

# AI in the utility industry: Multiclient study announcement

Transcript

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## Jeffrey Daigle

Hello, everyone. My name is Jeffrey Daigle. I will be facilitating part of today's webinar with Jamie Wimberly, who's also on the line. We're going to give folks just another minute or so to connect to the Zoom platform.

Looks like we still got folks trickling in, so we'll give it more seconds, and then we will get started.

Like I said, my name is Jeffrey Daigle. I'm very, very excited that you're all joining us for today's webinar about enabling AI, optimizing utility customer operations and experience.

Which is a launch for our new multi-client study on AI for utility executives. My name is Jeffrey Daigle. I have the pleasure of leading the most awesome team at E Source, our customer experience practice area, and then I'm joined by Jamie Wimberly. Jamie, do you want to introduce yourself for the folks that don't know you?

## Jamie Wimberly

Hey everyone, my name's Jamie Wimberly, I'm the Senior VP for customer strategy at E Source, work closely with Jeffrey, and I'm excited about walking you through today's scope. So, Jeffrey.

## Jeffrey Daigle

Awesome. Well, let's jump to the next slide.

And for those of you who are not familiar with E Source, E Source is a company that combines research, data, technology, and professional services so that you can better serve customers, optimize the grid, and strengthen your operations. We've taken our legacy of doing practical research, powered by people, and use that to help push the industry forward. We want to help make sure that we help you create a future that makes sense for the utility industry.

Let's jump to the next slide and talk a little bit about the team that's working on this multi-client. So, today you get to hear from Jamie and myself, but there are a ton of experts that will be supporting this multi-client, many of whom are in here observing today, that will probably answer questions in the chat if you ask them.

So it's myself, Jamie, and then Norv Klantz, who's our Vice President of Data Strategy and Innovation, Lisa Schulte, who is our Product Strategist for Customer Experience.

And on the next slide, you'll also see that we've got experts from Alex.

Liz and Katie, who also will bring expertise from both technology, quantitative and qualitative research, and utility operations. Let's jump forward one more slide and anchor ourselves in our challenge statement as I've been sort of traveling to visit our clients and traveling the world, I don't think I've had a conversation that hasn't involved or

somebody bringing up AI. In fact, a couple weeks ago, I was in Rome for my wedding anniversary, and I heard people talking about AI at the cafes and what they're using it for, etc.

So there's all of this, sort of noise in the universe around AI, and it's projected to be transformational for utility customer strategy and experience.

At our clients, all of you have ranked AI as your number one investment area for your customer operations groups over the beginning in this year and in future years. The challenge that we continue to see is that the AI journey for utilities continues to be slow, with early applications focused really on contact center operations, such as automated QA, automated note-taking, and some back office billing.

And because of all of this noise, and because of the claims that are being made by the market and other people participating in the market, it's really, really difficult to know what a utility AI strategy should entail.

And so, what we recognize as a challenge, and you've shared this through us, through our Ask E Source membership questions, Ask Es, through attending our events, like our Spring Leadership Council, where AI came up pretty regularly in the course of discussion. But utilities really need to establish a reliable baseline for the development of use cases that supports a roadmap so that you make the right investments and you have the right plan.

E Source is uniquely equipped to help meet these challenges, because we know utility customer operations. We know utility customers, and we are already a trusted advisor that we can use that to bring clarity on AI's potential impact and utility readiness. If we can just jump to the next slide, please, Patrick.

So, our new multi-client study really looks at how utility customer operations, such as the contact center, meter to cash can be changed through positive outcomes driven by AI investments. And so we are proposing to the market a peer-to-peer, executive-level multi-client study.

Our objective here is to investigate customer strategy and the experience that you want to deliver so that you can deliver a consistent, yet flexible set of AI initiatives and that we can continue to monitor our industry's progress on AI.

Because we want this framed to be very strategic while bringing in some tactical applications, we are asking everybody who's participating, and we've already got folks that have agreed to participate in the study to make sure that there is an executive sponsor at their utility, as the lead. So that would be a director or above, and they can bring their teams to participate.

This study's going to bring together a lot of deliverables, that starts with primary research, brings in voice of customer to anchor, is are we building things that customers want, that are going to drive trust, that are gonna drive satisfaction, that are going to drive real cost savings?

