

# AUSLEY McMULLEN

ATTORNEYS AND COUNSELORS AT LAW

123 SOUTH CALHOUN STREET  
P.O. BOX 391 (ZIP 32302)  
TALLAHASSEE, FLORIDA 32301  
(850) 224-9115 FAX (850) 222-7560

April 9, 2021

## ELECTRONIC FILING

Mr. Adam J. Teitzman, Commission Clerk  
Office of Commission Clerk  
Florida Public Service Commission  
2540 Shumard Oak Boulevard  
Tallahassee, Florida 32399-0850

Re: Docket 20210034-EI, Petition for Rate Increase by Tampa Electric Company


Dear Mr. Teitzman:

Attached for filing on behalf of Tampa Electric Company in the above-referenced docket is the Direct Testimony and Exhibit of Melissa L. Cosby.

Thank you for your assistance in connection with this matter.

(Document 3 of 34)

Sincerely,



J. Jeffry Wahlen

JJW/ne  
Attachment

cc: Richard Gentry, Public Counsel  
Jon Moyle, FIPUG



**BEFORE THE  
FLORIDA PUBLIC SERVICE COMMISSION**

**DOCKET NO. 20210034-EI  
IN RE: PETITION FOR RATE INCREASE  
BY TAMPA ELECTRIC COMPANY**

**DIRECT TESTIMONY AND EXHIBIT  
OF  
MELISSA L. COSBY**

1                                   **BEFORE THE FLORIDA PUBLIC SERVICE COMMISSION**

2                                   **PREPARED DIRECT TESTIMONY**

3                                   **OF**

4                                   **MELISSA L. COSBY**

5  
6   **Q.**   Please state your name, address, occupation and employer.

7  
8   **A.**   My name is Melissa Cosby. My business address is 702 North  
9           Franklin Street, Tampa, Florida 33602. I am employed by  
10          Tampa Electric Company ("Tampa Electric" or "the company")  
11          as Director, Customer Experience Strategy and Service  
12          Excellence.

13  
14   **Q.**   Please describe your duties and responsibilities in that  
15          position.

16  
17   **A.**   I am responsible for leading Tampa Electric's customer  
18          experience strategy and providing support to our customer  
19          experience operations. My responsibilities include  
20          ensuring the company understands customers' evolving  
21          expectations for electric services and developing and  
22          implementing a strategy and plan to stay relevant with  
23          advancing technology and evolving customer expectations  
24          and provide excellent service to our customers. I am also  
25          responsible for our Voice of the Customer program, which

1 focuses on gaining insight into customers' wants, needs,  
2 perceptions, preferences, and expectations. These insights  
3 and feedback are used to make business decisions to improve  
4 the customer experience.

5  
6 Additionally, my responsibilities include workforce  
7 management, administrative services, customer complaint  
8 management, quality monitoring for the customer contact  
9 centers, customer experience training, and management of  
10 the customer experience project portfolio, including  
11 strategic projects.

12  
13 **Q.** Please provide a brief outline of your educational  
14 background and business experience.

15  
16 **A.** I obtained my bachelor's and master's degrees in accounting  
17 from the University of South Florida and was licensed as a  
18 Certified Public Accountant in the State of Florida in  
19 October 2006. After spending several years in public  
20 accounting, I began working at Tampa Electric in February  
21 2010 as an internal auditor. Since then, I have held  
22 several positions in different functional areas, each of  
23 which involved more responsibility and leadership. I have  
24 spent the last few years in our customer experience  
25 department focused on customer strategy, strategic

1 projects, research, digitalization, and operational  
2 support.

3

4 **Q.** What are the purposes of your direct testimony?

5

6 **A.** The purposes of my direct testimony are to: (1) describe  
7 the company's customer experience department and its goals,  
8 (2) describe how the company's focus on the customer  
9 experience has evolved since the company's last rate case  
10 in 2013, (3) explain how the company measures its customer  
11 experience performance and how the company's performance  
12 has improved in the last eight years, (4) explain the  
13 programs the company has implemented to assist low income  
14 customers and customers impacted by COVID-19, (5) provide  
15 details about the company's plans for continuing to improve  
16 its customer experience, including the options available  
17 as part of our new Advanced Metering Infrastructure ("AMI")  
18 system, (6) demonstrate that the company's customer  
19 experience capital budget and planned additions for 2022  
20 are reasonable and prudent, and (7) show that the company's  
21 proposed level of operations and maintenance expense  
22 ("O&M") for customer experience activities in the 2022 test  
23 year is reasonable and prudent.

24

25 **Q.** Have you prepared an exhibit to support your direct

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testimony?

**A.** Yes. Exhibit No. MLC-1, entitled "Exhibit of Melissa L. Cosby," was prepared under my direction and supervision. The contents of my exhibit were derived from the business records of the company and are true and correct to the best of my information and belief. It consists of seven documents, as follows:

- Document No. 1            List of Minimum Filing Requirement Schedules Sponsored or Co-Sponsored by Melissa L. Cosby
- Document No. 2            Tampa Electric JDP Study Highlights - Residential
- Document No. 3            Tampa Electric JDP Study Highlights - Business
- Document No. 4            O&M by Functional Area 2013 - 2022
- Document No. 5            Capital by Major Project 2013 - 2022
- Document No. 6            Contact Center Metrics

**Q.** Are you sponsoring or co-sponsoring any sections of Tampa Electric's Minimum Filing Requirement ("MFR") schedules?

**A.** Yes. I am sponsoring or co-sponsoring the MFR schedules listed in Document No. 1 of my exhibit. The data and

1 information contained in these schedules were taken from  
2 the business records of the company and are true and  
3 correct to the best of my information and belief.  
4

5 **TAMPA ELECTRIC'S CUSTOMER EXPERIENCE AREA**

6 **Q.** What are Tampa Electric's three major areas of strategic  
7 focus?  
8

9 **A.** As noted in the direct testimony of Tampa Electric witness  
10 Archibald D. Collins, our major areas of strategic focus  
11 are safety, cleaner and greener operations, and a World  
12 Class customer experience. While we have an entire  
13 department dedicated to the customer experience, every  
14 Tampa Electric team member is responsible for delivering a  
15 World Class customer experience.  
16

17 **Q.** How many people are employed by Tampa Electric in the  
18 customer experience department and what are the major  
19 functional areas in that department?  
20

21 **A.** Approximately 450 team members work in the customer  
22 experience department. Most of these team members work in  
23 the contact center operations serving both Tampa Electric  
24 and Peoples Gas customers. The rest are responsible for  
25 customer strategy; communications and marketing; digital

1 experience; business customer experience; new  
2 construction; customer solutions such as demand side  
3 management and programs and services; business solutions;  
4 billing and exceptions; account management; and credit and  
5 collections.

6  
7 **Q.** What are the company's goals in the customer experience  
8 area?

9  
10 **A.** Our overarching goal is to provide customers with a World  
11 Class customer experience.

12  
13 **Q.** Has Tampa Electric formalized its plans for achieving this  
14 goal?

15  
16 **A.** Yes. In 2017, the company developed a formalized and  
17 updated Customer Experience Strategy and Customer  
18 Commitment Statement. A key element of this strategy is  
19 that all team members are responsible for delivering a  
20 World Class customer experience.

21  
22 The company's Customer Experience Strategy focuses on these  
23 six drivers of customer satisfaction:

- 24 1. Power Quality & Reliability  
25 2. Billing and Payment



- 1 3. Price
- 2 4. Corporate Citizenship
- 3 5. Communication
- 4 6. Customer Care - digital, phone, and field

5  
6 The Customer Experience Strategy states that we will  
7 deliver outstanding customer service by:

- 8 1. Creating an effortless customer experience;
- 9 2. Empowering customers to design their energy experience  
10 of choice; and
- 11 3. Building strong connections with our customers.

12

13 **Q.** What actions has the company taken to ensure that all  
14 employees feel responsible and empowered to deliver a World  
15 Class experience to customers?

16

17 **A.** Tampa Electric developed a Customer Commitment Training  
18 Program in 2018 to help team members better understand  
19 their role in serving customers with excellence. The  
20 company successfully deployed the training program in 2019.  
21 Over 99 percent of our team members completed one of the  
22 173 classroom sessions we held.

23

24 **EVOLUTION OF CUSTOMER EXPECTATIONS**

25 **Q.** Have customer expectations for electric service changed in

1 the last decade?

2

3 **A.** Yes. Customer expectations for electric service continue  
4 to grow and evolve. Customers expect more than just safe,  
5 reliable, and affordable electric service. This change has  
6 been largely driven by technology and advancing customer  
7 service standards in other industries. Our customers live  
8 in a more digital world and expect an experience from their  
9 electric utility that is similar to what they receive from  
10 companies like Amazon and Uber. Customers want to self-  
11 serve using their "channel" of choice - whether telephone,  
12 email, text, or web via mobile or desktop website -  
13 whenever and wherever they want. Customers want faster  
14 service, which raises service level expectations. They want  
15 a consistent and personalized experience that is simple to  
16 use, convenient and innovative. Customers want information  
17 specifically related to services that impact their account,  
18 power quality and reliability, billing and payment, and  
19 they want to know what the utility is doing to improve the  
20 utility's infrastructure and the environment.

21

22 **Q.** How do customers expect Tampa Electric to contribute to a  
23 cleaner, greener environment?

