



NV Energy

Business Services Operations Research Event

Ed W. Clark High School

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I. Executive Summary

Business Overview

NV Energy is Nevada's **largest energy provider**, serving electricity and natural gas to more than **46,000 square miles** of service territory to **2.4 million electric customers** throughout the state and to **millions of annual visitors**. The utility provides electricity and power generated and distributed from a **diverse energy portfolio** of natural gas, hydro, and increasingly renewable energy resources. **NV Energy** serves Nevada's homes, businesses, and communities. **NV Energy** has been serving Nevada's energy needs and powering Nevada's economy for more than **150 years**, and it will continue to do so in the years to come.



Figure 1: **NV Energy headquarters** located in Las Vegas, Nevada

Objective of Plan



Project SOLAR is a proposed strategic plan to incorporate **customer feedback** into **NV Energy's corporate social responsibility** strategies. The proposed plan will enhance transparency, strengthen **NV Energy's** engagement with stakeholders, and increase the alignment of public perception with **NV Energy's** actions. The proposed plan will also enhance **NV Energy's** long term clean energy and **community impact** strategies.

Research Problem

There are three key areas for improvement in **NV Energy's** Corporate Social Responsibility strategy:



Customer Understanding and Trust



Awareness of Assistance and CSR Programs



Communication of Value and Benefits

These findings will guide improvements to CSR messaging, outreach and stakeholder trust.

Research Methodologies



Quantitative

3 Methods

- **Document Review (Oct. 6 – Oct. 24, 2025):** Analysis of ESG disclosures, clean energy policies, and academic research for benchmarking.
- **Public Sentiment Analysis (Oct. 20 – Nov. 7, 2025):** Analysis of 200 social media posts to identify recurring issues and perception trends.
- **Customer Surveys (Dec. 1 – Dec. 12, 2025):** Rating scale and multiple choice questions to quantify satisfaction and awareness provided by **NV Energy**.



Qualitative

3 Methods

- **Competitor Analysis (Oct. 20 – Nov. 6, 2025):** Review of peer utility CSR reports to identify industry best practices and communication gaps.
- **Stakeholder Interviews (Nov. 17 – Dec. 19, 2025):** First hand meetings with a senator, regulators, and VPs to gain in depth information on **NV Energy's** current community impact.
- **Media Review (Oct. 20 – Nov. 4, 2025):** Reviewed **NV Energy's** community programs and press releases alongside coverage from the Las Vegas Review-Journal, Nevada Independent, X, and Reddit.

Findings and Conclusions of the Study

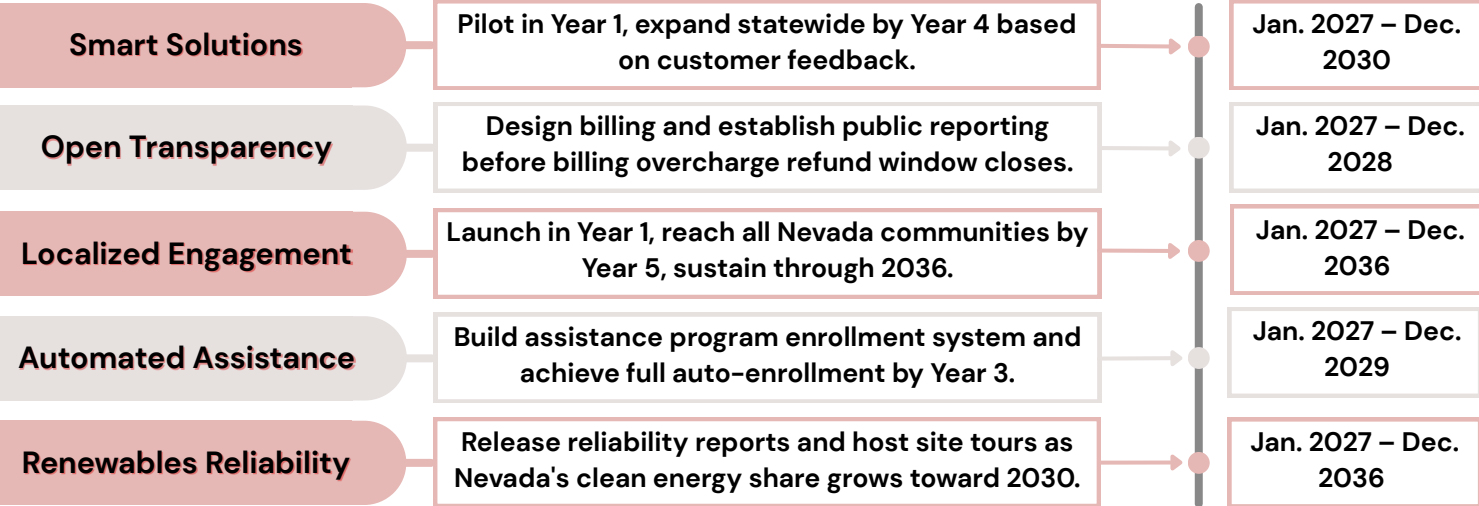
Findings	Conclusions
Customers judge NV Energy mainly on reliable power delivery and outage response speed , rather than sustainability or CSR messaging.	NV Energy must reframe CSR communication around service reliability and outage response to align messaging with what customers actually value.
Billing clarity scored lowest across all service categories. Rate changes and new charges create consistent frustration , even when reliability is strong.	Introducing plain language billing explanations for rate changes and charges would reduce the frustration most responsible for negative public perception.
Affordability and assistance programs exist but remain largely unknown . Low income and vulnerable customers are most impacted by this awareness gap .	Targeted outreach to raise program visibility among vulnerable populations will strengthen trust and ensure CSR efforts reach the customers who need them most.

SWOT	S	W	O	T
	• High grid reliability • Clean energy alignment • Stable market position • Established CSR efforts	• Complex billing systems • Affordability concerns • Low program awareness • Weakened public trust	• Simplify communication • Expand active outreach • Leverage customer data • Highlight direct benefits	• Rising energy costs • Negative media focus • Regulatory scrutiny • Rate change backlash

Proposed Strategic Plan and Activities

S	Smart Solutions
	Use an artificial intelligence powered voice assistant and mobile app to assist customers in resolving problems on the spot. This will reduce waiting times and make it easier to answer billing related questions while improving the customer experience as a whole.
O	Open Transparency
	Redesign monthly bills to include easy-to-understand information about rates, charges, and credits. Provide regular public updates and community briefings to help people better understand changes to their bills, refunds, and how energy costs are calculated.
L	Localized Engagement
	Instead, shift the focus to "hands-on" energy educational workshops in schools, libraries, and other community centers. These educational workshops will help families learn how to reduce their energy consumption, lower their bills, and learn about renewable energy in an everyday context.
A	Automated Assistance
	Leverage data driven outreach to automatically identify and enroll eligible customers in assistance programs. Partner with community centers to ensure seniors, renters, and low-income households receive assistance before financial hardship escalates.
R	Renewables Reliability
	Publish easy-to-read reliability reports and offer tours of renewable energy facilities to demonstrate how investments in solar and clean energy make the grid more secure. Sharing actual data will help to alleviate customer concerns that renewable energy is not reliable and secure.

Timeline



Key Metrics



Budget

Initiative	Activities	Costs (1 Year)	Annual Recurring Costs
Smart Solutions	- AI Customer Support System - Mobile App & Platform Development - Smart Routing & Escalation Tools	\$5,250,000	Year 2–4: \$2.20M Year 5–10: \$900K
Open Transparency	- Plain–Language Billing Redesign - Refund & Billing Status Updates	\$400,000	\$0
Localized Engagement	- In Person Energy Literacy Workshops - On Site Assistance Hubs	\$1,100,000	Year 2–10: \$1.0M
Automated Assistance	- Customer Identification System - Multi–Channel Outreach Automation	\$1,000,000	Year 2–3: \$500K Year 4–10: \$200K
Renewables Reliability	- Reliability Reporting & Public Education - Renewable Energy Site Tours	\$1,500,000	Year 2–10: \$1.0M

Total First–Year Investment \$9,250,000

Return on Investment (10 Years):
\$202.39M (588.3%)

II. Introduction

A. Description of the Business or Organization

NV Energy is the **primary** electricity and gas **utility** in Nevada. The company supplies electricity to over **2.4 million** customers and natural gas to over **168,000** customers over an area of approximately **46,000 square miles**. Headquarters for NV Energy is located in Las Vegas, where the company supplies electricity to Nevada's major economic and population centers. It also caters to **rural** communities and **industries** within Nevada. Backed by **Berkshire Hathaway Energy** (BHE), the company possesses the financial strength to continually invest in Nevada's rapidly evolving energy needs.