That will then continue to move through a strategic framework. Very tactical roadmap for our clients, and then we're going to bring everybody together in December for an expo. One thing that's unique about this effort is that we are bringing in and creating a AI vendor advisory board with some of the leading AI players in utilities today that have a critical that will shape our research and not try to sell to you through this effort.

But we think it's really, really important because many of our clients are not developing a new AI or new model on their own. You're gonna go to the market to purchase things. It's great to have them at the table with us, so that we can hear their challenges, understand what's going on longitudinally in other industries, and continue to move this forward.

Let's jump forward one more slide, please. So, I'm before we dive into the details, I think it's good to start with where we think there is value up front, and then I'll pass the baton to Jamie to talk about this a little bit more in depth.

I think one of the things that we continue to hear is, like, how do we get clarity around technical, business requirements, regulatory requirements, and deployment strategies that intersect with AI?

Where do we manage risk? Where do we create new risk? Are we moving risk from first party to third party? Lots of very difficult questions that, if we can come together as an industry to answer them, I think we're going to be able to provide a lot of value to your leaders.

The second sort of value is that we want to be able to create a very, very good comparison of utility peer against utility peer against leading practices that we're seeing from other industries, so that we can know where we actually stand as an industry.

Thirdly, we're looking for peer perspective, evidence, and insight that will allow us to come together as a as an industry to talk to AI providers, rather than being somewhat smaller fish engaging one-on-one with vendors.

And then, the last value is that we recognize that everybody seems to be at a different stage of AI maturity. We believe that the value that we're going to bring through this is to deliver actionable guidance that will help support your investment, implementation, and measurement or success criteria decision making.

Let's pass the baton to Jamie as we move to the next slide, Patrick.

## Jamie Wimberly

Thanks, Jeffrey. So, I want to make it very clear that what this is and what it isn't. So, what it is, is that it is a deep dive, very quickly, into AI and the intersection with customer ops. So, that, as Jeffrey said,

Many utilities are starting very small, looking at use cases in the contact center, but this also will extend into meter-to-cash functions.

We've heard, for example, that there's a lot of interest in looking at AI in terms of credit and collections, and that's just one example.

It will not be, AI in terms of, looking at it from a grid perspective. We're not looking at it in terms of you know, some of those operational things outside of the customer. So, I just want to be very clear that this is focused on customer ops. And that's where most of your utilities are starting anyways. If we can go to the next slide, please.

We've been getting a ton of questions from our clients through Ask Es and other sources, and I've been conducting interviews with our utility clients, so all these questions here are actual questions that we've received. And really, a lot of it's just very foundational. So, even if utilities have started with a use case or are trying out something with one of their vendor partners, from a strategic perspective, it's still kind of we're hearing various things of why a utility is going in this direction, and what they're trying to get out of it. Some of it's around cost efficiency, some of it's around improved CX, some of it's around improved, operational for the employees and so on. And so, there's, like, kind of a big picture discussion to be had about what, really, what are those drivers for the business case for AI on a going-forward basis, and then, and then getting down into requirements.

You know, I've had a lot of interesting conversations already about, you know, how does AI integrate with and fit across various legacy platforms, or is there, an opportunity to look at AI in terms of something, an architecture that sits on top of these platforms. Obviously, there's a lot of priorities, we understand that, and so how does AI and the planning and investments fit into those priorities?

I, you know, as basic as what does a business case entail? So, what is that ROI? I mean, what are you shooting for? What's realistic? What's hype? How fast is this gonna take? You know, and then you get into the implementation, and so it's, you know, how the pilots are designed. You know, when is it ready to go live? You know, what, what's the actual lift in investment in AI? And that includes staffing, you know, whatever technological kind of planning and, investments. And then, in terms of looking at over a period of time, you know, what are those KPIs, you know, how do I measure success, and so on. So all of these questions are actual questions I know that many of our clients are asking, because they're asking us.

We can go to the next question, next slide, please. As Jeffrey said, this is recent. We did our contact center optimization survey late last year, and as you can see here, a lot of it is pointing directly to the fact that many of you are focused on AI Agent Assist and self-service modernization, and QI automation, so all the top responses are AI-related. And again, the use cases kind of follow along with it.