24

25 **A.** Tampa Electric has reviewed industry data and completed

1 its own market research. This research shows that both  
2 residential and business customers care about the  
3 environment and want the company to leave a cleaner planet  
4 for future generations by investing in renewable energy  
5 like solar. Tampa Electric witness Jose A. Aponte's direct  
6 testimony explains the company's planned investments in  
7 additional solar.

8  
9 **CHANGES IN CUSTOMER EXPERIENCE SINCE 2013**

10 **Q.** How has Tampa Electric responded to these changing  
11 expectations?

12  
13 **A.** Tampa Electric improved the customer experience to meet  
14 changing customer expectations by using new technology,  
15 new processes, and new training. My direct testimony will  
16 explain how these improvements have created the company's  
17 World Class customer experience.

18  
19 **Q.** How much capital has the company invested in the customer  
20 experience area from 2013 to 2021?

21  
22 **A.** The company has invested approximately \$132 million in the  
23 customer experience area between 2013 and 2021.

1 **New Technology Projects**

2 **Q.** What technology capital projects has Tampa Electric  
3 completed since 2013?

4  
5 **A.** The company has invested in seven major technology projects  
6 since 2013 to improve the customer experience:

- 7 1. SAP Customer Relationship, Management & Billing "CRB"  
8 System Implementation & Continued Enhancements
- 9 2. Outage Enhancements
- 10 3. Contact Center Management ("CCM") and Interactive  
11 Voice Response ("IVR") System Enhancements &  
12 Replacement
- 13 4. Automation Functionality
- 14 5. Customer Preference Center
- 15 6. Voice of the Customer
- 16 7. Web & Portal Enhancements

17  
18 Unless otherwise noted, the capital investments below do  
19 not include AFUDC. Additionally, all amounts included in  
20 this document are for Tampa Electric only and do not  
21 include amounts for Peoples Gas.

22  
23 **1. SAP Customer Relationship, Management & Billing "CRB"**  
24 **System Implementation & Continued Enhancements**

25 **Q.** What is the SAP Customer Relationship Management and

1 Billing System ("CRB") Implementation?

2

3 **A.** The company modernized its legacy mainframe billing system  
4 with a state-of-the-art customer management and billing  
5 system that is a solution for managing customer accounts,  
6 billing, payment, credit, and collection services. The CRB  
7 system integrates with over 60 other application systems.

8

9 **Q.** What was the cost for the CRB System Implementation?

10

11 **A.** The company made a capital investment of approximately \$83  
12 million in the new CRB system including AFUDC, and  
13 approximately \$5 million in subsequent enhancements made  
14 to the system after it went live in 2017 through 2021.  
15 Additionally, enhancements to the CRB system are planned  
16 for 2022 in the amount of approximately \$7 million. These  
17 enhancements are necessary to keep pace with changing  
18 technology and continue to meet evolving customer  
19 expectations.

20

21 **Q.** How has this change to the company's billing solution  
22 improved the customer experience?

23

24 **A.** Tampa Electric's decision to modernize the billing platform  
25 was important to reduce the risk of system failure due to

1           obsolescence, as the mainframe solution was outdated and  
2           becoming increasingly challenging to support. The new CRB  
3           system has significantly increased the company's  
4           capabilities and enhanced the customer experience in  
5           several ways. First, Tampa Electric redesigned company  
6           bills to include usage graphs and significant customer  
7           messages in a more customer-friendly format. Second, the  
8           new solution gives customers more billing options. For  
9           example, customers with multiple accounts have the option  
10          to include all their accounts on one bill. Third, we  
11          created a self-service customer portal with paperless  
12          billing, account management and outage reporting. Fourth,  
13          year over year, Tampa Electric has reduced the number of  
14          estimated bills and the number of adjustments to bills and  
15          has improved the timeliness of the issuance of bills. Tampa  
16          Electric also used the CRB implementation, in combination  
17          with various other automation tools, to streamline back-  
18          office credit and collection activities. The company has  
19          also been able to speed up the processing of customer  
20          payments to multiple times per hour. Previously, these  
21          payment files were run once a day during nighttime hours,  
22          which resulted in payments being processed less  
23          efficiently.

24  
25

1 **2. Outage Enhancements**

2 **Q.** What is the Outage Enhancements Project?

3  
4 **A.** The company enhanced outage communications by improving  
5 the outage map, improving the methods for how outages are  
6 reported, and improving the communication of outage  
7 updates.

8  
9 **Q.** What was the cost for this project?

10  
11 **A.** The company has invested approximately \$2 million in  
12 enhancements to the outage communication process, with  
13 approximately \$1 million planned for 2022.

14  
15 **Q.** How has this project improved the customer experience?

16  
17 **A.** We know that customers want their power to always be on;  
18 however, in the event a customer experiences an outage,  
19 customers want Tampa Electric to communicate with them  
20 proactively and often, with clear and transparent  
21 information about their outage. By improving the outage  
22 communication process, we have significantly improved  
23 overall customer satisfaction by giving customers the  
24 information they need in the event of an outage. These  
25 improvements include: (1) enabling two-way texts; (2)

1 providing at least three data points on all outage related  
2 communications; (4) an improved user experience and clarity  
3 of information on the outage map with the ability to report  
4 an outage directly from the map; and (5) an address search  
5 option on the outage map so customers aren't forced to call  
6 if they don't have their account number, meter number, or  
7 phone number readily available.

8  
9 **3. Contact Center Management ("CCM") and Interactive Voice**  
10 **Response ("IVR") System Enhancements & Replacement**

11 **Q.** What is the Interactive Voice Response System replacement  
12 project?

13  
14 **A.** The project will allow us to replace the current Contact  
15 Center Management and IVR systems (CCM/IVR) with new  
16 technology that will better serve our customers. Presently,  
17 the system handles over 4.5 million calls. Approximately  
18 1.8 million of those are routed to a Customer Service  
19 Professional ("CSP") in the form of a call; the other 60  
20 percent are resolved via self-service functionality,  
21 without the assistance of a live agent. The new state of  
22 the art system will:

- 23 • Introduce new channels and allow for improved self-  
24 service options - providing foundational technology that  
25 will allow for development of artificial intelligence



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(AI) features such as predictive intent and chat.

- Improve the agent experience with a modern agent desktop that seamlessly integrates with CRB and other business systems, enabling agents to assist customers more efficiently and effectively.
- Improve operational efficiencies by delivering inbound interactions to the best available agent the first time, reduce transfers, and rapidly/automatically adjust to intra-day conditions with modern management tools.

Today, the CCM/IVR platform manages customer interactions for more than 1 million combined customers of Tampa Electric and Peoples Gas System. In addition to the call management, the platform is an important self-service tool for payments, payment arrangements, and outage reporting. The current CCM/IVR platform was purchased in 2012 and implemented in 2014. The current environment does not meet Customer Experience's digital vision of providing an easy, convenient, and innovative experience where customers can conduct business with Tampa Electric and Peoples Gas System whenever and wherever they want. The project is slated to go live in mid-2021.

**Q.** What was the cost for this project?

1 **A.** The company has invested in approximately \$4 million in  
2 enhancements to the existing IVR since 2013. Beginning in  
3 2020, the company began replacement of the existing IVR  
4 system and plans to invest approximately \$8 million for  
5 the project.

6  
7 **Q.** How has this project improved the customer experience?

8  
9 **A.** Enhancements to the CCM/IVR system and processes allow for  
10 an improved phone experience for customers, as well as  
11 improved self-service capability for customers when  
12 calling the company. These updated systems will allow for  
13 improved self-service offerings, reduced call volume, and  
14 natural voice response which will make the system easier  
15 to use as well as provide customers with additional contact  
16 choices such as chat.

17  
18 **4. Automation Functionality**

19 **Q.** What is the Automation Functionality project?

20  
21 **A.** The company automated certain transactions and processes  
22 to increase efficiencies, improve self-service, and  
23 provide a more streamlined experience to customers.  
24 Specifically, the company streamlined the move in / move  
25 out process to improve the overall experience for these

1 high-volume transactions, including automation of the  
2 process for customer move ins performed via self-service.  
3 The company also developed a simplified workflow to  
4 automate repetitious processes. This has increased  
5 efficiency and improved accuracy with new account  
6 activations by adding intuitive workflows and pop-up  
7 messaging that guides the CSP with account activation and  
8 beneficial program enrollments for customers.

9  
10 **Q.** What was the cost for this project?

11  
12 **A.** Between 2013 and 2021, the company has invested  
13 approximately \$11 million in automation, with an additional  
14 investment of approximately \$2 million planned for 2022.

15  
16 **Q.** How has this project improved the customer experience?

17  
18 **A.** The automation of certain processes and transactions has  
19 made it easier for customers to do business with us when  
20 and where they want. By making it easier for customers to  
21 self-serve, we have been able to provide a better customer  
22 experience for customers that choose to call us.

23  
24 **5. Customer Preference Center**

25 **Q.** What is the Customer Preference Center Project?

1 **A.** The company designed and implemented a platform to allow  
2 customers to set channel and contact preferences for  
3 outbound communications for outages, billing & payments,  
4 and electric usage and marketing, allowing the customer to  
5 be in control of how and when the company contacts them.  
6 The platform also enhances our ability to provide outbound  
7 communication via multiple communication channels.

8  
9 **Q.** What was the cost for this project?

10

11 **A.** The company has invested approximately \$2 million in the  
12 Customer Preference Center through 2021.