Figure 2: Solar field outside of Mandalay Bay Casino

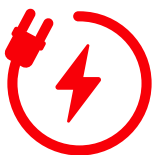
The history of **NV Energy** can be traced back to the initial development of electricity in Nevada **over 150 years ago**. Its beginnings date back to the utilization of **hydroelectricity** at the beginning of the 20th century, as well as the first electric supply to **Southern Nevada in 1906**. The number of **regional utilities increased** during the decades that followed Nevada's growth in terms of population and economy, and eventually, in 1999, all of those **merged into a single state-wide utility** company. The company changed its name to **NV Energy** in 2008, signifying a unified company covering both northern and southern Nevada.



Figure 3: NV Energy's Clark Generating Station in Henderson

NV Energy operates a huge **network** comprising power plants, high-voltage transmission lines, and distribution networks. It supplies **residents, commercial** organizations, and **industrial** plants with secure, efficient, and cost-effective power. The portfolio consists of power generated using natural gas, coal, hydropower, **renewables**, and **imported energy** from neighboring markets. Through its strategic investments in infrastructure and innovative technologies, **NV Energy** powers the economic development of Nevada.

Because customers cannot simply switch to a competing power grid, **NV Energy** operates as a natural **monopoly** and serves as Nevada's **regulated utility**, with all rates and operations strictly governed by the **Public Utilities Commission of Nevada (PUCN)**.



2.4M+

ELECTRIC
CUSTOMERS



168,000+

NATURAL GAS
CUSTOMERS



46,000 sq. miles

SERVICE
TERRITORY



Major Cities Served:

LAS VEGAS,
RENO,
HENDERSON

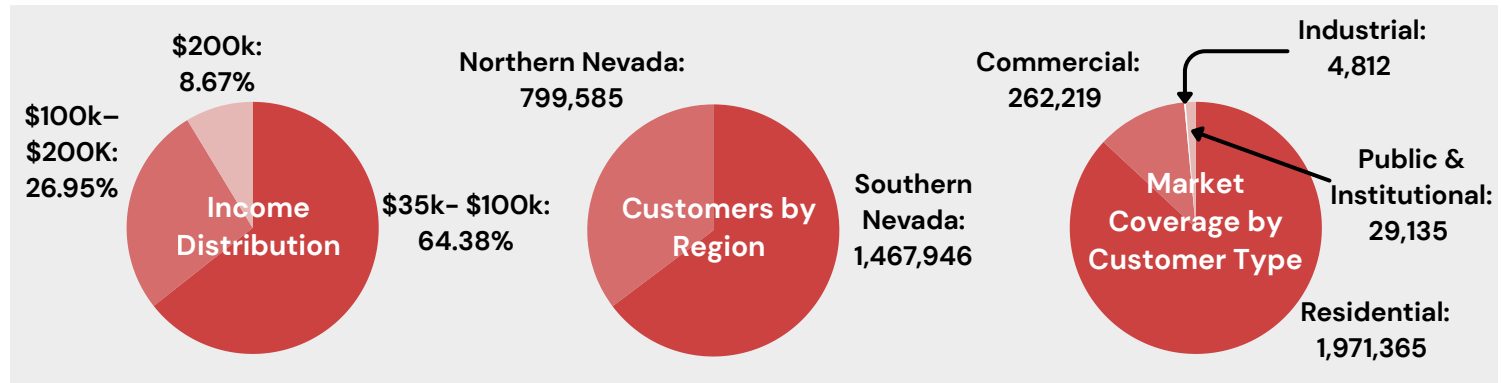


50% Clean Energy:

BY 2030

B. Description of the Target Market (Demographics and Psychographics)

Demographics/Geographics: **NV Energy's** market covers the vast majority of Nevada, spanning **dense urban centers** like Las Vegas and Reno to **remote rural communities**. Since southern heat is extreme and northern winters are freezing, a customer's geographic location directly dictates their seasonal grid dependency. This statewide network powers daily residential living, heating (natural gas in the North), and massive 24/7 commercial infrastructure like casino resorts, with only **minor service exceptions** for local power cooperatives and southern natural gas providers.



Gender

Because electricity is a universal necessity, **NV Energy's** customer base is perfectly balanced, with an even split of **50.4%** male and **49.6%** female residents. Therefore, communication and service efforts avoid demographic skewing and focus entirely on universal household needs and broad accessibility.

Age

The core **NV Energy** residential customer falls in the 25–54 age range. Nevada's median age sits at 39.5, and the 18–64 working-age group makes up **61.31%** of the state's population, with 30–34 year olds as the single largest slice at **7.42%**. These are people in peak household forming years, carrying mortgages or rent, raising kids, and watching every line item on a bill.

Income

Nevada's median household income is **\$81,134** with a per capita income of **\$42,545**. The majority of residents fall between \$35K and \$100K, with the \$75K–\$100K range being the single largest bracket in the state. Only **8.67%** of households earn **\$200K** or more annually.

Psychographics: **NV Energy** serves four distinct customer segments, each shaped by different values and risk tolerances when it comes to energy dependability.

- **Residential:** Value affordability and billing predictability. React strongly to unexpected costs and distrust rate volatility.
- **Commercial:** Prioritize uninterrupted service because downtime directly affects revenue. Cost-sensitive despite high energy demand.
- **Industrial:** Treat reliability as non-negotiable. Decision making is driven by operational risk over cost.
- **Public & Institutional:** Value long-term consistency and accountability. Service failure carries safety and reputational consequences beyond cost.

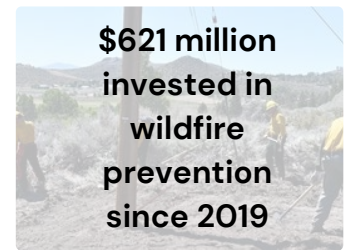
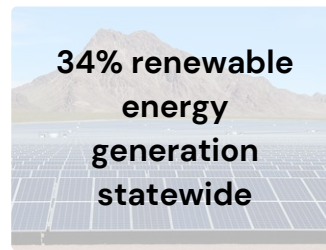
Meet Jordan Nathan

- Residential Customer in Henderson
- Soccer Coach
- Income: \$50,000 a year
- Prefers affordability & Consistent Bills
- Relies on Assistance Programs

Meet Tom Brady (Las Vegas Raiders)

- Commercial Customer
- Las Vegas Raiders Minority Owner
- Needs to Power Allegiant Stadium
- High Volume Energy Consumer
- Needs Reliable Power for Game Day

C. Overview of the Business or Organization's Current Business Strategy Relating to Corporate Social Responsibility Initiatives



Environmental Sustainability: **NV Energy** continues to invest in **clean energy infrastructure** across Nevada. The company expands solar and battery storage projects, supports statewide renewable energy goals, and implements wildfire prevention strategies through its **Natural Disaster Protection Plan (NDPP)**. These efforts reduce emissions and improve long-term energy reliability for Nevada communities.

Community & Social Impact: Through the **NV Energy** Foundation, the company funds programs that strengthen education, safety, and community resilience. Millions of dollars in **charitable grants, scholarships**, and tens of thousands of employee volunteer hours each year support local nonprofits, youth initiatives, and environmental organizations that **improve quality of life** statewide.



Customer & Employee Support: **NV Energy** prioritizes affordability, safety, and accessibility for all customers. Programs like **Project REACH** and energy efficiency rebates assist vulnerable populations, while employee training, safety initiatives, and diversity efforts ensure a **skilled and supported workforce** that delivers exceptional service to Nevadans.

Ethical Governance: As part of **Berkshire Hathaway Energy**, **NV Energy** upholds strict governance, transparency, and compliance standards. The company publishes annual sustainability reports, aligns operations with **UN Sustainable Development Goals**, and maintains open communication with regulators and stakeholders to promote trust and accountability.

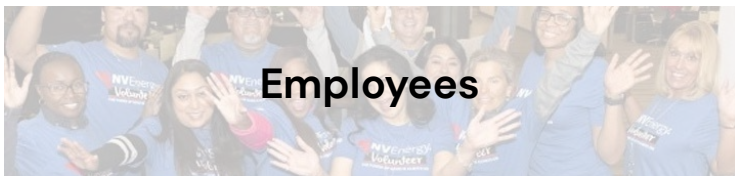


GreenPower Education Program: **NV Energy's** GreenPower program installs permanent solar panels and wind turbines at select school sites and provides teachers with renewable energy curriculum and training, all at no cost to schools.

III. Research Methods Used in Study

A. Description and Rationale of Research Methodologies Selected to Conduct the Research Study

This research focused on identifying the four primary stakeholder groups that shape **NV Energy's** corporate social responsibility priorities: **employees, customers, regulators, and investors**. By analyzing the expectations and concerns of each group, the study determined which CSR initiatives are most relevant, credible, and impactful for **NV Energy**.



