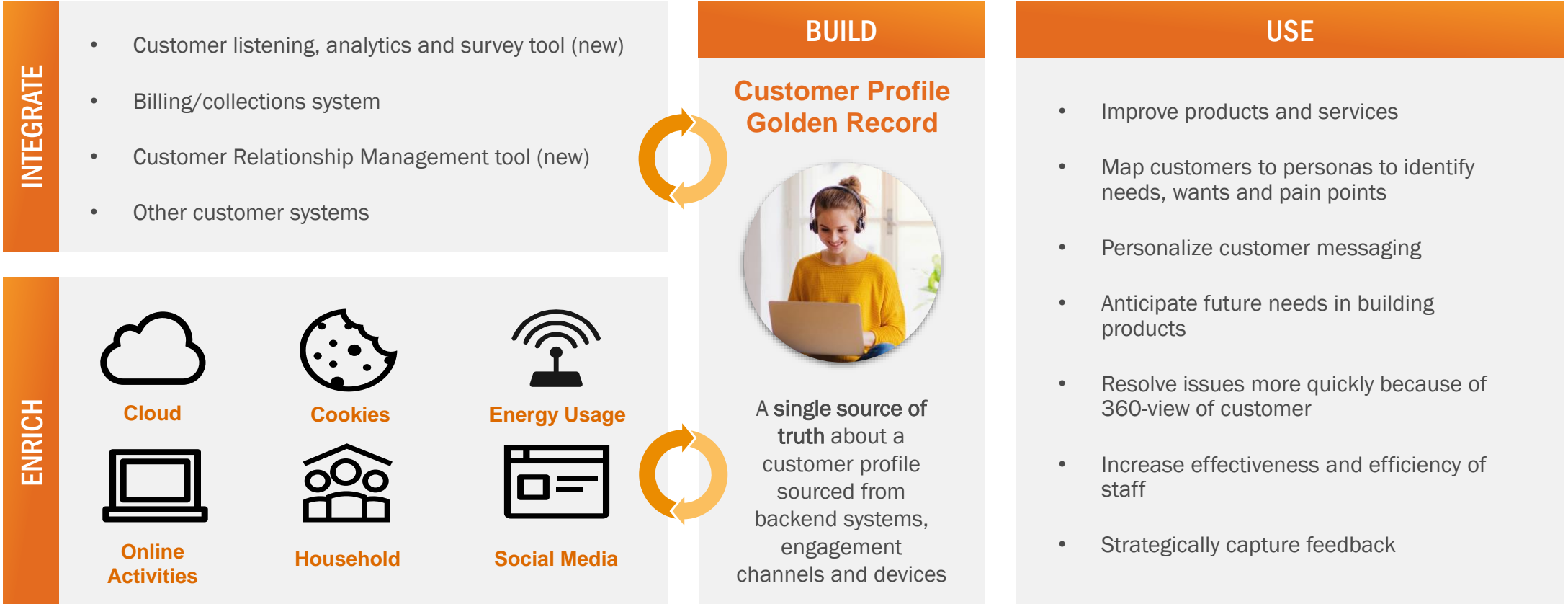
Social — Twitter, pinterest, linkedIn, YouTube, Facebook, Instagram

Web/mobile — Web browser, search ad clicked, website visits, opened email offer, click-thru to site on mobile

Demographic firmographic — Household size, employment data, income level, age, gender, credit risk score, etc.

Transactional — Cases, payments, bills, enrollments, complaints, subscriptions, products

✓ Secure and compliant with customer consent
✓ Harmonized and cleaned from different sources
✓ Matched, resolved from different identities into a unified customer profile
✓ Low latency and can be activated in real-time

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A HOLISTIC VIEW OF THE CUSTOMER

INTEGRATE

- Customer listening, analytics and survey tool (new)
- Billing/collections system
- Customer Relationship Management tool (new)
- Other customer systems

ENRICH

Cloud

Cookies

Energy Usage

Online Activities

Household

Social Media

BUILD

Customer Profile Golden Record

A **single source of truth** about a customer profile sourced from backend systems, engagement channels and devices

USE

- Improve products and services
- Map customers to personas to identify needs, wants and pain points
- Personalize customer messaging
- Anticipate future needs in building products
- Resolve issues more quickly because of 360-view of customer
- Increase effectiveness and efficiency of staff
- Strategically capture feedback

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Technology Recommendations

INVESTMENTS IN TECHNOLOGY

- Digital Experience (DX) Channels (website & related portals, mobile app)
- Customer Relationship Management (CRM)
- Content Management System (CMS)
- Customer Data Platform (CDP)
- Chatbots and Live Chat Software
- Marketing Automation System
- Consent and Preference Management
- Voice of the District Survey & Listening Tools
- E-Wallet and Digital Payment
- Knowledge Management System
- Text/SMS & Customer Notifications
- Data Configurations, Integrations & API's