13

14 **Q.** How has this project improved the customer experience?

15

16 **A.** Because this new platform allows for customers to set their  
17 own communication preferences, customers will control what  
18 information they receive and how they receive it.

19

20 **6. Voice of the Customer**

21 **Q.** What is the Voice of the Customer project?

22

23 **A.** In 2020, the company invested in a Voice of the Customer  
24 ("VOC") platform to systematically gather our VOC data and  
25 feedback in a central location through integration with

1 other key systems. VOC is a concept (or program) that  
2 encompasses the collective insights of our customers'  
3 needs, wants, perceptions, preferences, and expectations  
4 so we better understand our customers. The main benefit of  
5 a VOC program is that it can measure the experience of a  
6 customer at key points of interaction, in real time,  
7 allowing us to draw more meaningful insights to improve  
8 the customer experience. Through implementation of the VOC  
9 platform, we created our first transactional survey that  
10 is automatically sent to customers based on their  
11 interaction with us. There are additional investments  
12 planned over the next few years to continue to capture  
13 valuable customer feedback with the goal of improving  
14 customer experience.

15  
16 **Q.** What was the cost for this project?

17  
18 **A.** In 2020 and 2021, the company invested approximately \$1  
19 million in the VOC platform with additional investments in  
20 the platform planned for 2022.

21  
22 **Q.** How has this project improved the customer experience?

23  
24 **A.** This project has created a central platform for customer  
25 feedback, creating a more holistic view of our customers

1 and using the data to create actionable insights to address  
2 points of customer concern and determine the right  
3 initiatives to improve the customer experience.  
4

5 **7. Web & Portal Enhancements**

6 **Q.** What is the Web & Portal Enhancements project?  
7

8 **A.** Tampa Electric launched its first online customer self-  
9 service portal ("customer portal") in 2017 as part of the  
10 CRB system implementation. Tampa Electric's online  
11 customer portal allows residential and commercial  
12 customers to complete more than a dozen functions,  
13 including viewing their bills, reporting an outage,  
14 understanding their electricity usage, reviewing their  
15 payment history; making payments at any time; and starting  
16 and stopping service.  
17

18 Since the launch in 2017, Tampa Electric improved usability  
19 by enhancing the design and offerings of menus and  
20 redesigned transactional screens to make them more  
21 accessible for mobile users.  
22

23 **Q.** What was the cost for this project?  
24

25 **A.** The company has spent approximately \$7 million on

1 enhancements to the external website and customer portal  
2 during years 2017 - 2021, with additional enhancements  
3 planned for 2022.

4  
5 **Q.** How has this project improved the customer experience?

6  
7 **A.** Tampa Electric adopted a "mobile first" strategy that  
8 allows customers to do business with the company on their  
9 device and channel of choice, meaning that customers can  
10 contact us when and where they want using the method of  
11 communication they choose. The mobile-first focus is  
12 balanced by ensuring that customers can also interact with  
13 customer service professionals and/or non-digital  
14 solutions. Customer digitalization, through online  
15 service, strongly shapes customer satisfaction and creates  
16 efficiencies that improve the telephone experience.

17  
18 **Process Improvements**

19 **Q.** Has Tampa Electric made any improvements to its customer  
20 service processes since 2013?

21  
22 **A.** Yes. Tampa Electric made several process improvements,  
23 including:

- 24 1. Customer Experience Center Process Improvements  
25 2. Business Customer Improvements

1           3.    Other Process Improvements

2

3    **1.    Customer Experience Center Process Improvements**

4    **Q.**    What are the Customer Experience Center Process Changes?

5

6    **A.**    Customer Experience Centers are the company's central  
7           customer connection hubs that handle all types of incoming  
8           channels, including telephone, email, and social media.  
9           The Customer Experience Centers handle emergency and non-  
10          emergency requests 24 hours a day, seven days a week. Tampa  
11          Electric has four physical Customer Experience Centers  
12          located in downtown Tampa, Ybor City, Miami, and Plant  
13          City.

14

15         Tampa Electric has separate teams of CSPs that are  
16         specially trained to assist residential customers,  
17         business customers, new construction requests, and demand  
18         side management programs.

19

20         Tampa Electric made several improvements to the Customer  
21         Experience Centers over the last several years, including:

- 22         • Process and Procedure Improvements: Tampa Electric  
23           redesigned more than 300 legacy processes and procedures  
24           and trained team members in their use. This reduced  
25           unnecessary handoffs and improved quality and accuracy.



1 For example, Tampa Electric significantly reduced the  
2 amount of time a customer spends on the phone with a CSP  
3 to initiate new service. Tampa Electric also deployed a  
4 secure document upload system so CSPs and customers can  
5 securely email documents between each other, eliminating  
6 the use of fax machines.

- 7 • Greeting Card Campaign: When a CSP recognizes that a  
8 customer has achieved a specific milestone (new home  
9 purchase, birthday, special event, etc.), or when a  
10 customer expresses they may be going through a rough  
11 time, the CSP can send the customer a hand-written  
12 greeting card. The program has been wildly successful  
13 and has received many customer accolades.
- 14 • Universal Agent Cross Training: Tampa Electric  
15 implemented a more comprehensive training methodology  
16 and approach to ensure all CSPs are knowledgeable and  
17 able to assist customers on the first attempt.
- 18 • Quality Monitoring: Tampa Electric implemented a quality  
19 monitoring program to support and improve the customer  
20 experience through audio/visual monitoring of inbound  
21 and outbound phone and online customer interactions. The  
22 evaluation process measures quality standards; first  
23 call resolution; transactional accuracy; compliance with  
24 applicable Tampa Electric policies, rules, laws, and  
25 regulations; and customer impact of actions. In

1            addition, the company included customer service  
2            orientation behaviors supporting a positive customer  
3            experience and alignment with the drivers of customer  
4            satisfaction as defined by J.D. Power ("JDP").

5  
6            **2. Business Customer Improvements**

7            **Q.** What Business Customer Process Improvements has Tampa  
8            Electric made since 2013?

9  
10           **A.** Tampa Electric has enhanced the experience for our business  
11           customers through several new changes:

12           1. The company made it easier for business customers to  
13           execute large transactions for multiple accounts on the  
14           customer portal (e.g. download bills in bulk, make a  
15           single payment to multiple accounts, search for payments  
16           made for multiple accounts).

17           2. The company enhanced the SAP user interface to pull  
18           critical information more quickly and better assist  
19           large customers when they call.

20           3. In late 2017, the company started a mid-market account  
21           management team focused on proactively serving mid-sized  
22           commercial customer accounts with billing and  
23           reliability issues. The team identifies recurring issues  
24           to ensure issues are addressed and resolved as quickly  
25           as possible.

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4. Tampa Electric created an internal, cross-functional team ("Reliability Council") in 2019 to address key reliability issues (e.g. proactive switchgear replacement). These efforts are discussed in greater detail in the direct testimony of Tampa Electric witness Regan B. Haines.

5. The company conducts a bi-annual key account management survey to gather customer feedback with the goal of identifying opportunities for improvement.

6. The company implemented and began tracking key metrics (e.g. number of key account site visits) to ensure we are serving business customers appropriately.

7. The company enhanced the outage management process for business customers by:

a. Implementing an internal communications process to ensure information is shared internally, so account management can proactively keep business customers informed during outages.

b. Instituting a more coordinated and structured process for planned outages.

c. Enhancing the outage map, making it more informative and easier to use and improved outbound communications for outages.

1     **3. Other Process Improvements**

2     **Q.** What other process improvements has Tampa Electric recently  
3     implemented to improve the customer experience?

4  
5     **A.** In addition to the comprehensive changes noted in the  
6     categories above, Tampa Electric has implemented several  
7     additional improvements directly focused on improving the  
8     customer experience:

9     1. By establishing usability testing and implementing best  
10     practices in web design, Tampa Electric improved the  
11     functionality of its website. The newly implemented  
12     Integrated Marketing & Communications Program ensures we  
13     are providing an enhanced experience through our social  
14     media platform and traditional communications.

15    2. Tampa Electric provides a welcome letter when customers  
16    initiate service. This correspondence informs the  
17    customer of important information around their service  
18    and billing and payment options. This letter is  
19    delivered either as a hard copy by U.S. mail or  
20    electronically through email depending on the customer's  
21    selection at the time of sign-up.

22    3. Tampa Electric has refreshed key messaging on its social  
23    media, website, and bills to ensure we present relevant  
24    communication related to safety, reliability,  
25    conservation programs, billing and payment services, and

1 the company's online portal.

2  
3 **New Training**

4 **Q.** Has Tampa Electric implemented any new or additional  
5 training in the customer experience area since 2013?

6  
7 **A.** Tampa Electric has significantly enhanced the training  
8 programs for the company's CSPs and other customer  
9 experience business units, such as billing and payment,  
10 and credit and collections, to promote accuracy,  
11 consistency, and a World Class customer experience. These  
12 training programs include the programs below, in addition  
13 to several others:

14 1. Universal Agent Training: All CSPs undergo the universal  
15 agent training program, expanding their ability to  
16 resolve customer issues, greatly reducing call transfers  
17 and hold times. This supports our goal of getting it  
18 right the first time and minimizing hand-offs - both of  
19 which contribute to fewer calls to the call center and  
20 a happier customer.

21 2. Soft Skills Training: The soft skills training program  
22 and accompanying quality program was initiated to ensure  
23 a consistent and comprehensive call flow, focused on  
24 soft skills and positive customer interaction.