Employees

NV Energy's frontline workforce is responsible for daily service delivery. They prioritize workplace safety, operational reliability, and transparent internal communication.



Customers

Nevada residents and businesses whose daily lives, finances, and operations depend directly on NV Energy delivering reliable and affordable power.



Regulators

State and federal agencies that set the legal boundaries NV Energy operates within. They focus on clean energy compliance, consumer protections, and rate transparency.



Investors

Long term stakeholders focused on NV Energy's financial stability and governance. They expect responsible environmental practices, sound management, and transparent reporting.

Quantitative Research	Research Method	Description	Rationale
	 Surveys <u>Dec. 1 – Dec. 12, 2025</u>	NV Energy's customer satisfaction surveys collected opinions and awareness data on services and initiatives using rating scale and multiple choice questions.	Quantified public sentiment and benchmarked it against company reported data to identify gaps in awareness and satisfaction.
	 Documents <u>Oct. 6 – Oct. 24, 2025</u>	Analyzed NV Energy's Sustainability Reports, BHE ESG disclosures, PUCN filings, clean energy policies, consulting reports, competitor CSR reports, and academic research.	Built a reliable secondary data foundation on emissions, renewables, and regulation, allowing for direct comparison against competitors and industry standards.
	 Public Sentiment Analysis <u>Oct. 20 – Nov. 7, 2025</u>	Coded 200 posts and comments mentioning NV Energy across X, Reddit, and Yelp as positive, neutral, or negative to map overall sentiment and recurring concerns .	Surfaced unfiltered public opinion outside official channels, revealing issues certain issues that internal data wouldn't be able to capture.
Qualitative Research	Research Method	Description	Rationale
	 Interviews <u>Nov. 17 – Dec. 19, 2025</u>	Conducted stakeholder interviews with Senator Rochelle Nguyen, Jimmy Daghlion (VP of Renewables), Gaurav Shil (PUCN Regulator), and Angel Williams (Director of Community Relations).	Provided first hand perspectives on NV Energy's community impact and influence adding depth beyond documents and social media from multiple stakeholders .
	 Media Review <u>Oct. 20 – Nov. 4, 2025</u>	Reviewed NV Energy's community programs and press releases alongside coverage from the Las Vegas Review-Journal, Nevada Independent, X, and Reddit (r/lasvegas, r/renewableenergy).	Compared NV Energy's official messaging against actual press coverage and public discourse to assess how the company is portrayed versus how it presents itself.
	 Competitor Analysis <u>Oct. 20 – Nov. 6, 2025</u>	Reviewed CSR and sustainability reports from SW Gas, PG&E, and TMWA, focusing on renewable energy, community engagement, environmental goals, and transparency .	Benchmarked NV Energy against peer utilities to identify CSR gaps, best practices, and opportunities to strengthen its sustainability positioning.

B. Process Used to Conduct the Selected Research Methods

Surveys

To gather customer perception data, **NV Energy** provided the team with the 2022 Service Quality and Metrics Report filed with the Public Utilities Commission of Nevada. The team reviewed results from two surveys (**NV Energy's** internal After Call Survey and the Escalent Customer Satisfaction Survey) by reading through response data across service dimensions scored on a 1–5 and 0–10 scale, respectively. The report covered **4,101,170 total customer calls** and **3 years of trend data**, 2020–2022, providing the team with a comprehensive baseline for evaluating customer sentiment across **NV Energy's** service areas.

Interviews

To gather firsthand perspectives on **NV Energy's** operations and community impact, the team emailed key stakeholders across regulatory, corporate, and community sectors to request interviews. Each interview was conducted either virtually via Google Meet or in person using a semi-structured question format. Responses were reviewed and compared across all four interviewees to identify common themes, contradictions, and insights **not available through public documents**.

Key questions asked during each interview:

- **Gaurav Shil:** After the \$65.5 million overcharge on customers, how can **NV Energy** rebuild public trust through CSR?
- **Rochelle Nguyen:** After the recent rate and billing controversies, what do you believe **NV Energy** must do to rebuild public confidence and prove it's acting in the public interest?
- **Jimmy Daghliah:** Looking five years ahead, where do you see **NV Energy's** renewable and CSR strategies evolving, and what role will innovation play in reaching those goals?
- **Angel Williams:** If you could redesign **NV Energy's** CSR strategy from the ground up, what would be the first two changes you'd make to improve customer satisfaction and trust?

Documents/Online Research

The team conducted research through a 4-step process to gather effective and reliable information when reviewing documents and online sources, including social media platforms.

S

Source

The team identified relevant materials by searching across public databases, news platforms, regulatory filings, and social media to build a **comprehensive picture** of **NV Energy's** CSR performance and public reputation.

C

Collect

Materials were selected based on **credibility** and **relevance**. Each source was filtered using targeted keywords, including "sustainability," "renewables," and "billing," to ensure only pertinent information was retained.

A

Analyze

Each source was reviewed and tagged by topic area, including emissions, renewables, regulation, and customer sentiment. Social media posts were **coded** as positive, neutral, or negative to map recurring concerns and public perception trends.

N

Note

Findings were compiled into a centralized Google Doc and cross referenced across all sources to identify patterns, benchmark **NV Energy** against industry peers, and **identify gaps** between public perception and official company messaging.

IV. Findings of the Research Study

Stakeholder Interviews

Interview with Gaurav Shil: From a **regulatory standpoint**, Shil defined CSR around three standards every utility must meet: energy must be **affordable, reliable, and sustainable**. He noted that Nevada imports all natural gas through out-of-state pipelines vulnerable to disruption, while the sun shines 12 to 16 hours daily at zero fuel cost, **making renewables the stronger long term** option on both counts. On the \$65.5 million overcharge, regulators expect three steps to rebuild trust: return impacted **customers to the baseline** through full repayment with interest, demonstrate through **transparent auditing** that it cannot happen again, and sustain trust by **keeping unit rates flat** while continuing to invest in renewables.



Figure 5: Google Meets interview with Gaurav Shil



Figure 6: In person interview with Senator Rochelle Nguyen

Interview with Rochelle Nguyen: From a **legislative standpoint**, Nguyen focused on CSR activities that are directly tied to a utility's core energy operations and public accountability. She emphasized clean energy investment, consumer protection, and financial transparency as the areas where **legislation and CSR overlap most**. She gave particular attention to how utility programs reach low-income and rural communities, stressing that CSR initiatives only carry legislative weight when they produce **measurable public benefit**.

Interview with Jimmy Daghliah: Findings from internal leadership input outlined **NV Energy's six core operational principles**: customer service, employee commitment, environmental respect, regulatory integrity, operational excellence, and financial strength. Renewable energy development was discussed within the context of Nevada's mandate to achieve **50% renewable generation by 2030**, with emphasis on balancing cost, reliability, and environmental outcomes. **Energy storage was identified as a key component** for managing the intermittency of solar generation and supporting grid reliability. Operational transparency, customer affordability, and **corrective action following billing misclassification were described as integral to maintaining public trust** and regulatory accountability.