I know that there's been some interesting work done that we're going to be looking at and bringing to you around agent assist and knowledge management. But still, this is very early days. I would say, for the industry most almost all the utilities I spoke with, you know, really still are in that initial kind of bringing a group together, kind of thinking through, you know, what that strategy might entail. So I strongly believe that this is going to be helpful in terms of that process. We can go to the next slide, please.

You know, some of the kind of things to think through, or potential barriers, or things that would be obstacles to AI success. And I added this top one because, again, it's, you know, why are you doing this in the first place? And so, again, kind of thinking through from a strategic perspective, how this meshes with a lot of the other challenges that you're facing around, like I said, arrearage management, you know, rate cases and other things, changing customer preferences and demands, and how that links into some of the regulatory issues. One of the things that I've already put out in the field is a survey, a national survey of, you know, with 20 questions, kind of looking at the potential impacts and or opportunities around AI, with, trust in their utility, and then delving into.

What I suspect is going to be true is that there's going to be certain expectations around certain transactions that are going to get segmented, and basically there's also going to be some significant differences between some of the demographics in terms of how people are thinking about AI and the utility using AI to serve them.

As I mentioned, one of the questions is around technology in regard to how do you bridge from, you know, legacy and or projects in the IT kind of side of things, and with this AI architecture, and there's some really pretty fundamental kind of questions that need to be addressed, because again.

I was at IUCX, Jeffrey was at IUCX, everybody was talking about AI, but it was very different depending on where they were coming from, and really what their core business was about. And so part of this is delving into that foundational data architecture. And when I look at the potential impediments to AI I mentioned customer and customer acceptance as being one, and equally as employee acceptance and understanding of what you're trying to do. There is a big change management aspect to this that we'll be looking at.

So, some of the foundational elements that we've identified is, again, what are those drivers for your strategy around AI, we are going to be producing some templates around governance,

Because I've already heard of cases that because of governance, it's really slowed down big time, you know, what they're trying to do as far as their AI implementations.

I mentioned we're going to be looking at, you know, that intersection with legacy systems and that AI architecture. We're gonna help set benchmarks and understanding of what an ROI realistically could be, and have some measure of tracking that performance. And finally, as I just mentioned, there's a change management aspect to this. If we can go to the next slide, please.

So, we've already conducted a lot of research, which you're going to get access to in terms of foundational research. So, in terms of customer service operations, we have a whole subscription around that. That part of that is that contact center optimization, which is very recent benchmarks, and in looking at, in terms of investment and use cases. We just wrapped up a future-proofing the Utility Contact Center.

Earlier this year, which was a large part of that was workforce management, but it also included some of those early use cases around AI. We run the Utility Research, Customer Research Consortium, or UCRC. And so we've been doing, future-proofing and other panels that intersect with it. As I mentioned, you know, we've already, moved ahead and started doing, some of the voice of customer, but, equally, starting to do the voice of utility research, and there will be some minimal data, requests and, and also interviews with, with the sponsors of this.

And we have begun hosting a quarterly AI Roomtable exchange. So there's a lot to work from in terms of foundation, but looking forward. And go to the next slide, please.

So, there are a number of deliverables here, and it's a mix of primary research, so a lot of those things I just went over, I mean, will be included in that foundational research and landscape review. We will be adding to that, of course.

As I mentioned, there will be a series of interviews, because one of the things that we're trying to understand and help you understand is mapping out where people are in terms of their current state and where what they have planned.

there are things in play already in terms of, in enough there's enough traction there in numbers that we can actually do some case studies and present those to you. Again, especially around not only the strategy, but specific use cases.

We definitely will be looking, across other industries to see what best practices, are in place, and what questions they have, and what use cases they're using.

And also we will be looking at, bringing in not only our own expertise, but other subject matter experts around AI to kind of further our understanding of where the AI is today and where it's going.

This will all lead into, strategy development, and quite frankly, we're trying to make this as practical and timely as possible, so a lot of this is really kind of looking at.

Where you are in terms of maturity, and what that looks like across the rest of the industry. Using that to do some industry benchmarks.

We also will be just some, some templates around, technical and, and workforce management kind of, requirements.

We will have, as Jeffrey mentioned, he's going to talk a little bit more about an AI vendor advisory council, and helping us understand not only

the roadmaps for our utility clients, but also what our vendor partners are bringing to the table, and how they're looking at it. All this is going to be wrapping up into an expo, that we're thinking in Dallas in December.

and a bunch of templates, that will go with that, and a lot of reporting, you know, coming out of all these other deliverables. So, it is a very full scope of work, in a in a timely manner, meaning it's going to start in

late July, and then go through the rest of this year. And so, so this is, you know, if you're, like, just right now putting your organization together and your strategy, this is gonna be this is going to be very helpful to you.