25 3. Monthly Refresher Training: All customer experience team

1 members are provided with customized monthly refresher  
2 training sessions highlighting procedural changes,  
3 system enhancements and process improvements.

4 4. New Hire Training: Formal new hire courses have been  
5 developed and implemented for each area in the customer  
6 experience department, providing standardized content  
7 and a consistent learning experience. This approach  
8 promotes uniform customer interactions and improves  
9 employee retention. The new hire content also serves as  
10 the foundation for our cross-training programs, designed  
11 to support internal promotional opportunities and  
12 enhanced agility for our smaller business units.

13  
14 As part of its commitment to quality customer service,  
15 Tampa Electric contacts all customers who file a formal or  
16 informal Commission complaint and works these matters to  
17 resolution with the customer.

18  
19 Tampa Electric also monitors phone interactions and  
20 provides ongoing monthly feedback to agents on interactions  
21 with areas of opportunities and positive reinforcement.

22  
23 Tampa Electric also has a process whereby other departments  
24 involved in a customer's journey can provide feedback  
25 directly to frontline team members regarding how the

1 customer's request was handled and provide insight into  
2 areas of opportunity for future similar interactions.  
3

#### 4 **MEASURING THE CUSTOMER EXPERIENCE**

5 **Q.** How does the company measure its performance in the  
6 customer experience area?  
7

8 **A.** The company measures its performance in the customer  
9 experience area based on customer satisfaction scores as  
10 measured by JDP, several internal performance metrics, and  
11 by tracking FPSC complaints.  
12

13 **Q.** In general, how has the company's performance in customer  
14 experience trended since 2013?  
15

16 **A.** Tampa Electric's overall customer satisfaction, as  
17 measured by JDP, steadily increased from 2013 to present.  
18 In the residential category, Tampa Electric is ranked in  
19 the second quartile in 2020 for overall customer  
20 satisfaction. The company is also ranked in the first  
21 quartile for three out of six drivers of satisfaction  
22 including Price, Billing & Payment, and Customer Care. The  
23 company ranks in the second quartile for the remaining  
24 three drivers - Corporate Citizenship, Power Quality and  
25 Reliability, and Communications. In the business category,

1 Tampa Electric is ranked in the first quartile and second  
2 in our segment for overall customer satisfaction and ranked  
3 in the first quartile for all drivers of satisfaction.  
4 Tampa Electric also steadily improved its industry rank  
5 year over year in both the residential and business  
6 studies. The company is ranked 40<sup>th</sup> out of 143 residential  
7 brands, and 4<sup>th</sup> out of 86 business brands as of the end of  
8 2020.

9  
10 As shown in Document No. 2 and 3 of my Exhibit, Tampa  
11 Electric has shown improvement in overall customer  
12 satisfaction from 2013 - 2020.

13  
14 **Q.** Earlier you described the customer experience projects that  
15 Tampa Electric has completed since 2013. Have these  
16 projects resulted in measurable improvements to the  
17 customer experience?

18  
19 **A.** Yes. Tampa Electric's performance in internal metrics has  
20 improved because of the company's investments in  
21 technology, new processes, and new training since 2013.  
22 The company has improved in several billing and payment  
23 metrics, including:

- 24 • Greater than 98 percent of all bills were generated  
25 within one day of the scheduled billing cycle,



- 1 • 99.99 percent of customer payments were processed within
- 2 3 days of receipt,
- 3 • Less than 0.30 percent of Tampa Electric's bills were
- 4 estimated,
- 5 • 46 percent of Tampa Electric's customers were enrolled
- 6 in paperless billing,
- 7 • 79 percent of payments were electronically transmitted
- 8 and processed.

9  
10 The company also improved in several telephone service  
11 metrics, including:

- 12 • Tampa Electric's telephone customer service ratings for
- 13 residential customers have improved by 181 points, from
- 14 669 in 2013 to 850 in 2020. For business customers,
- 15 telephone customer service ratings have improved by 182
- 16 points, from 667 in 2013 to 849 in 2020.
- 17 • In 2020, 72 percent of JDP residential survey
- 18 respondents and 76 percent of business respondents who
- 19 called Tampa Electric were able to resolve their issue
- 20 with the first phone call.
- 21 • As I explain in greater detail below, the company has
- 22 also achieved significant improvement in average speed
- 23 of answer, call abandonment rate, telephone service
- 24 level, and call volume.

25 Finally, the company also improved in several

1 digitalization metrics:

- 2 • 67 percent of Tampa Electric's active customers have an  
3 online portal account.
- 4 • In 2020, Tampa Electric responded to over 90 percent of  
5 emails in 24 hours or less and over 99 percent in 48  
6 hours or less, including weekends and holidays.
- 7 • Tampa Electric's online customer service ratings have  
8 improved by 111 points for residential customers, from  
9 732 in 2013 to 843 in 2020. For business customers,  
10 ratings have improved by 127 points, from 740 in 2013 to  
11 867 in 2020.
- 12 • In 2020, 88 percent of customers were able to self-  
13 service through digital means.
- 14 • In 2020, approximately 61 percent of calls were handled  
15 via self-service through the IVR.
- 16 • In 2020, 77 percent of JDP residential survey  
17 respondents who used online/web resources to contact  
18 Tampa Electric resolved their issue with the first  
19 contact. This represents an increase of 21 percentage  
20 points since 2017 and the highest score for this metric  
21 to date. Similarly, 75 percent of business respondents  
22 who contacted Tampa Electric via online/web were able to  
23 resolve their problem with the first contact. This  
24 represents the second highest score for this metric and  
25 an improvement of 13 percentage points since 2015.

1 **Q.** What are the major internal performance metrics used by  
2 the company to measure its performance in the customer  
3 experience area?  
4

5 **A.** The main performance metrics the company uses to measure  
6 performance are:

- 7 1. Telephone service level
- 8 2. Email service level
- 9 3. Average speed of answer
- 10 4. Average handle time
- 11 5. Call volume and abandonment rate

12  
13 As shown in Document No. 6 of my Exhibit, Tampa Electric  
14 has shown improvement on each of these metrics since 2013.  
15 Due to the improvements Tampa Electric has made since 2013  
16 in the form of people (*i.e.* training), process, and  
17 technology, our customers have experienced more efficient,  
18 consistent, and accurate interactions with fewer  
19 unnecessary hand-offs, resulting in an overall better  
20 customer experience as supported by these improved metrics.  
21

22 **Q.** Has the company won any awards in the customer experience  
23 area since 2013?  
24

25 **A.** Tampa Electric was awarded the "Trusted Business Partner"

1 designation in 2019 and 2020 by Cogent/Escalent.

2  
3 **Q.** How has the company performed in FPSC customer complaints  
4 since 2013?

5  
6 **A.** Customer complaints decreased by nearly 53 percent, from  
7 534 total complaints in 2013 to 252 complaints in 2020.  
8 This represents the lowest number of complaints since 2012.  
9 Commission infractions also decreased, with only two since  
10 2016. The decrease in complaints is driven largely by  
11 implementation of the new billing system in 2017 and  
12 by Tampa Electric's strong customer focus and improved  
13 business operations. Tampa Electric uses these complaints  
14 as an opportunity for continuous improvement, either  
15 through team member training, process or system changes,  
16 and/or improved customer education.

17  
18 **Q.** Please summarize how the company's performance in customer  
19 experience has improved since the company's last rate case  
20 in 2013?

21  
22 **A.** Tampa Electric has made substantial improvements to the  
23 customer experience, as evidenced by the company's strong  
24 performance in the areas of customer satisfaction as  
25 measured by JDP, key internal metrics, and tracking of FPSC

1 complaints. In all cases, Tampa Electric has improved in  
2 performance as compared to 2013 due to the focus on a  
3 customer-centric culture with a strategic plan and vision  
4 for improving the experience.

5  
6 **PROGRAMS FOR LOW-INCOME CUSTOMERS AND COVID-19 ASSISTANCE**

7 **Q.** Has the company implemented programs to assist low-income  
8 customers?

9  
10 **A.** Yes. The company has a long-standing practice of offering  
11 short-term payment arrangements and began offering long-  
12 term installment plans to provide flexibility with  
13 extensions when customers are struggling to pay their Tampa  
14 Electric bill. If assistance beyond a payment arrangement  
15 is needed, Tampa Electric works with a network of local,  
16 regional and federal non-profits, including community  
17 action agencies, to aid with utility bills and other  
18 services provided by these entities. Examples include  
19 referrals to United Way's 2-1-1, Low-Income Home Energy  
20 Assistance Program (LIHEAP) and Emergency Home Energy  
21 Assistance for the Elderly Program ("EHEAP") funding, and  
22 Tampa Electric's SHARE Program, which is administered  
23 through the Salvation Army.

24  
25 Tampa Electric enhanced the online agency portal for

1 regional non-profit partners, which allows Tampa  
2 Electric's social service agencies to self-serve and work  
3 more efficiently in assisting customers in need. As a  
4 result, Tampa Electric has increased its social service  
5 agency partnerships from 20 partners in 2013 to 120  
6 partners in 2020 and has collaborated with these agencies  
7 to provide over \$10 million in assistance dollars to over  
8 35,000 households in 2020.