Figure 7: Google Meet interview with Jimmy Daghliah



Figure 8: In person interview with Angel Williams

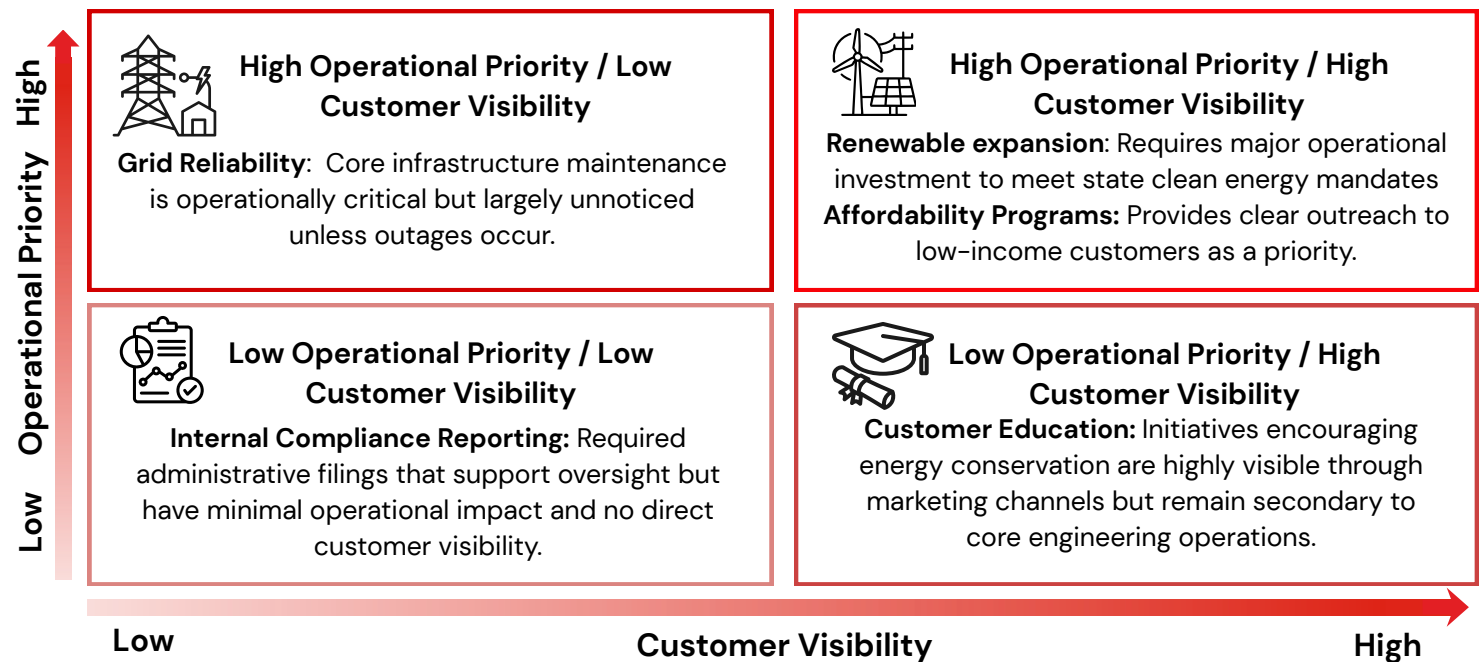
Interview with Angel Williams: Findings from customer relations input indicated that **affordability and high energy rates** represent the most frequent customer concerns. Customer feedback identified **low-income households, seniors, renters, and rural communities** as facing the greatest barriers to energy access and bill stability. **Existing assistance programs** such as FlexPay, Equal Pay, PowerShift, Project REACH, and SAFE were described as available but **not widely** recognized by almost 75% of qualifying customers. Billing accuracy, transparency in communication, and system reliability were consistently referenced as factors influencing customer trust.

Internal Documents

- **NV Energy Sustainability Report:** The Sustainability Report showed that **NV Energy** focused heavily on expanding **renewable energy**, improving **grid reliability**, and reducing long-term **emissions**. It also accounted for challenges related to **rising costs** and the need to explain **billing changes** to customers.
- **Berkshire Hathaway ESG Disclosures:** Berkshire Hathaway Energy's **ESG disclosures** emphasized long-term investment, risk management, and infrastructure reliability across its utilities. The documents highlighted a **parent-level focus** on sustainability balanced with financial stability and regulated cost recovery.

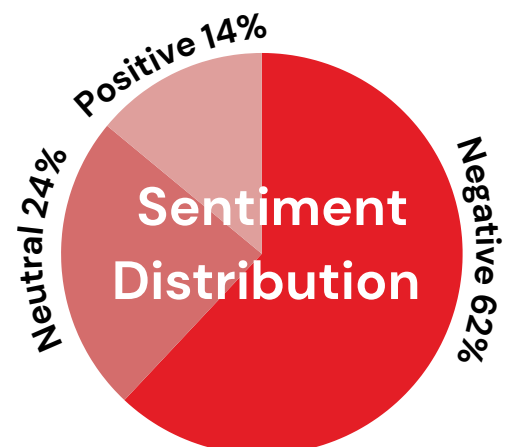
External Documents

- **Public Utilities Commission of Nevada Filings:** PUCN filings revealed that **NV Energy's** operations are closely monitored by regulators, with strong attention on **rate cases**, **grid upgrades**, and **wildfire mitigation**. These filings showed frequent tension between infrastructure investment needs and **customer affordability** concerns.
- **Nevada Legislature Bills & NV Energy Testimony:** Review of **state legislation** and **NV Energy** testimony showed that **Nevada's clean energy** laws strongly shape the company's CSR strategy. **NV Energy** generally supported clean energy goals while consistently warning lawmakers about potential impacts on **customer rates**.



Public Sentiment Analysis

Analysis of **200 recent public posts** and **comments** referencing **NV Energy** revealed **predominantly negative sentiment** toward the company's sustainability and billing practices. Negative sentiment most frequently centered on concerns regarding **rising electricity rates**, the introduction of new billing charges, and perceived lack of transparency, particularly among solar customers. Neutral comments primarily reflected **confusion or requests** for clarification about **billing structures**, while positive comments most often acknowledged **NV Energy's investments in renewable energy** and grid reliability.



Competitor CSR Analysis

Competitor utilities such as **Southwest Gas**, **PG&E**, and **Truckee Meadows Water Authority** prioritize grid reliability, wildfire mitigation, and regulatory compliance as core CSR functions. Compared to peers, **NV Energy** places a stronger emphasis on **renewable energy expansion**, while facing similar challenges related to customer affordability and rate sensitivity. The analysis showed that leading utilities align CSR initiatives closely with **operational risk management** and clear regulatory expectations rather than standalone social programs.

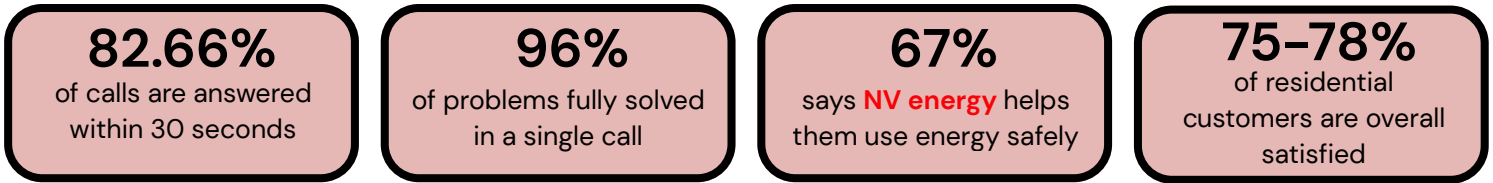
Media Review

Media coverage generally framed **NV Energy's** sustainability efforts positively, emphasizing long term reliability, renewable energy goals, and wildfire mitigation. However, several articles highlighted customer frustration related to **billing errors, unclear charges, and rate increases**, particularly following **billing system changes**. This coverage suggested that while **NV Energy's** operational priorities are **well communicated** to regulators, **billing transparency issues** remain highly visible and continue to affect trust.



Figure 9: Article from the Nevada Current

Surveys



Residential	Satisfaction Index Score (0-100)						Escalent Survey Question
	2020		2021		2022		
	NPC	SPPC	NPC	SPPC	NPC	SPPC	
Service Reputation	82	83	82	82	81	79	Being easy to do business with, being responsive to customer needs, and constantly improving the way they do business.
Management Rep.	81	82	81	80	78	77	Being a company you can trust and being well-managed.
Price and Value	77	80	76	79	73	73	In general, considering the value you receive, would you describe NV Energy’s electric prices as...?
Service Rep.	65	72	67	73	61	64	Helping customer understand the relationship between usage and what they are charged and reasonableness of Electric Rates.
Service Rep.	76	79	77	77	76	74	Providing helpful tips on how to save money and conserve energy.
Community Relations	75	78	74	73	73	70	Involved in community activities and helping local economy by retain and attract business and jobs.
Managing Rates	68	74	69	73	66	66	Keeping electric rates as low as possible and controlling costs while maintaining quality service.
Service Rep.	82	85	83	85	81	82	Informing customers about what the utility is doing to keep overall energy costs low.

This was the most important survey from **NV Energy's** 2022 Service Quality & Metrics Report. The table displays residential customer satisfaction index scores on a 0–100 scale across eight categories from 2020 to 2022, broken down by **NPC** (Nevada Power Company, southern Nevada) and **SPPC** (Sierra Pacific Power Company, northern Nevada). **Managing rates** and **understanding rates** consistently score the **lowest**, reflecting ongoing customer concern around cost and value.

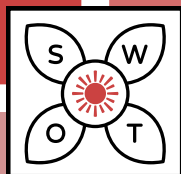
B. Conclusions of Research Study

Strengths

- Strong grid **reliability** and **fast outage restoration** compared to customer expectations
- Clear alignment with state clean energy goals and long-term infrastructure planning
- **Stable regulatory** position as a protected monopoly utility
- Already has a reliable and **effective CSR reputation** and initiatives set up.

Weaknesses

- Customers **struggle to understand** billing, rate changes, and added charges
- **Affordability concerns** are common, especially for residential and fixed-income customers
- Customer assistance programs exist, but are **not well known** or clearly explained
- **Public trust is weakened** by billing confusion, even when operations perform well



Opportunities

- Improve billing **clarity** and **communication** to reduce frustration and complaints
- Increase awareness and use of assistance programs through clearer outreach
- Use **customer data** to better target affordability and education efforts
- Strengthen trust by linking clean energy investments to direct customer benefits

Threats

- **Rising energy costs** increase pressure on customer satisfaction and public trust
- **Negative media coverage** can outweigh strong operational performance
- **Regulatory scrutiny** may increase if affordability concerns persist
- **Customer frustration** may grow if communication does not improve alongside rate changes

Conclusion #1: Customers judge NV Energy mostly on everyday service quality.