Jeffrey, is there anything else that you wanted to add to the about the deliverables?

## Jeffrey Daigle

I, you know, I think from a deliverable perspective, the thing that I want to that we've continued to emphasize at E Source is that we want to make sure that everything feels practical. Like, we can recognize that there are folks in the industry and sort of outside the industry that are saying, like. This is gonna solve your problems, it's gonna make everything go away, you're not gonna have any jobs left, etc, right? Like, and all of that just, like, it adds noise to this. So when we were coming up with what we wanted to make sure our clients got at the end of this multi-client study.

Is we really wanted to focus on things that would be practical, that would make your jobs easier, so that you have the right templates, that you know what must-have requirements are, that you know what vendors have financial backing that makes sense and which don't.

That you're hearing from leaders in this space without there being a lot of noise or pomp and circumstance around.

And then the last thing that I think is probably the most important, is, you know.

I think our clients get a ton of value when we get everybody in a room to talk through things. So we'll do a lot of that virtually, but you'll have access to this two-day expo in Dallas.

And I think there's going to be a lot of magic that comes out during that two-day event, as we review the research, facilitate some working sessions, and continue to sort of massage the final piece. And then the last thing that I will add is the National Voice of Customer Reports. There is an option of territory-specific.

Which you'll see on subsequent slides.

The voice of customer research, I think, is really, really interesting, and adds a layer of value to you as potential participants that you're not going to see elsewhere. As Jamie said, we have to do employee change management for AI, which is an important thing to do.

But we also have to do customer change management when we deploy AI use cases, and we have to recognize that not all customers are willing or are excited to have to shout agent to a different robot of a different kind now. And so, I think it'll be very interesting to see how service territories could be different, and how customers' perceptions of trust with the utility could change if more and more AI use cases are visible to customers.

## Jamie Wimberly

Yeah, thank you, Jeffrey, that's great. Alright, let's go to the next slide.

Jeffrey, you want to talk a little bit about the AI Vendor Advisory Board? And by the way, if you have questions or observations, please use the chat function, and when we wrap up here, we'll get to those.

## Jeffrey Daigle

Thank you, Jamie.

So there's this interesting tension that we have at E Source, right? We know how much you all prefer having closed-door sessions, utility to utility, peer-to-peer sessions to share things in a vendor-agnostic space, so that you can really discuss what matters at your utility without somebody trying to sell you something. The flip side to this tension is that vendors bring a ton of insights. They can give us inspiration, they can give us recommendations.

And so we're trying to balance that tension through this multi-client study by putting together an advisory board that's helping us reflect on the deliverables.

And be able to provide advice to all of you through fireside chats and engaging in other conversations around offerings that folks are thinking about, what's worked, what hasn't worked. How are they dealing with liability and indemnity?

How are they doing business case development? How are they developing ROI measurements? How is their pricing changing, right? So I'm sure many of you see the headlines, like, Uber accidentally mentioned at a conference last week that they had spent all of their tokens in the first months of the year, and now they have this huge budget hole.

Because they'll need more tokens throughout the end of the year. How do tokens actually work as a fiat currency? Do the companies have the ability to change the pricing on the tokens? How do right? Like, there's a ton that the vendors will be able to bring inspiration on. One that I think is that I really want to make sure that we emphasize is

RFP requirements, since I know so many of you will have to go to RFP for any AI-enabled technology, we want to make sure that you've got requirements that make sense, and that vendors will be able to respond into the affirmative or to the negative, too, right?

Rather than a, it depends. So we'll be relying on some of their expertise here. We will also be asking them to provide some input around the research they're doing with

Their own customers, or customers that are using their products, and also how they've been working from a professional services perspective to put in governance around their tools.

So, I think this is a really, really cool, unique differentiator, and that they're both they've got a foot in and a foot out, but I think that's going to provide us a lot of speed and help us identify additional pitfalls to avoid for you all. Anything you'd like to add here, Jamie?