9  
10 Tampa Electric also works with customers to advise them on  
11 practices to improve energy efficiency. It offers 35  
12 programs and rebates for residential and commercial  
13 customers; provides education on energy saving tips through  
14 customer communication; and conducts on-site high bill  
15 investigations, walk-through energy audits, and online  
16 energy audits.

17  
18 Also, the company's Neighborhood Weatherization program  
19 helps qualified customers manage their electricity costs  
20 by making their home more energy efficient. If their home  
21 qualifies, we will provide and install an energy-saving  
22 kit at no cost for these customers. The customer also  
23 receives a comprehensive home energy audit as part of this  
24 program.

25

1   **Q.**   Did the company take action to help customers impacted by  
2   the COVID-19 pandemic?  
3

4   **A.**   Yes. Tampa Electric has taken several steps to assist  
5   customers impacted by the COVID-19 pandemic, including:

6       • Voluntarily suspending disconnections for nonpayment  
7       between March and September 2020.

8       • Created a COVID hardship website that clearly presents  
9       available resources through local, state, and federal  
10      assistance programs for both residential and business  
11      customers.

12      • Along with our sister company Peoples Gas System,  
13      donated an initial \$500,000 to the SHARE Program, a  
14      partnership between Tampa Electric, Peoples Gas System,  
15      and the Salvation Army which supports customers who  
16      struggle with paying utility bills. Our employees and  
17      other generous customers contributed additional support  
18      to approximately 5,000 customers.

19      • Along with our sister company Peoples Gas System,  
20      donated an additional \$500,000 to other charitable  
21      partner organizations working on the front lines of the  
22      pandemic to provide critical support to our communities,  
23      including \$200,000 to the United Way's efforts for those  
24      who lost income, \$25,000 to the Florida Virtual School,  
25      and \$275,000 to other charitable organizations that

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provide meals and housing.

- Along with our sister company TECO Peoples Gas, donated an additional \$1 million at the end of 2020, distributed across all customers who received LIHEAP or EHEAP assistance in 2020. This resulted in an \$85 credit applied on these eligible customers' accounts.
- Created internal processes for receipt and processing of SHARE applications on behalf of the Salvation Army while that agency developed new processes that did not require face-to-face interaction.
- Developed and implemented modified payment arrangement guidelines to provide greater flexibility for customers.
- Applied for, and received, Commission approval for a fuel cost adjustment that resulted in a temporary bill reduction of approximately 20 percent, during each month from June through August, for a total average bill credit of \$78.82 for 1,000 kilowatt-hours. In total, Tampa Electric passed \$130 million of fuel cost reductions along to customers.
- Launched outreach efforts encouraging our team members, customers, and local businesses to consider donating to the SHARE program. Organizations such as the Tampa Bay Lighting responded by assisting nearly 100 customers with a \$150 credit applied directly to their bills.
- While disconnections for non-payment were suspended,



1 Tampa Electric launched regular communications to  
2 customers regarding payment arrangement options and  
3 details on how to obtain customer assistance and  
4 resources while encouraging customers to contact us, to  
5 learn more about our flexible payment arrangements and  
6 installment plan options available to them.

- 7 • Developed and implemented modified reconnection  
8 guidelines to ensure that customers that are unable to  
9 make full payment would still have an opportunity to be  
10 reconnected by making a partial payment and committing  
11 to a longer-term payment extension as needed.
- 12 • When disconnections resumed, customer service  
13 professionals also followed up with personal phone calls  
14 to those customers who had not reconnected service after  
15 3 days, with the intent of providing assistance options  
16 for reconnection.

17  
18 **FUTURE PLANS FOR IMPROVEMENT**

19 **Q.** Does the company's strategy reflect the changing nature of  
20 customer expectations?

21  
22 **A.** Yes. Customer expectations are evolving primarily because  
23 of their digital experiences with other industries, such  
24 as Amazon or Uber. Customers count on us for more than just  
25 safe, reliable, and affordable electricity; they want easy,

1 convenient, and innovative services and expect to get the  
2 most value for their dollar.

3  
4 Tampa Electric is relentlessly focused on exceeding  
5 customer expectations. Tampa Electric plans to leverage  
6 digital technologies to improve the way we work and to  
7 position the company and our customers well for the future.  
8 The company plans to deliver programs and services that  
9 expand options for customers across the spectrum of energy  
10 needs.

11  
12 **Q.** Does Tampa Electric have additional customer service  
13 initiatives that it plans on implementing in the near  
14 future?

15  
16 **A.** Yes. Below are several customer initiatives planned for  
17 the near future:

18 a. Customer Commitment Training: Tampa Electric will  
19 expand the customer commitment training program that  
20 began in 2018 to include external contractors that  
21 directly serve customers. The company will also  
22 implement an annual refresher course for existing team  
23 members.

24 b. Speech Analytics: Tampa Electric will use speech  
25 analytics to improve quality of service. Speech

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analytics transcribes calls to create searchable text with audio playback capability. This will allow the company to identify points of customer concern and reveal the cause/effect relationships that underlie performance and business outcomes across the company. The additional step of creating a "category" provides the ability to trend and analyze the speech analytic results by call type or reason for calling.

c. Customer Champion Network: Efforts are underway to kick off a Customer Champion Network as part of our greater Customer Experience Strategy. This team member-led network would work to ensure customer feedback is evaluated, considered, and utilized to determine short and long-term customer needs, identify points of customer concern, and identify opportunities for improvement. The network members would also serve as brand ambassadors that share the many good things the company is doing to serve customers and the community. The company plans to launch the program internally in 2021 and then roll it out to customers after the group is fully activated and engaged.

d. Accuracy Program: The objective of the Accuracy Program will be to identify areas of opportunity where team members are performing tasks that directly impact

1 a customer to ensure they are done correctly and in a  
2 timely manner. The intent of this program is to track  
3 these activities across all customer communication  
4 channels and identify opportunities for improvement.  
5 The program will also identify key processes where  
6 team members can work to mitigate errors and/or  
7 mistakes.

8 e. Consistent Outbound Communication Process: The  
9 purpose of this initiative is to create a methodology  
10 that ensures consistency and documentation for all  
11 outbound customer requests. Centralizing requests  
12 will allow Tampa Electric to: (1) utilize a consistent  
13 methodology of completing requests for outbound  
14 communications; (2) ensure the message was  
15 appropriately vetted, approved, and aligned with  
16 other requests; (3) internally communicate the  
17 message being sent (especially to our frontline); (4)  
18 ensure consistent messaging across all communication  
19 channels; (5) ensure the communications covered all  
20 key components and reached our customers in a timely  
21 manner; and (6) ensure our customers are not  
22 overwhelmed with multiple communications within a  
23 timeframe.

24

25 Q. How will implementation of the AMI system described by

1 Tampa Electric witness Regan B. Haines enable the company  
2 to continue improving the customer experience?  
3

4 **A.** As explained in greater detail in the direct testimony of  
5 Mr. Haines, Tampa Electric is currently installing state-  
6 of-the-art, smart electric meters for nearly every  
7 customer.

8  
9 When the project is complete in December of 2021, it will  
10 serve as a foundation for many future improvements,  
11 including:

12 1. The AMI meters will automatically inform Tampa  
13 Electric when an outage occurs, enabling the  
14 company to diagnose and repair the problem more  
15 quickly. Additionally, the technology will provide  
16 customers with more timely, customized information  
17 on the outage cause and status of restoration.

18 2. The process to start or stop service will be more  
19 convenient, as these will occur remotely and not  
20 require a field visit.

21 3. Customers will have the ability to manage their  
22 energy use throughout the month, set up alerts when  
23 consumption and bills are approaching certain  
24 levels, and monitor daily usage through mobile  
25 devices.

- 1           4. Customers will have the ability to pick their own  
2           bill due date.
- 3           5. Electricity usage information will be relayed  
4           automatically to Tampa Electric for billing  
5           purposes, limiting on-site or drive-by visits to  
6           read meters or to cut or restore power.

7

8   **Q.** Does the company offer energy-efficiency programs or  
9   services?

10

11   **A.** In support of the Florida Energy Efficiency and  
12   Conservation Act (FEECA) Tampa Electric has been  
13   encouraging conservation and energy efficiency for nearly  
14   40 years. In that time, the company has performed more than  
15   575,000 energy audits that help customers use energy more  
16   wisely and become more energy efficient. At the end of  
17   2019, more than 1.1 million customers have participated in  
18   energy-efficiency programs. Tampa Electric offers 35 DSM  
19   programs to help residential and business customers reduce  
20   their overall energy usage, and ultimately their energy  
21   costs. Tampa Electric proudly offers more DSM programs than  
22   any other electric utility in Florida. More detail  
23   regarding the company's energy efficiency programs can be  
24   found in the company's DSM Plan, which was filed February  
25   19, 2020 in FPSC Docket No. 2020053-EG and approved by the

1 Commission by Orders issued August 3, 2020 and August 28,  
2 2020 in the same docket.

3  
4 **Q.** Is the company proposing tariff changes in this proceeding  
5 to better meet the needs of customers and improve the  
6 customer experience?

7  
8 **A.** Yes. Below are several tariff changes that will benefit  
9 customers:

10 **1. Lower service charges due to the AMI conversion project.**

11 The company has replaced most of its meters with AMI  
12 since the last time the Commission set the company's  
13 service charges. This technology allows remote reading  
14 and operation of the meters installed at the customer  
15 premises and significantly reduces the need to roll  
16 trucks into the field to effect certain actions,  
17 including activation and deactivation of meters for  
18 existing customers. This reduced cost has been reflected  
19 in the cost support for service charges, allowing a  
20 significant reduction in the proposed charges themselves  
21 as well as the revenues collected from them. This is  
22 just one of the many customer benefits that will result  
23 from this conversion.