- Customers care most about **reliable power service** and how **quickly outages are fixed**
- **Fast** customer support **builds trust** more strongly than long-term sustainability goals.
- Day-to-day service ability has a bigger impact on customer perception than messaging.

Conclusion #2: Reliability and response matter more than price understanding.

- Surveys showed **higher satisfaction** with **reliability** and **outage response** than pricing or rates.
- Customers **value quick issue resolution** more than fully understanding billing structures.
- Strong service performance outweighs cost perception when customers evaluate **NV Energy**.

Conclusion #3: High bills and confusing charges frustrate customers most.

- Billing clarity scored lower than most other service-related performance categories.
- Many customers **struggled to understand rate changes** and new or adjusted charges.
- **Cost related concerns** appeared consistently across both survey data and media coverage.

Conclusion #4: Strong call center metrics mask deeper service gaps.

- While 82.66% of calls are answered within 30 seconds and 96% are resolved in a single call, overall customer satisfaction with service remains in the mid-70s on the Escalent index.
- 4.1M annual calls signal that customers lack self-service tools to resolve issues independently.

Conclusion #5: Many customers do not know about assistance programs.

- Customer assistance programs exist but are **not widely recognized by customers**.
- This lack of awareness most strongly affected lower-income and vulnerable groups.
- Limited program visibility reduced trust and overall customer satisfaction.

V. Proposed Strategic Plan



A. Objectives and Rationale of the Proposed Strategic Plan

Rationale & Objectives

S

Smart
Solutions

Rationale #1: Fixing Wait Times and Phone Menu Frustration

NV Energy currently uses old-fashioned phone menus that cause long wait times and led to over **30,000 supervisor calls** last year. These outdated navigation systems often make customers feel **trapped** and **frustrated** when they need quick answers to complex billing questions.

Objective #1: Launching a New AI Helper and Mobile App

Our goal is to build a **smart AI voice** system and a new **mobile app** that provides instant, **personalized** help for every customer. By using AI that systematically **adapts** to each person's information, the system can answer questions in plain language without the stress of waiting on hold.

O

Open
Transparency

Rationale #2: Fixing Trust Issues After Billing Mistakes

NV Energy is dealing with a loss of trust because of a **\$65.5 million billing mistake** that affected many families over several years. Customers currently have no easy way to see a clear breakdown of their rates or track the **exact status** of their promised refunds.

Objective #2: Providing Simplified Billing Statements and Public Audits

We will redesign **monthly bills** in **plain English** and hold regular public meetings so families can get **clear updates** on refunds, billing, and **NV Energy's** work directly from company experts. This will make it easier for customers to understand and trust their bills.

L

Localized
Engagement

Rationale #3: Making Charity More Useful for Customers

NV Energy currently spends a lot of its charity money on general events and sponsorships that do not directly help customers lower their power bills. Local communities need more **specific support** that teaches them how to improve home **energy efficiency** and manage their daily usage better.

Objective #3: Hosting Hands-On Energy Education Workshops

The strategy is to host **in-person energy workshops** and school events focused on **teaching families** how to save money on power. This shift ensures that the company's community help goes directly toward lowering electricity costs through practical, face-to-face education.

A

Automated
Assistance

Rationale #4: Helping People Find Financial Support

NV Energy offers several helpful **financial programs**, but a staggering **75%** of qualifying customers are completely unaware that this help even exists. This major information **gap** means that many families only find out about **support programs** after they have already fallen into significant debt.

Objective #4: Partnering with Community Centers for Direct Enrollment

The aim is to work directly with local community centers and use **targeted mail** to sign up families for **assistance programs** before they face a financial crisis. This **proactive outreach** will ensure that support reaches **seniors** and **low-income** renters who need it most without requiring them to search.

R

Renewables
Reliability

Rationale #5: Proving that Green Energy is Dependable

NV Energy is working toward **50%** clean energy by **2030**, but many customers worry solar power will make service **less** dependable, and key grid reliability data is not shared in a **public-friendly** way.

Objective #5: Publishing Clear Reliability Reports and Hosting Site Tours

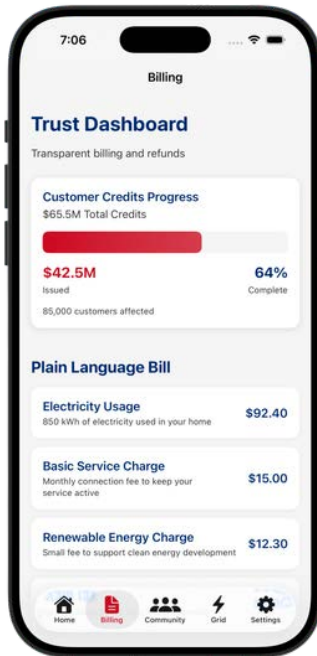
The goal is to release monthly **reliability reports** and **host tours of renewable energy sites** to show exactly how the power grid is performing. Providing this physical proof of stability will help build public confidence and prove that clean energy is dependable for **Nevada families**.

B. Proposed Activities and Timelines

S

Smart Solutions

Use an AI-powered customer service system and mobile platform to cut wait times, explain bills, and guide customers to help faster.

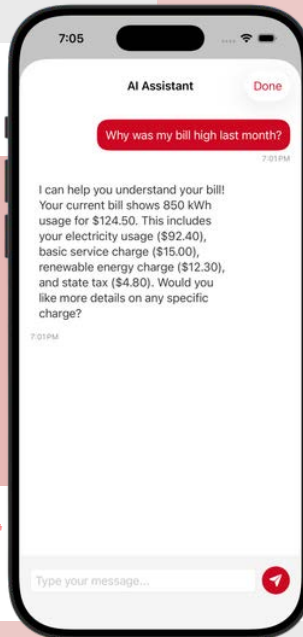


Trust Dashboard

System S.O.L.A.R.'s Trust Dashboard integrates full account histories to show how every dollar on an **NV Energy** bill is computed. Instead of complex, confusing statements, households see a clear, **plain-language breakdown** of usage, charges, and credits alongside a **live refund tracker**, which helps rebuild **confidence** in every bill.

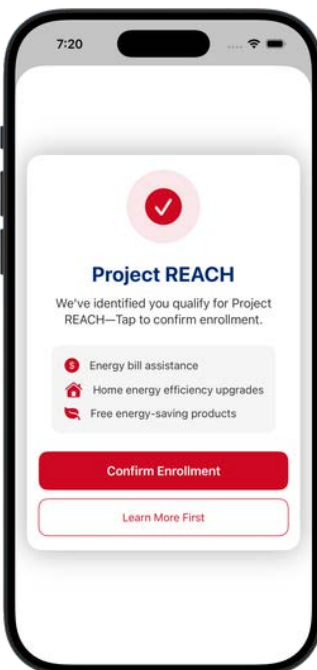
Smart Assistant

The Smart Assistant screen is your always-on Personal Expert for **NV Energy**. It reads your real-time **usage, billing history**, and solar data to answer questions like "Why was my bill higher this week?" in **clear, plain language**. By turning **complex** numbers into **simple, data-backed explanations**, it replaces guesswork with **trustworthy** answers you can act on.



Secure & Private

Because AI has real **privacy** risks, the Smart Assistant is built to **protect** you first. All analysis stays **inside NV Energy's secure** systems, and your data is **never sold** or used for advertising, only to answer your question. By showing what information it uses and why, the assistant **earns** your **trust** while making your energy data **easier** to understand.

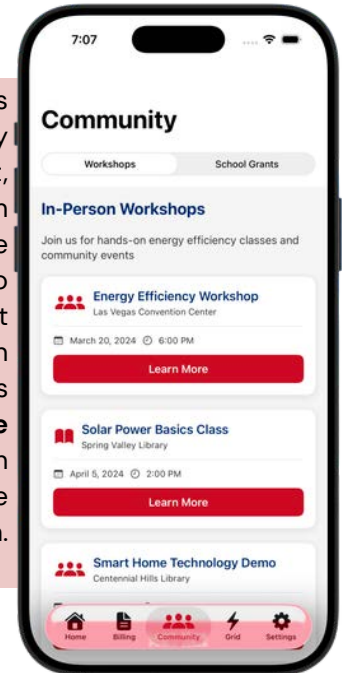


Enrollment Hub

The Project REACH enrollment page aims to bridge the **awareness gap** for vital support. **NV Energy** currently offers assistance programs that **75% of qualifying customers are unaware** of until they face a financial crisis. Our objective is to use **proactive data matching** to identify eligible households and provide a one tap enrollment path, ensuring families receive **financial aid** before they **fall into debt**.