## Jamie Wimberly

Well, as you said, I mean, I don't think we can talk about AI without looking at what the offerings are coming that are in the market and what are coming to market, and realizing that there are

for this to be successful, there's gonna have to be, a good foundation in terms of vendor and utility kind of partnerships to be successful. So, again,

While this is

Focus mainly, again, providing a platform for peer-to-peer exchange, and really kind of cut through the hype and noise.

I think there is a definite advantage to have a robust conversation with vendors that are not just trying to sell you something, but are actually looking to educate and move things forward, whether regardless of whether you pick them or not.

Okay, let's go to the next slide, please.

So As I said, This is this is going to be, starting, Late July.

And then going through the end of this year, so it's very timely. And I gotta say, the timing and why we're doing this, why we're launching this, is because our clients are asking us to do this.

And so, we understand that there is a premium put on getting you the kind of information, the tools, the knowledge in order to make good decisions now. And understanding that, again.

you know, this is a priority that you've indicated to us that, you know, over the next years, you're going to be doing a lot. And so, I definitely think that, as you can see here, it's not going to be a heavy lift on your part in terms of, information requests.

But there will be a lot of information and reporting out that goes to you and your teams.

Along with interactions, including that expo. So I, you know, I think it's a doable lift in terms of, of time, commitment, and most of the heavy lifting is going to be done by, E Source.

If we can go to the next slide, please.

In terms of this is a multi-client, this is what we call a multi-client. Really, what it is, is a shared cost model, which allows for maximum participation, a bit of your time, a bit of, resource, but given the fact that how important this is to many of our utility clients, we think that this is a wise investment. It's not that much money.

To get a lot of value in the short term. So it is an all-in cost of \$, for everything that you see on the slide, so a lot of deliverables, and if you are interested in Jeffrey was talking about, in terms of providing some additional work and perspective from a voice customer, there is, and we do this with all our clients.

And the reason being is, basically, as you can see, this is this is fresh research. And you can see here that and the question is, what impact do you believe your utility's use of AI will have on customer service?

And you can see it's all over the place. So, there's about a third that said it very or somewhat positive, % no impact. Another third that said very or somewhat negative, and % don't know. So really, this is an opportunity to kind of understand where your customers are coming at in order to, I think, plan smartly, that you don't launch something that your customers might have a visceral reaction as. And I gotta say that you know, what I expect to get from the survey that we just fielded is that there is a lot of mixed feelings from customers, and if anything, there is a growing backlash.

Connected to potentially AI, and more specifically, data centers. And so, again, need to do this very smartly from the beginning in regard to what you're doing as far as any customer-facing application or use cases.

So if you are interested in that add-on, if we can go to the next slide, it's, again, it's a nominal amount more, so that would be \$, more, so \$, in total.

But you get a bunch more, a package that would be very focused on your service territory around some, customer interviews, so ethnographic research, pulse survey findings,

Some comparative analysis, comparing to what else we're seeing, both nationally and with other service territories, and a customized report.

So, when we've done this in the past, people have found a lot of value in that, especially in terms of kind of talking about voice the customer, with your with your stakeholders, both internal and external, has been very helpful to actually have this research.

But it is, add-on, so it's, you know, it's optional.

## Jeffrey Daigle

And Jamie, I just want to add, you know, one of the things that we have seen with folks asking for more and more money, as part of their rate case filings, right? Like, commissions are coming down hard, saying, like, prove to me why you need this, or why customers would get value out of this. And I think that the this additional service territory-specific data is something that can help you if you are trying to make that business case beyond simply dollars and cents to your internal stakeholders, to your regulators, to your community partners, by being able to display this information. Or it might change the way that you think about launching things

Because I think the worst thing that could potentially happen is that you spend, you know, millions of dollars on some new AI customer-facing tool.

And there's significant customer backlash, and so you've got sort of a stranded asset.

So, that's in conclusion. I'll just say again mine, and then I'll turn it back over to Jeffrey, but

## Jamie Wimberly

You know, I think And talking to folks.

that there's a lot of value, of course, always in peer-to-peer exchange. We're in a rare industry that we can actually, you know, have honest, credible conversations to set a baseline

So you're not doing things in a void. That there will be significant and important input from our vendor partners, but there will be almost a safe space to talk about this.

Including your concerns and the challenges that you're facing, or may face, going into the future. I think this will help speed up your own planning process, and provide an important context especially when you're developing a business case, and trying to understand, really, what's a win, and how long is it going to take, and how much is it going to cost up front to get an ROI sometime in the future.