24 **2. Creation of a new set of GSLD rates to serve customers**  
25 **previously served under the IS rates and the largest**

1           **sized, higher voltage served customers from the GSD set**  
2           **of rate classes.** The IS rate schedules are closed to new  
3           business, but existing customers served under those rate  
4           schedules will be moved to the new GSLD rate schedules.  
5           If these large customers moved to the new GSLD rate are  
6           participating in the company's Industrial Load  
7           Management DSM program (GSLM 2&3), their participation  
8           will be maintained in the DSM program with the same  
9           monthly credits paid as they are paid currently for their  
10          providing the ability to interrupt their service.

11          **3. Changes to the charges associated with Lighting Service**  
12          **Rate Schedule LS-1.** As the Commission is aware, Tampa  
13          Electric is converting all its outdoor lighting  
14          equipment utilizing High Pressure Sodium and Metal  
15          Halide fixtures to new highly efficient Light Emitting  
16          Diode (LED) outdoor lighting facilities. There are many  
17          customer benefits associated with LED lights including  
18          longevity, durability, energy-efficiency, and safer,  
19          better quality of light.

20  
21          Please refer to the direct testimony of Tampa Electric  
22          witness William R. Ashburn for more details on service  
23          charges and tariff changes.



1     **2022 CUSTOMER EXPERIENCE PROPOSED RATE BASE ADDITIONS**

2     **Q.**    What is Tampa Electric's capital budget for the Customer  
3            Experience area in 2022?

4  
5     **A.**    As shown in Document No. 5 of my exhibit, the capital  
6            budget for the Customer Experience area totals  
7            approximately \$23 million for 2022. The projects reflected  
8            in this budget are shown on Document No. 5 of my composite  
9            exhibit.

10  
11    **Q.**    How does Tampa Electric determine capital budget for the  
12            customer experience area?

13  
14    **A.**    The Customer Experience department identifies capital  
15            improvement opportunities based on analysis of industry  
16            best practices, identification of points of customer  
17            concern through customer journey mapping, identification  
18            of gaps in customer satisfaction, analysis of customer  
19            feedback through our Voice of the Customer program,  
20            analysis of input from team members across the  
21            organization, as well as system issues identified in the  
22            meter to cash process. These needs are reviewed and  
23            prioritized to develop the Customer Experience technology  
24            roadmap.

25

1 **Q.** How does the company plan and manage its major capital  
2 improvement projects in the customer experience area?

3

4 **A.** The Customer Experience team drafts a business case for  
5 each capital project that identifies potential benefits to  
6 the organization and to the customer and supports the  
7 capital project's priority ranking and cost. These capital  
8 projects are then submitted through the company's capital  
9 approval process. Once approved, the capital projects are  
10 tracked through Customer Experience's capital project  
11 portfolio and are reviewed monthly to ensure quality,  
12 timeline, and budget are on track for the projects.

13

14 **Q.** You previously explained the company's rate base additions  
15 in the customer experience area from 2013 to 2021 and why  
16 they were prudent and that they continue to be used and  
17 useful to serve the company's customers. Now please  
18 describe and explain the additions to rate base in the  
19 customer experience area forecasted to occur in the 2022  
20 test year. Why are each of these major projects prudent  
21 and how will they benefit the company and its customers?

22

23 **A.** The major projects included in capital for the 2022 test  
24 year are:

25 1. Update technology for the external website to replace

1 the existing, dated technology, as well as continued  
2 enhancements to web and portal functionality and  
3 usability. This will make it easier for customers to  
4 self-serve online.

5 2. Enhanced outage information on the portal outage map  
6 and enhanced outage communications that will provide  
7 customers with more detail and more frequent status  
8 updates.

9 3. Continued automation of key transactions and  
10 implementation of process efficiencies. These  
11 enhancements will help to eliminate points of customer  
12 concern and unnecessary or inefficient costs, thereby  
13 improving customer satisfaction and allowing for  
14 investments in other customer improvements.

15 4. Continued enhancements to the CRB system and processes,  
16 streamlining the process between meter readings and  
17 customer payment. These enhancements will help to  
18 further eliminate points of customer concern in the  
19 customer's journey and simplify customers'  
20 interactions with the company.

21 5. Enhancements to the IVR system and processes to  
22 continuously improve upon the phone experience for  
23 customers, as well as improve self-service capability  
24 for customers.

25 6. Implementation of a Prepaid Billing program that will

1 allow customers with AMI meters to pay as they go (any  
2 amount, any time) and "load their meter" with credits.  
3 Customers will also be able to monitor interval usage,  
4 account balance, and add money as needed to their  
5 account.

6 7. Development of other digital offerings including:

7 a. Replacement of outdated technology used for the  
8 external website ([www.tampaelectric.com](http://www.tampaelectric.com)), making  
9 it easier to manage content, to support improved  
10 website navigation, and to improve the overall  
11 experience for customers.

12 b. Continued enhancements to our Voice of the Customer  
13 platform to provide a more personalized experience  
14 for customers.

15 c. Development of an omni-channel platform to capture  
16 customer interaction data regardless of  
17 communication channel used to provide a more  
18 holistic picture of the customer and further engage  
19 the customer in programs and services that may  
20 benefit them.

21 d. Implementation of virtual assistant chat  
22 functionality to provide a real-time response to  
23 customer inquiries after hours and on weekends when  
24 personal interaction is not available.

25 e. Use of predictive data analytics and AI-assisted

1 data technologies to identify patterns and predict  
2 future customer behaviors or actions and provide a  
3 more personalized experience.  
4

5 **2022 CUSTOMER EXPERIENCE O&M EXPENSES**

6 **Q.** What are Tampa Electric's customer experience O&M expenses  
7 budgeted for 2022 and how has the amount varied since 2013?  
8

9 **A.** Document No. 4 of my exhibit shows the Tampa Electric  
10 customer experience budget from 2013 to 2022 by primary  
11 account. The total budgeted amount in 2022 is approximately  
12 \$34 million. This amount is reasonable.  
13

14 **Q.** How do these spending levels compare with what would be  
15 expected using the Consumer Price Index for Urban Consumers  
16 ("CPI-U") escalation factors using 2013 as a benchmark?  
17

18 **A.** Document No. 4 of my exhibit shows that the actual expenses  
19 have generally been above what would be expected using the  
20 CPI-U as a cost escalator. This is the measure used by the  
21 Commission to benchmark O&M expenses for Customer  
22 Experience. Budgeted expenses in the 2022 test year are  
23 over \$3.6 million more than the 2013 O&M benchmark with  
24 escalation.  
25

1 **Q.** How does the adjusted 2022 test year customer costs per  
2 company books compare with the Commission benchmark?

3  
4 **A.** As described in the direct testimony of Tampa Electric  
5 witness Jeffrey S. Chronister, the company's adjusted 2022  
6 total customer costs are expected to be over the benchmark  
7 by \$6.4 million. This is related to the company's  
8 significant efforts to improve the customer experience  
9 described in my direct testimony, and the resulting  
10 improvement in customer satisfaction. Specifically, the  
11 adjusted test year total customer costs per company books  
12 in 2022 is \$39.7 million. The adjusted test year total  
13 customer benchmark in 2022 is \$33.3 million. The customer  
14 benchmark calculation is shown in MFR Schedule C-41.

15  
16 **Q.** How have customer experience expenses varied over the last  
17 five years?

18  
19 **A.** As shown in the MFR Schedules C-06 and C-09, the customer  
20 experience expenses have increased slightly over the last  
21 five years largely driven by our continued journey to  
22 improve the customer experience. The company is  
23 increasingly focused on meeting and exceeding evolving  
24 customer expectations. The company continues to invest in  
25 customer services and solutions (e.g., VOC platform, a

1 mobile-first strategy, Customer Preference Center, and  
2 IVR/CCM system) that provide a more personalized,  
3 transparent, and enhanced customer experience that allows  
4 the customer to interact with the company when and where  
5 they want through their channel of choice.

6  
7 **Q.** What are the main drivers for the company's customer  
8 experience-related O&M expenses?

9  
10 **A.** The main drivers of the company's customer experience-  
11 related O&M expenses include labor, outside services (e.g.,  
12 augmented staffing), and other operational expenses,  
13 including but not limited to fees associated with customer  
14 billing such as vendor fees and postage, fees associated  
15 with customer payments, fees associated with high-volume  
16 call answering ("HVCA"), as well as other expenses  
17 associated with maintenance of our systems.

18  
19 **Q.** What are the major factors that have contributed to an  
20 increase in total O&M spending needed in Tampa Electric's  
21 customer experience area?