Community Hub

The **Community** page serves as a **central hub** for local energy literacy and social impact, shifting **NV Energy's** focus from high-level corporate **sponsorships** to neighborhood-level support. It emphasizes in-person workshops and school events that teach families how to **save** money on power through practical, face-to-face education.



Grid Map

The Grid page lets users see exactly where their power comes from through **live infrastructure tracking**. **NV Energy** is making massive leaps in clean energy, but customers remain skeptical of grid stability because engineering **data is not currently shared with the public**. Our objective is to provide a real time "Renewable Mix" map and drone fed updates to prove that solar energy is **reliable** for the future.





Open Transparency

Clearly show how bills are calculated and provide regular, public updates on refunds and billing changes.

Plain-English Billing Statements

NV Energy will redesign monthly billing statements so customers can **clearly** see how their bill is **calculated**, going beyond today's **fine-print** notes and technical footers. Each charge, fee, and credit will be explained in **simple** language with short definitions and examples, replacing **jargon** like "tariff schedules" and "true-up adjustments."

Refund & Billing Correction Status Updates

NV Energy will provide **clear, public** updates when billing errors or refunds occur. Customers will be able to see when a refund is issued, how much it is, and when it will appear on their bill. This **reduces confusion** and rebuilds trust after past billing mistakes.

What customers see now

 Monthly Statement
Your Electricity Use
- Metered usage based on billing cycle read dates - Subject to estimated usage reconciliation
Energy Charge – \$83.00
- Calculated using applicable tiered volumetric rates - Rates approved through regulatory proceedings
Deferred energy adjustment – \$2.04
- Periodic true-up reflecting prior period cost recovery - Applied pursuant to tariff schedules
Basic Service Charge – \$12.75
- Monthly fixed charge for service availability - Covers standard customer account services
Other adjustments – \$1.87
- Pass-through charges and credits - Subject to requirements
Total Amount: \$104.70

What customers see with Plain English

 Monthly Statement
Your Electricity Use
You used 700 kWh this month (Average for a 3-4 bedroom home)
Energy Charge – \$83.00
- Cost for the electricity you actually used - Based on approved state rates
Deferred energy adjustment – \$2.04
- Small adjustment from earlier months - Ensures prices stay accurate over time
Basic Service Charge – \$12.75
- Fixed monthly fee to keep your home connected - Covers meters, billing, and grid maintenance
Other adjustments – \$1.87
- State-required charges and credits - Not set by NV Energy alone
Total Amount: \$104.70



Localized Engagement

Deliver in-person energy education workshops that directly teach families how to lower their electricity bills.

Launching In-Person Energy Literacy Workshops

NV Energy will host **free**, in-person workshops at **local hubs** like libraries, schools, and community centers to provide immediate **financial relief** through education. These sessions focus on teaching participants how to interpret complex electric bills, identify energy-wasting habits, and discover hidden assistance programs they may already qualify for. By receiving direct answers from experts, customers walk away with a **personalized plan** to lower their monthly electricity costs.

Establishing On-Site Assistance Hubs in Targeted Communities

This program is specifically built for those facing the toughest financial challenges, including renters, seniors, and **low-income households**. Trained **NV Energy** representatives will bring tailored resources directly into these specific neighborhoods to ensure help is accessible to everyone, regardless of their technical background. This face-to-face approach turns high-level corporate goals into **meaningful local support**, building stronger long-term trust between the utility and the community.



Automated Assistance

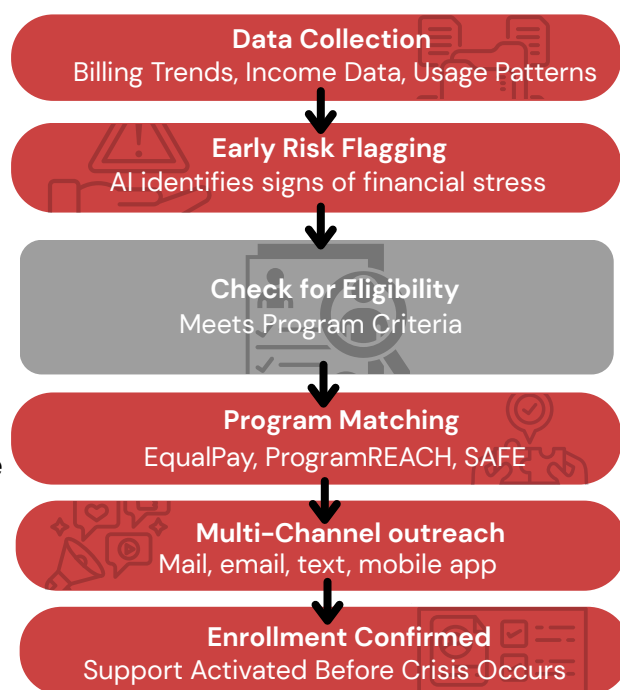
Automatically connect eligible customers to financial assistance programs before they fall behind on payments.

Customer Identification and Support Features

Eligible customers are identified using billing trends, income qualification data, and usage patterns to flag early signs of financial stress. Customers are then **automatically connected** to assistance programs, including Equal Pay, FlexPay, Project REACH, and SAFE through mail, email, text, and the mobile app, **no searching required**.

Community Partners

The program integrates **NV Energy's** internal data systems with community centers, housing authorities, and social service organizations to ensure seniors, renters, and low-income households **receive timely support**. This proactive approach reduces late payments, prevents service interruptions, and strengthens trust by demonstrating that help arrives **before a crisis occurs**. Ultimately, this system transforms financial assistance from a frustrating hurdle into a **seamless community safety net**.



R Renewables Reliability

Publicly share clear reliability data and offer site tours to prove clean energy is stable and dependable.

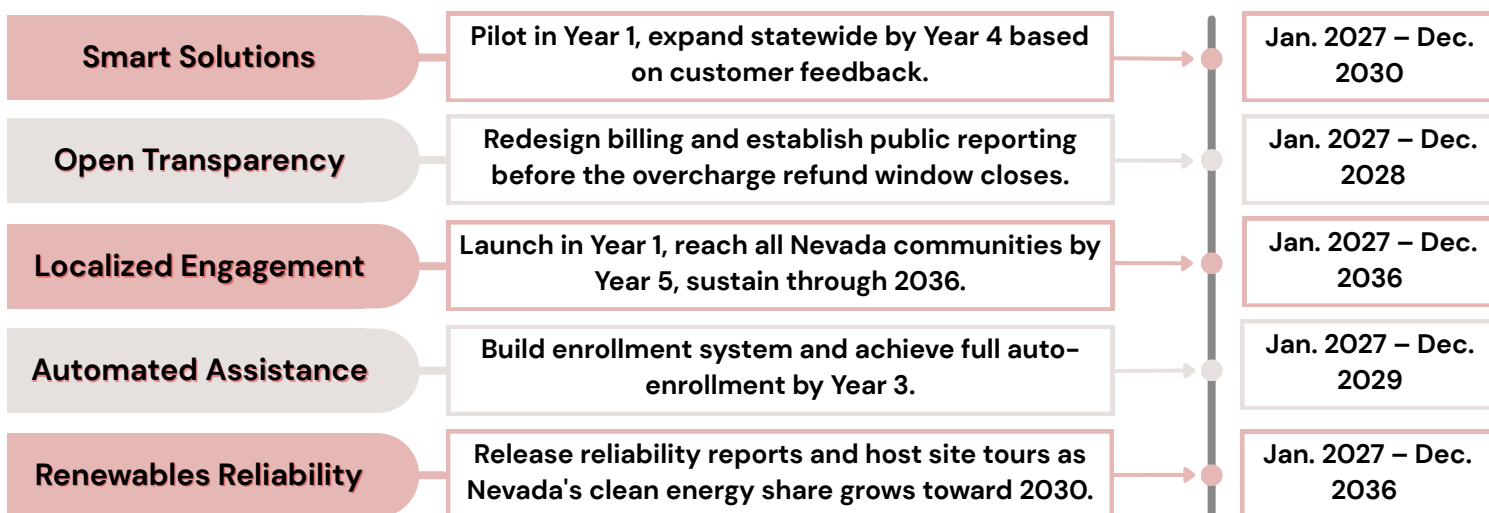
Transparency and Public Understanding

NV Energy will publish **simple** and **consistent reliability reports** that explain grid performance, outage response, and how solar and energy storage support system stability. These reports will translate technical data into plain language so customers can clearly understand how clean energy investments strengthen reliable service. Public access to this information will **reduce confusion** and **increase trust** in renewable energy operations.