- Digital Asset Management (DAM)
- Enterprise Listening
- Descriptive & Predictive Analytics
- Artificial Intelligence (AI)
- Data Visualization
- Cross-Channel Customer Identity
- Live Reviews
- Language Translation
- Blog
- Omni-Channel Marketing
- Work and Inventory Management

- Virtual Assistance & Voice Assistant
- Event Management and Hosting Software and Hardware
- Virtual Reality / Metaverse
- Ecommerce Marketplace
- Gamification and Rewards Management Platforms
- Proposal Management System
- Creative Design Tools
- Advanced Metering
- Asset Maps (outage, streetlight, etc.)

This slide is illustrative and not meant to be an all-inclusive and/or checklist. The slide conveys a number of recommendations being made as part of the strategic initiative.

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Metrics and Dashboards

RETURN ON ENGAGEMENT

Holistic View of CE Impact

Build a more comprehensive view of the customer across their journey

Combining E + O Data

Compliment operational data with VOC to add speed and context to insights

Establishing Experience Baseline

Build internal and external experience benchmarks across the customer journey

Driving Insights to Action

Identify and act on opportunities to close loop with customers and associates

To create a sustainable competitive advantage, we need to understand, prioritize, and act on experience enhancement opportunities across the end-to-end customer journey

Return On Engagement (ROE)

RETURN ON ENGAGEMENT

A system of metrics used for measuring, understanding, and accelerating progress towards business outcomes

Return on Engagement (RoE)

Combining VOD surveys with operational data to build insights and drive continuous improvement toward key outcomes.

Quality x Frequency of Interactions = VALUE

Engagement Data (E)

Improvement in specific CSAT scores from VOD surveys, social sentiment, text analytics.

+

Operational Data (O)

System driven to measure activity such as downloads, participation, prizes awarded, etc.

Outcomes

Demonstrate linkage between E and O data. This is our **value reservoir.** We can build insights and empower employees to drive the next best action. We can also leverage insights to drive continuous improvement.

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CORPORATE MEASURES

ENGAGEMENT

We'll increase engagement across all OPPD channels, resulting in more successful campaigns and better insights.

TRUST

We'll engage with customers in a way that results in building our reputation as a trusted, credible, reliable and transparent brand.

SATISFACTION

We will meet or exceed customer expectations in all the moments that matter.
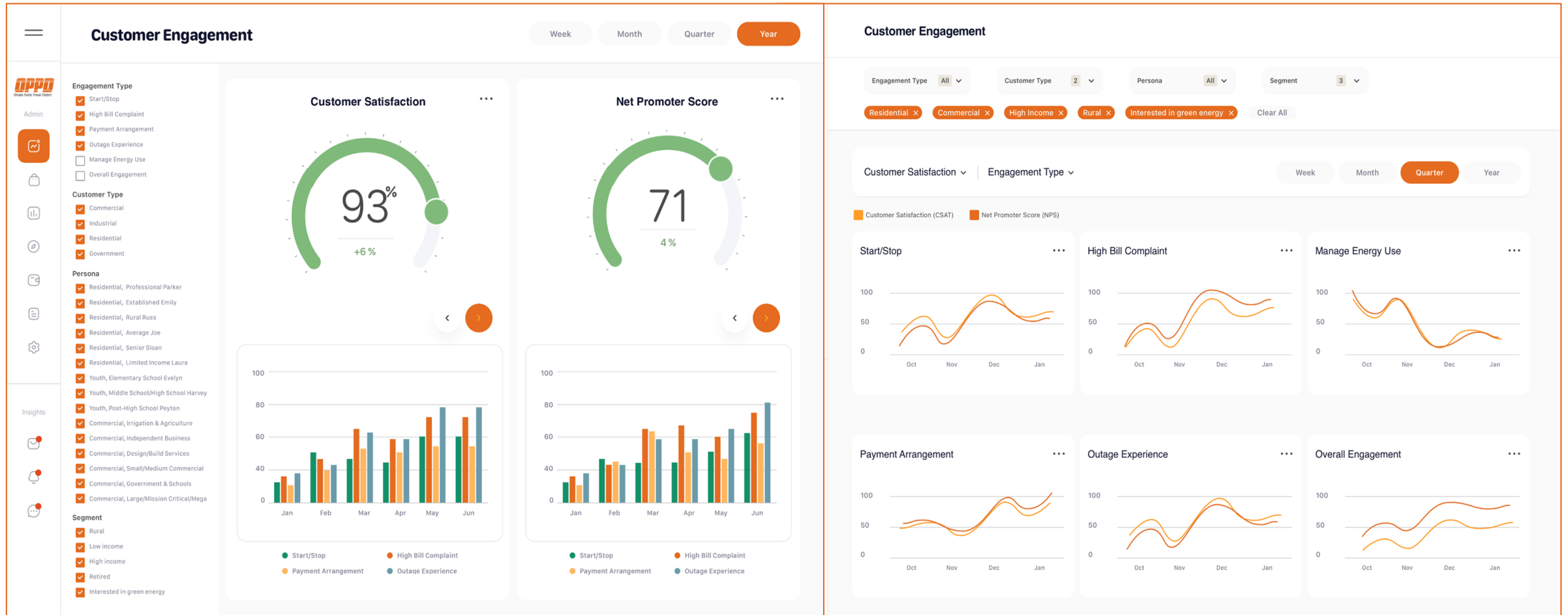
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ENERGY BRANDING BENCHMARKING INDEX