22  
23 **A.** The company's continuous improvement efforts have been  
24 significant, but the total cost for O&M activities has  
25 increased. Beginning in 2016, the company increased

1 staffing (internal as well as outside contractors) as the  
2 company prepared for the implementation of the new CRB  
3 system. In 2017, once the new billing system went live,  
4 the company began reducing the use of outside contractors  
5 as the system stabilized. As the company continued to gain  
6 efficiencies in many areas using the new billing system,  
7 the streamlining of processes, and the automation of  
8 processes and transactions, the company continued to  
9 decrease labor and outside services costs from the 2016  
10 levels. The company also implemented many efficiencies over  
11 the years to manage O&M, including:

- 12 1. Improved various customer service levels - phone, e-  
13 mail, and streetlights
- 14 2. Reduced call volume to below 2014 levels
- 15 3. Reduced hold time and average handle time
- 16 4. Significantly improved self-service utilization
- 17 5. Improved First Contact Resolution from below to above  
18 industry averages
- 19 6. Improved timely and accurate billing and reduced  
20 estimated bills
- 21 7. Increased electronic billing and payment  
22 participation levels
- 23 8. Streamlined, documented, automated and trained team  
24 members on hundreds of processes

25



1           These efficiencies allowed the company to invest in more  
2           strategic functions including customer research, customer  
3           strategy and training, enhanced customer communications,  
4           and digital customer solutions. These strategic  
5           investments allowed for an improved customer experience  
6           and resulted in a substantial increase in overall customer  
7           satisfaction as measured by JDP.

8  
9           **Q.** What safety initiatives are reflected in customer  
10          experience O&M expenses for the 2022 test year and why are  
11          those initiatives beneficial for customers?

12  
13          **A.** The Customer Experience department budgets approximately  
14          \$100,000 per year on safety initiatives including Vimocity,  
15          a safety platform that brings sports medicine to the  
16          workplace with a focus on injury prevention, ergonomic  
17          furniture and equipment (e.g. sit/stand desks), and proper  
18          personal protective equipment ("PPE") for new  
19          construction, account management, energy auditors, and  
20          revenue protection personnel.

21  
22          **Q.** How have uncollectible account expenses varied in 2020 and  
23          2021 and is the company's proposed level of uncollectable  
24          expenses reasonable for the 2022 test year?

1     **A.**     Although uncollectible expense increased in 2020 due to  
2             the pandemic, we do anticipate that by 2022 our  
3             uncollectible activities will return to pre-pandemic  
4             levels, as noted in MFR Schedule C-08.

5  
6     **Q.**     Is the proposed level of advertising expense for 2022  
7             reasonable?

8  
9     **A.**     Yes, the proposed level of advertising expense for 2022 is  
10            reasonable. Advertising expense for customer education is  
11            shown in MFR Schedule C-14. The company is increasingly  
12            focused on meeting and exceeding evolving customer  
13            expectations, which includes educating our customers on  
14            services and solutions that will meet their needs. We  
15            continue to invest in customer services and solutions that  
16            allow the customer to interact with us when and where they  
17            want through the channel of their choice but receive  
18            updates and communications through various methods of  
19            delivery (i.e. printed communications, social media,  
20            online platforms).

21  
22    **Q.**     What steps has Tampa Electric taken to control customer  
23            experience O&M costs while maintaining a safe and  
24            productive workplace?

25

1     **A.**    At Tampa Electric, the safety of our customers and our team  
2           members is the company's number one priority. The Customer  
3           Experience department is committed to controlling O&M costs  
4           while providing a safe and productive work environment for  
5           all team members. For example, Tampa Electric shifted the  
6           entire customer experience department to work from home,  
7           including the Customer Experience Centers, to ensure the  
8           safety of our team members during the 2020 COVID-19  
9           pandemic.

10

11    **Q.**    Is the overall level of customer experience O&M expense  
12           for 2022 reasonable?

13

14    **A.**    Yes. The overall level of customer experience O&M expense  
15           for 2022 is reasonable. The company remains focused on  
16           gaining operational efficiencies to invest in more  
17           strategic functions that will enhance the customer  
18           experience while keeping overall expenses relatively flat  
19           as compared to 2020 and 2021.

20

21    **SUMMARY**

22    **Q.**    Please summarize your direct testimony.

23

24    **A.**    Tampa Electric has a long history of delivering safe,  
25           reliable, and affordable electric service to customers

1 while delivering a high value customer experience, as  
2 measured by customer satisfaction and evidenced by improved  
3 scores since 2013. While this has been the company's  
4 legacy, customer expectations, largely driven by  
5 technology and information, continue to grow at a rapid  
6 pace. It is critical for Tampa Electric and the utility  
7 industry to evolve with growing technology and customer  
8 expectations. Since Tampa Electric's last rate case, the  
9 company has successfully implemented a new customer billing  
10 system, a new online portal with a mobile-first approach,  
11 improved and increased electronic payment channels,  
12 improved customer service levels for our Customer  
13 Experience Contact Centers, enhanced billing and payment  
14 services, and made hundreds of smaller process and system  
15 enhancements to better serve Tampa Electric's customers.

16  
17 Tampa Electric's enhanced customer experience strategy and  
18 customer commitment to engage all team members in this  
19 work, has been a foundational component of our corporate  
20 culture and continued success. Tampa Electric's commitment  
21 is to have a customer-centric culture.

22  
23 It is this focus and commitment that has resulted in the  
24 significant improvements in customer satisfaction year  
25 after year. Since 2013, Tampa Electric has improved its

1 residential JDP customer satisfaction ratings by 138  
2 points, and by 187 points in the business study since 2013.  
3 These increases have moved Tampa Electric to be ranked in  
4 the second quartile in customer satisfaction for  
5 residential customers and in the first quartile for  
6 business customers, proving that customers are pleased with  
7 the people, process, and technology enhancements made by  
8 Tampa Electric.

9  
10 Tampa Electric proposes reasonable capital and O&M budgets  
11 for customer experience for the 2022 test year that will  
12 allow the company to continue to improve the customer  
13 experience.

14  
15 **Q.** Does this conclude your direct testimony?

16  
17 **A.** Yes, it does.  
18  
19  
20  
21  
22  
23  
24  
25

TAMPA ELECTRIC COMPANY  
DOCKET NO. 20210034-EI  
WITNESS: COSBY

**EXHIBIT**

**OF**

**MELISSA L. COSBY**

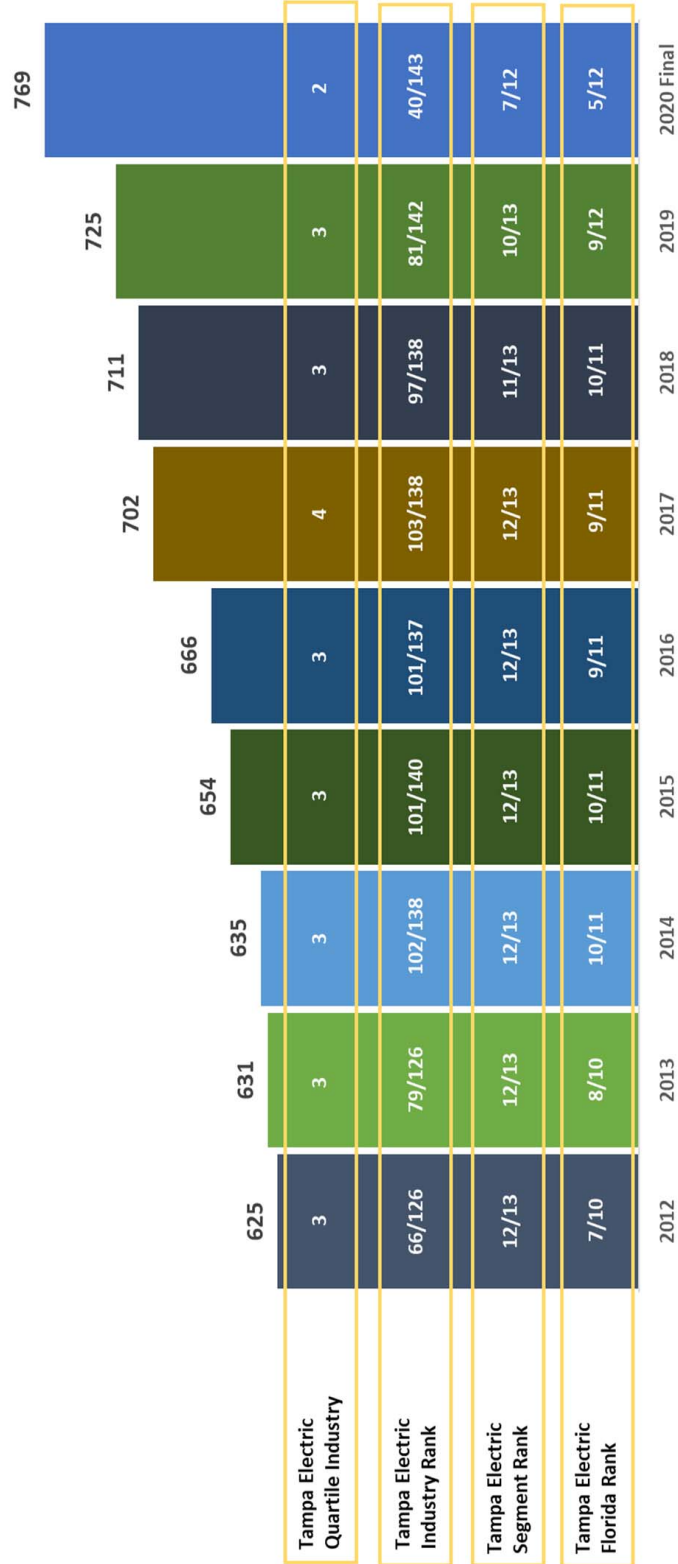
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LIST OF MINIMUM FILING REQUIREMENT SCHEDULES  
SPONSORED OR CO-SPONSORED BY MELISSA L. COSBY