Direct Engagement and Confidence Building

NV Energy will host guided **tours** of solar facilities, battery storage sites, and grid control centers to show how renewable energy is **managed**. These hands-on experiences will help customers see that clean energy is **dependable** and **monitored**. In-person tours for everyone are **costly** and hard to attend, so **NV Energy** will also provide **virtual** tours and video walk-throughs on its website and other channels so people can build long-term confidence in renewables as a reliable power source.

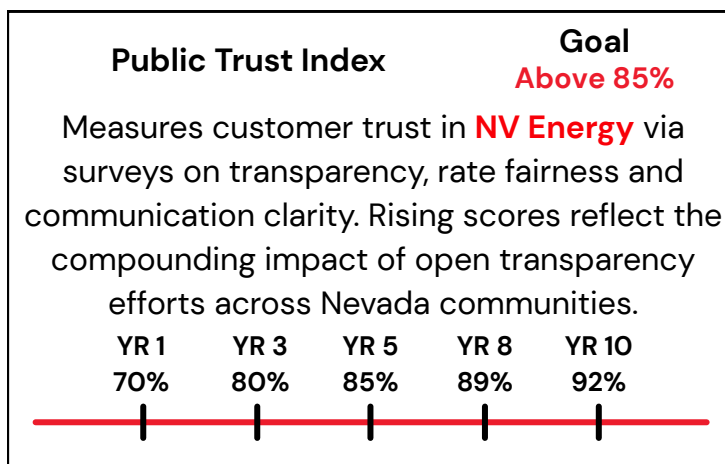
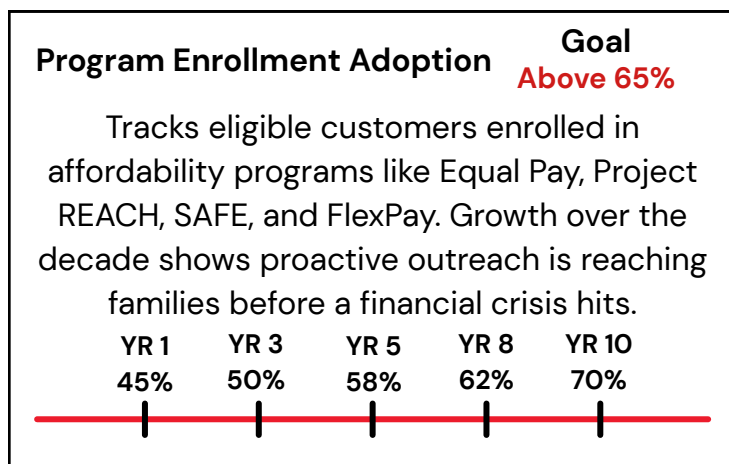
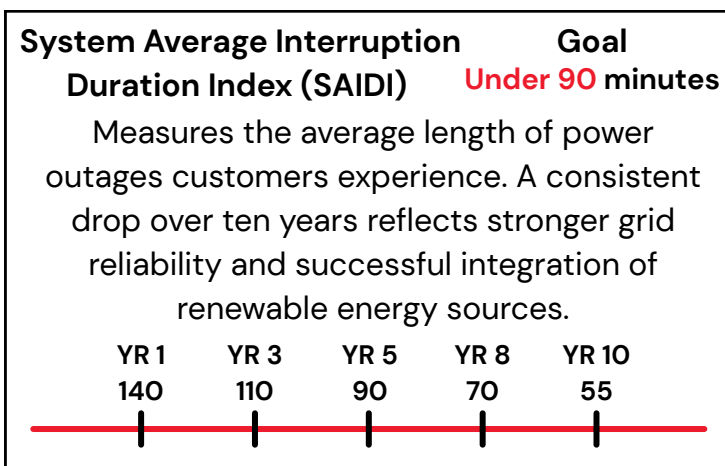
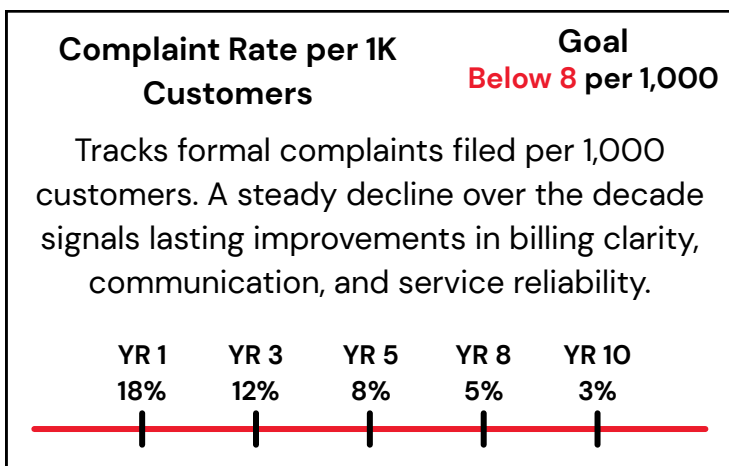
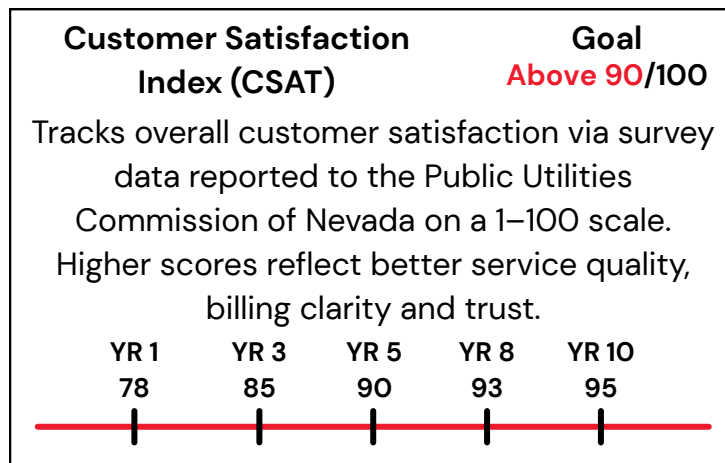
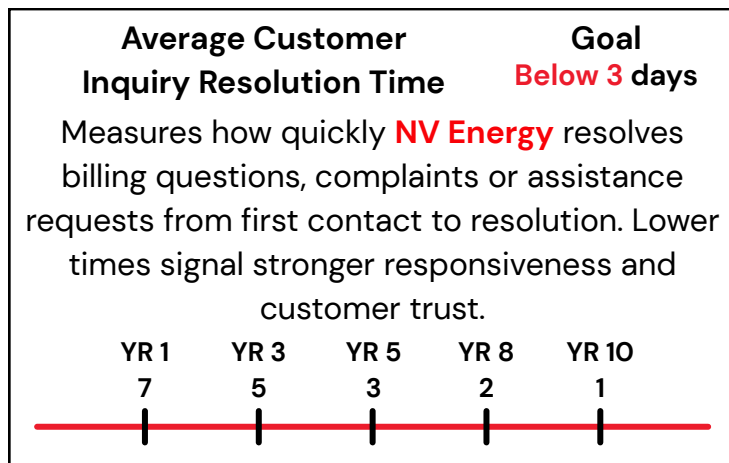
Timeline



To ensure the successful execution of Project S.O.L.A.R., **NV Energy** must follow a structured 10 year timeline. Rebuilding public trust, showing accountability to regulators, and creating meaningful change in customer experience cannot happen overnight. Each initiative is assigned a realistic start date and duration that reflects the time needed for communities to see results, regulators to verify progress, and customers to regain confidence in **NV Energy** as a responsible utility provider.

C. Proposed Metrics or Key Performance Indicators to Measure Plan Effectiveness

To evaluate the effectiveness of **project S.O.L.A.R**, **NV Energy** will track the following **Key Performance Indicators** (KPIs). These metrics directly align with the plan's initiatives and measure improvements in transparency, trust, engagement, affordability, and system reliability.



VI. Proposed Budget



The proposed 2027–2036 budget **peaks in Year 1** due to simultaneous initiative launches. Costs **steadily decrease** through **Year 4** as Open Transparency, Automated Assistance, and Smart Solutions reach completion. By **Year 5**, annual **costs stabilize** at their lowest point, funding only the 10 year recurring programs: Localized Engagement and Renewables Reliability. This financial structure perfectly aligns **NV Energy** to comfortably manage the transition toward the 2030 clean energy mandate. Detailed breakdowns are below.