DIFFERENTIATION

Measures how well the brand differentiates itself from its competitors. Questions relating to uniqueness, brand promise, product offer and the brand's name and logo.

SEGMENTATION

Measures how well the brand divides its customers into segments and how well it appeals to each segment. Questions that identify segmenting trends such as age and price sensitivity.

PERCEPTION

Measures customer experience. Questions related to elements such as trust towards the brand, perceived experience and reliability, and the level of brand responsibility perceived by customers.

SUSTAINABILITY

Measures how the brand is considered to impact the environment and society. Strength of brand associations that relate to sustainability, the environment and corporate social responsibility.

1. **Pinpoint key areas of brand growth through scientifically curated customer feedback**

2. **Differentiate from your competitors and grow your market share**

3. **Maximise your Marketing ROI**

4. **Build your Customer-centric Brand**

5. **Global Comparison of your brand positioning**

ENGAGEMENT DASHBOARD

Personas

WHAT'S DIFFERENT?

Behavioral

Level of Engagement
(Set It and Forget It, Would Engage, Want More)

Products
(Autopay, Cool Smart, Eco 24/7, Electric Vehicles, Smart Thermostats, etc...)

Usage Rates

Digital Savviness

Psychographic

Community Involvement

Environmental Consciousness

Budget Awareness

Values

Interests

Demographic

Age

Family Status
(Single, Married, Widowed)

Work/WFH Status

Income

The team has identified specific data attributes from the data dictionary to map to the personas so we can continue to gather insights by actual behaviors and continuously optimize and expand in the future.

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PERSONAS

Professional Parker

Established Emily

Average Joe

Senior Sloan

Limited Income Laura

Rural Russ

Elementary School Evelyn

Middle School/ High School Harvey

Post-High School Peyton
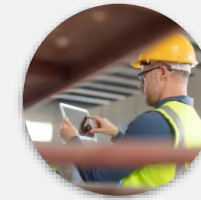

Irrigation & Agriculture

Independent Business / Mom & Pop

Large/ Mission Critical / Mega

Government & Schools

Design / Build Services

Small / Medium Commercial

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Segmentation & Personalization

PROCESS TO PERSONALIZED JOURNEYS

Moments that Matter	Data & Analytics	Customer Persona	Insights Gathered	Micro-Segmentation	Optimize
• Manage Energy Use • Energy Savings Competition • Marketing Outreach Integration	Identify Engagement and Operational Data for: • Level 1 (Enterprise) • Level 2 (Stakeholder) • Level 3 (Initiative) (Including Transactional data, Energy usage data)	• Established Emily • Senior Sloan • Elementary School Evelyn • Etc.	Identify processes and tools to act on data gathered and operationalize via: • Customer interactions across web, app, phone, traditional • Engagement with marketing campaigns • Voice of the District (VoD - Surveys, Focus groups	• Channel Optimization • Retargeting across partner sites • Education • Awareness • Advertisement campaigns • Call-to-action • Download app	Return on Engagement (ROE) via: • Optimize Experience by Segment • A/B/N Testing • Business Goal Refinement

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Engagement Prioritization

THE FUTURE OF ENGAGEMENT

Ease of Implementation

Customer Engagement Value

Surveys at EV Charging Stations

Gamification

OPPD Podcast

Leadership Development with the BOD

STEM Camps

Holiday Events at Arboretum

Mobile Charging Stations

Website & My Account

New Customer Welcome Package

Youth Environment Summit

Neighborhood Level Activation

Commercial Customer Conference

Coffee Shop Conversations

College Campus Booths

This slide is illustrative and not meant to be an all-inclusive and/or checklist. The slide conveys how each potential engagement tactic has been prioritized.

OPPD