I also think, you know, given the fact that AI is evolving so fast, that, again, it provides some way to credibly, and from an industry and outside the industry perspective, to provide some inputs into your own thinking and planning. So, you know, I think, for me personally, I think this is a pretty easy choice, but if you are if you're in that planning and that beginning of your journey, this is going to help. Jeffrey, is there anything else you want to add?

## Jeffrey Daigle

So, I think Jamie's right. You know, I spent a lot of time outside of the industry, this is gonna age me a little bit, but I remember being in, like, a competitive market, making the decision to turn on some basic, like hybrid press or say in the IVR? Should we turn on online chat? Like, those conversations are, you know. years ago, something like this would have sped up decision-makings, and probably would have helped me when I was on the, like, the business side, get things deployed faster and choose a vendor faster, know what pitfalls to avoid, etc.

And so, I do think that there's a lot of value here, and I think the nice thing about us proposing this as a multi-client study is that it's, you know.

It's sharing the cost as the industry, and I think as we continue to think about how the industry is reacting to AI, which is critically important, right? Utilities love to know what other utilities are doing. Commissions often ask, what are other utilities doing? Your stakeholders ask, what are other your peers doing? There is a really, really good value in participating in this, because I think it will help accelerate us as an industry to leading practice, and to reduce our risks as an industry at each of your at each of your utilities. Should we jump to the to the next slide around how to participate?

## Jamie Wimberly

Yep.

So, we would love to have all of you participate,

What we are asking when you commit to this study is that you you identify the executive lead from your utility to participate. Our recommendation that it is a director or above, within your customer operations team, but we've had questions on, like, hey, we've got an IT director who could be the partner on this. Bring them in, we just need one executive sponsor, and the rest of the team can participate as well.

From an information request perspective, we're not anticipating major data requests. We are going to do an interview with each of our participating utilities to get some insight onto what you're thinking.

This might be paired with a small pulse, to questions on investment decision-making, where your head is at any given moment.

That should be pretty easy. From a the national sample, we for the Pulse survey, we will be sharing the set of questions and gathering feedback to try to make sure that we are asking the most pressing questions of you, and then we would ask that you also send someone to participate in the AI Expo in December.

If you have any specific questions, and we'll throw Katie's email address in the chat, you can always reach out to myself, or Jamie, or directly to Katie Ruiz, katie underscore ruiz at E Source.com.

So I'm gonna pause. We've spoken a lot. What questions do folks have? And I will look at the chat.

Bobby asked, do we have these slides? We'll send out the slides we've recorded today, and we'll also send out the link of today's recording.

Thanks, Bobby, that's a good question.

What other questions do folks have?

## **Jamie Wimberly**

So, in terms of next steps, again, as Jeffrey just said, everybody will get this deck, you'll get the recording, our account management team, our solution directors will be reaching out to you, I'll be reaching out to folks, Jeffrey will. We'd be glad to, you know, schedule a separate kind of call, if you to answer any questions that you might have, or just talk through this further.

We are asking folks to make a decision between now and when we officially kick this off, so, over the next weeks or so.

We do expect that there's going to be we already have commitments, so we expect there's going to be anywhere from to or more, utilities.

I am talking to some vendors, too, so we're going to be very selective about, who gets on that advisory council, but that will be awesome. So by the end of July, we'll be in a position to hit go. And we're gonna, we're gonna dig in right away.

I want to thank you all for your time this afternoon. We're excited about this work. We know from all the interactions that we have had with our utility clients that this is important work, it's timely, and so we hope that you will consider joining us for this.

Jeffrey, any last words on your end?

## **Jeffrey Daigle**

I want to echo what you just shared, Jamie. We always value our time together. Thank you for joining us today. If you do have any questions.

And I'm sure Jamie agrees with this. I know I'm looking at the names of folks who are here in the chat. I know many of you have my cell phone number and text me, so call, text, email. We're happy to jump on a call. We're happy to just have a quick conversation or respond to an email if you or your team has questions, but we would love to have each one of you participate, because I think this can bring immediate value as you're moving it and planning into .

## **Jamie Wimberly**

Thank you!

## **Jeffrey Daigle**

Thank you all, have a great rest of your day.