Total First Year Cost = \$9,250,000

S – Smart Solutions (Year 1) = \$5,250,000

AI Customer Support System

- AI model development and training: **\$800,000**
- CRM and billing system integration: **\$600,000**
- Cloud hosting and infrastructure: **\$300,000**
- Security and data privacy architecture: **\$400,000**
- QA testing and compliance review: **\$200,000**
- Project management and deployment: **\$200,000**

Total Cost: \$2,500,000

Mobile App Development

- iOS app development: **\$500,000**
- Android app development: **\$500,000**
- UX and accessibility design: **\$350,000**
- Backend APIs and real-time data services: **\$300,000**
- Security testing and launch support: **\$150,000**

Total Cost: \$1,800,000

Smart Routing

- Call routing AI and automation software: **\$650,000**
- Staff training and change management: **\$500,000**

Total Cost: \$950,000

O – Open Transparency (Year 1) = \$400,000

Plain-Language Billing Redesign

- Bill structure redesign and consumer testing: **\$220,000**
- Regulatory review and PUCN approval process: **\$180,000**

Total Cost: \$400,000

L – Localized Engagement (Year 1) = \$1,100,000

On-Site Assistance Hubs

- Mobile outreach units and equipment: 3 hubs * \$66,667 = **\$200,000**
- Community partner coordination: 3 hubs * \$33,333 = **\$100,000**

Total Cost: \$300,000

Community Workshops & Education

- Venue rentals and logistics: 25 events * \$14,000 = **\$350,000**
- Educational materials and printed tools: 25 events * \$6,000 = **\$100,000**
- Staff and expert facilitators: 25 events * \$12,000 = **\$300,000**

Total Cost: \$800,000

A – Automated Assistance (Year 1) = \$1,000,000

Customer Identification System

- Data Analytics and Eligibility Modeling = **\$450,000**
- Secure integration with assistance programs = **\$250,000**

Total Cost: \$700,000

Multi-Channel Outreach Automation

- Email, SMS, and mail automation tools = **\$200,000**
- Accessibility and language support setup = **\$100,000**

Total Cost: \$300,000

R – Renewables Reliability (Year 1) = \$1,500,000

Reliability Reporting & Public Education

- Reliability report development and publishing: **\$300,000**
- Plain-language grid performance summaries: **\$200,000**

Total Cost: \$500,000

Guided Renewable Tours

- Virtual tour production and video walkthroughs: **\$500,000**
- Digital platform integration and accessibility: **\$300,000**
- Web hosting and ongoing content updates: **\$200,000**

Total Cost: \$1,000,000

Recurring Costs

As Project SOLAR matures, **annual costs decrease significantly**. Smart Solutions carries the highest recurring cost through Year 4 as the platform expands statewide, then drops to maintenance only from Year 5. Open Transparency is a one-time investment with no recurring expense after Year 2. Localized Engagement and Renewables Reliability run the full ten-year term, sustaining community workshops and reliability reporting as Nevada's clean energy share grows toward and beyond the 2030 mandate. Automated Assistance reaches full auto-enrollment by Year 3 and transitions to a lower maintenance cost from Year 4 onward. By Year 5, total annual **costs stabilize at \$2.5M** and **remain flat through 2036**.

Initiative	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
S — Smart Solutions	\$5.25M	\$2.20M	\$2.20M	\$2.20M	\$0.90M	\$0.90M	\$0.90M	\$0.90M	\$0.90M	\$0.90M
O — Open Transparency	\$0.40M	—	—	—	—	—	—	—	—	—
L — Localized Engagement	\$1.10M	\$0.40M	\$0.40M	\$0.40M	\$0.40M	\$0.40M	\$0.40M	\$0.40M	\$0.40M	\$0.40M
A — Automated Assistance	\$1.00M	\$0.50M	\$0.50M	\$0.20M	\$0.20M	\$0.20M	\$0.20M	\$0.20M	\$0.20M	\$0.20M
R — Renewables Reliability	\$1.50M	\$1.00M	\$1.00M	\$1.00M	\$1.00M	\$1.00M	\$1.00M	\$1.00M	\$1.00M	\$1.00M
TOTAL ANNUAL COST	\$9.25M	\$4.10M	\$4.10M	\$3.80M	\$2.50M	\$2.50M	\$2.50M	\$2.50M	\$2.50M	\$2.50M

Total Ten Year Cost = \$36.25M

Return on Investment

Project SOLAR's return grows steadily over ten years. Year 1 shows a **negative net** position due to full implementation costs as initiatives are still launching. From Year 2 onward, as PUCN trust metrics **strengthen and rate recovery** activates, **net position rises** sharply. Within one year, the initial \$9.25 million investment is **fully recouped**.

Year	ROI (%)	Cumulative Investment	Cumulative Value	Net Gain (\$M)
2027	-45.9%	\$9.25M	\$5.00M	-\$4.25M
2028	+131.9%	\$13.35M	\$30.96M	+\$17.61M
2029	+226.2%	\$17.45M	\$56.92M	+\$39.47M
2030	+290.0%	\$21.25M	\$82.88M	+\$61.63M
2031	+358.3%	\$23.75M	\$108.84M	+\$85.09M
2032	+413.5%	\$26.25M	\$134.80M	+\$108.55M
2033	+459.2%	\$28.75M	\$160.76M	+\$132.01M
2034	+497.5%	\$31.25M	\$186.72M	+\$155.47M
2035	+530.2%	\$33.75M	\$212.68M	+\$178.93M
2036	+558.3%	\$36.25M	\$238.64M	+\$202.39M
10-Year Total	+588.3%	\$36.25M	\$238.64M	+\$202.39M

Cumulative Value Justification

Return on Investment

= 202.93M (588.3%)

1

PUCN Rate Recovery

NV Energy revenue
× 0.5% rate
improvement

$$\$4.5B \times 0.005$$

=

\$22,500,000/yr

2

Avoided Fines

NYSEG benchmark
× 20% NV risk

$$(\$11.2M \div 2) \times 0.20$$

=

\$1,120,000/yr

3

Call Center Savings

Supervisor
escalations × avg.
cost

$$30,000 \times \$25$$

=

\$750,000/yr

4

Billing Dispute Savings

16,800 fewer errors
× \$35 per dispute

$$2.4M \times 0.7\% \times \$35$$

=

\$588,000/yr

5

Commercial Retention

At-risk accounts ×
avg annual value

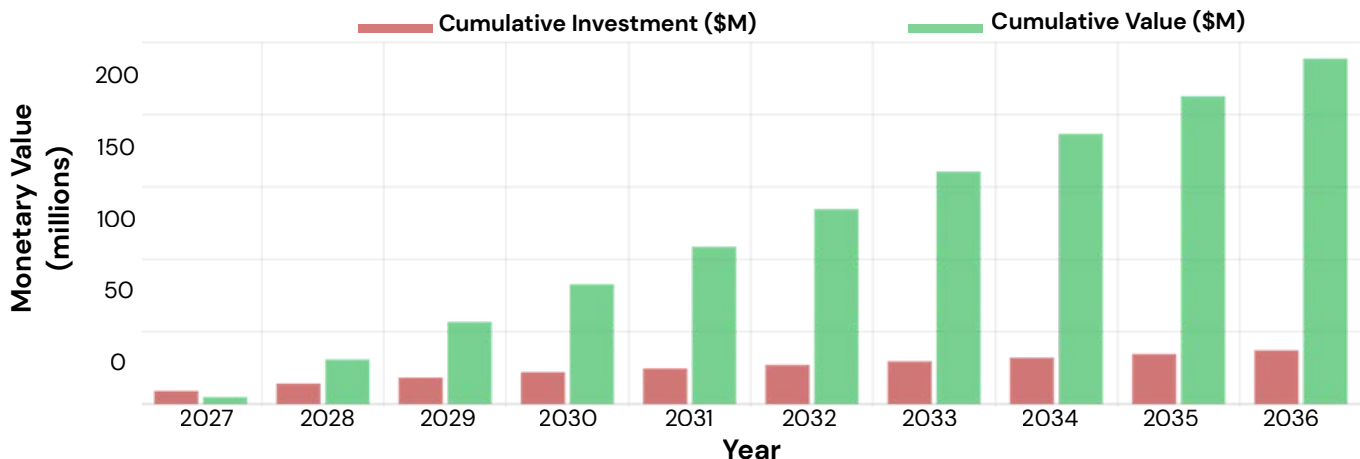
$$20 \times \$50,000$$

=

\$1,000,000/yr

NV Energy recovers investment through **PUCN rate approvals**, which is a **0.5% improvement** on \$4.5B in operating revenue, generating **\$22.5M annually**. Maintaining strong CSAT **eliminates \$1.12M** in regulatory penalty exposure, benchmarked against **NYSEG's \$11.2M fine**. AI routing removes 30,000 annual supervisor escalations at \$25 each, **saving \$750K**. Improved billing accuracy across 2.4M accounts eliminates 16,800 errors at \$35 per resolution for \$588K. Commercial retention under Nevada's Energy Choice legislation **protects \$1M in annual revenue**. Combined, these five drivers generate **\$25,958,000 in value** every year from Year 2 onward.

Cumulative Investment vs. Value



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