MFR Schedule	Title
B-07	Plant Balances By Account And Sub-Account
B-08	Monthly Plant Balances Test Year-13 Months
C-06	Budgeted Versus Actual Operating Revenues And Expenses
C-08	Detail Of Changes In Expenses
C-09	Five Year Analysis-Change In Cost
C-11	Uncollectible Accounts
C-12	Administrative Expenses
C-14	Advertising Expense
C-37	O&M Benchmark Comparison By Function
C-38	O&M Adjustments By Function
C-39	Benchmark Year Recoverable O&M Expenses By Function
C-41	O&M Benchmark Variance By Function



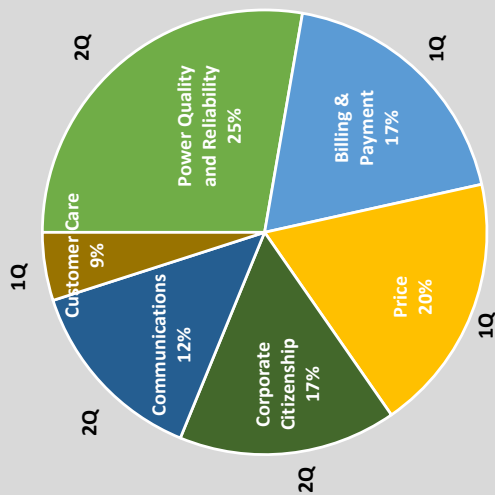


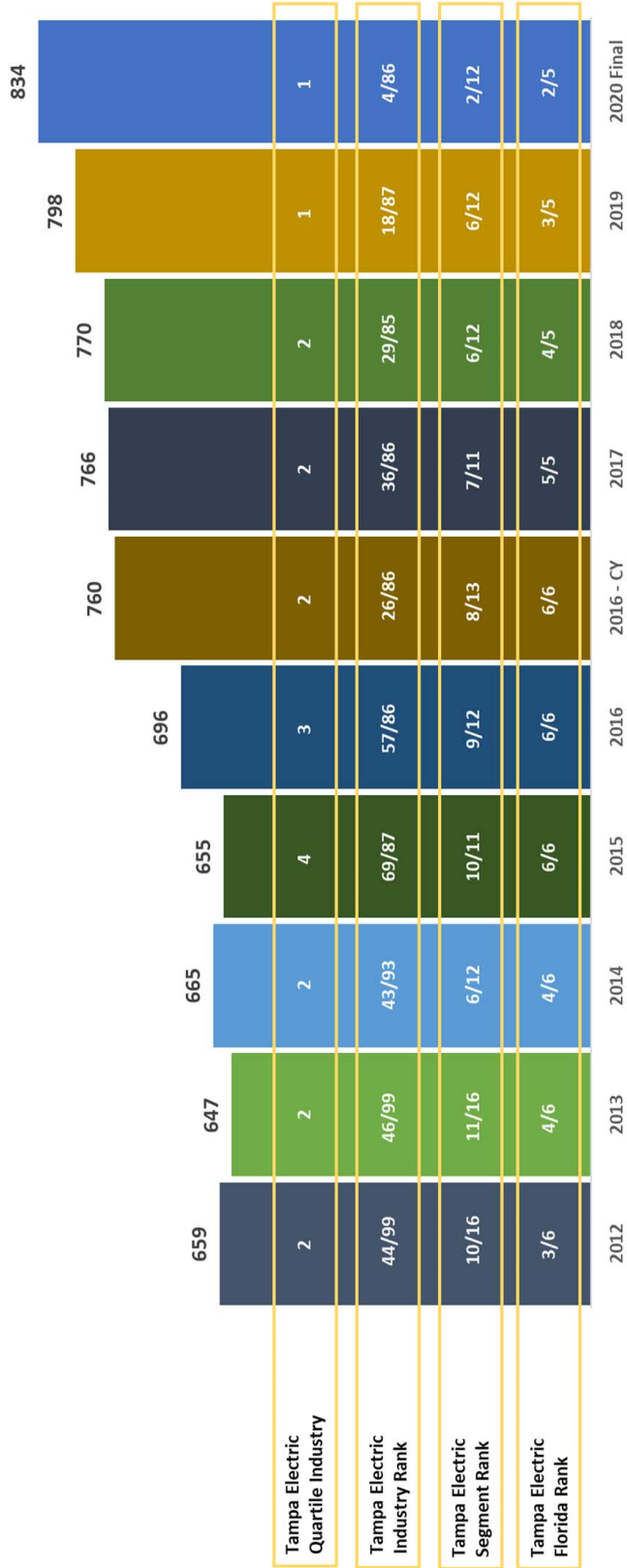
# JD Power Electric Residential Customer Satisfaction Index Scores



# JD Power Electric Residential Customer Satisfaction Factor Quartiles

2017	2018	2019	2020 Final
4Q 702	3Q 711	3Q 725	2Q 769

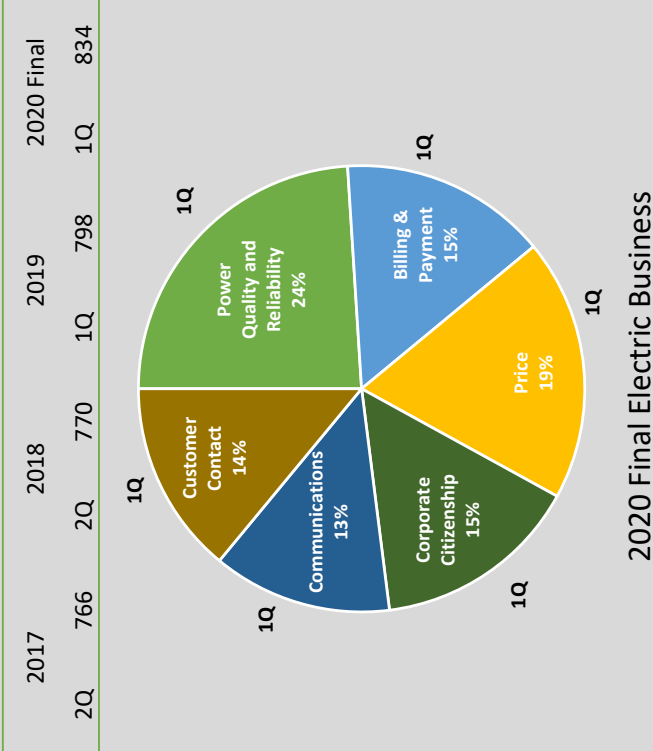


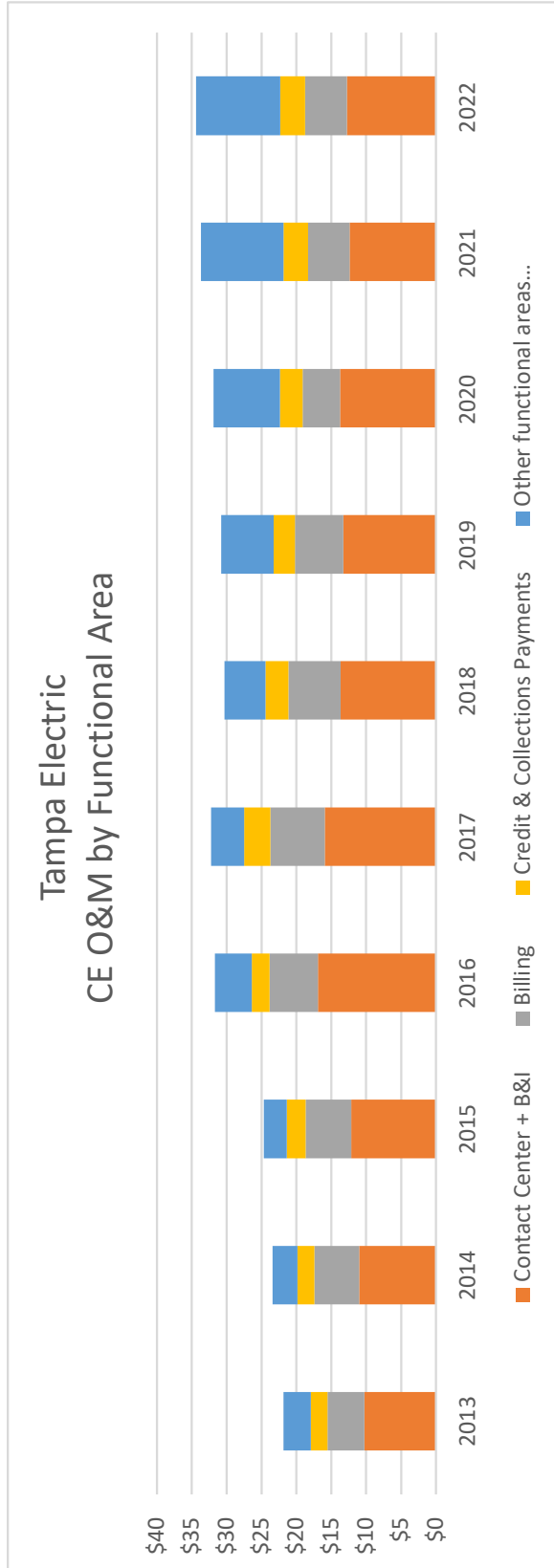


# JD Power Electric Business Customer Satisfaction Index Scores

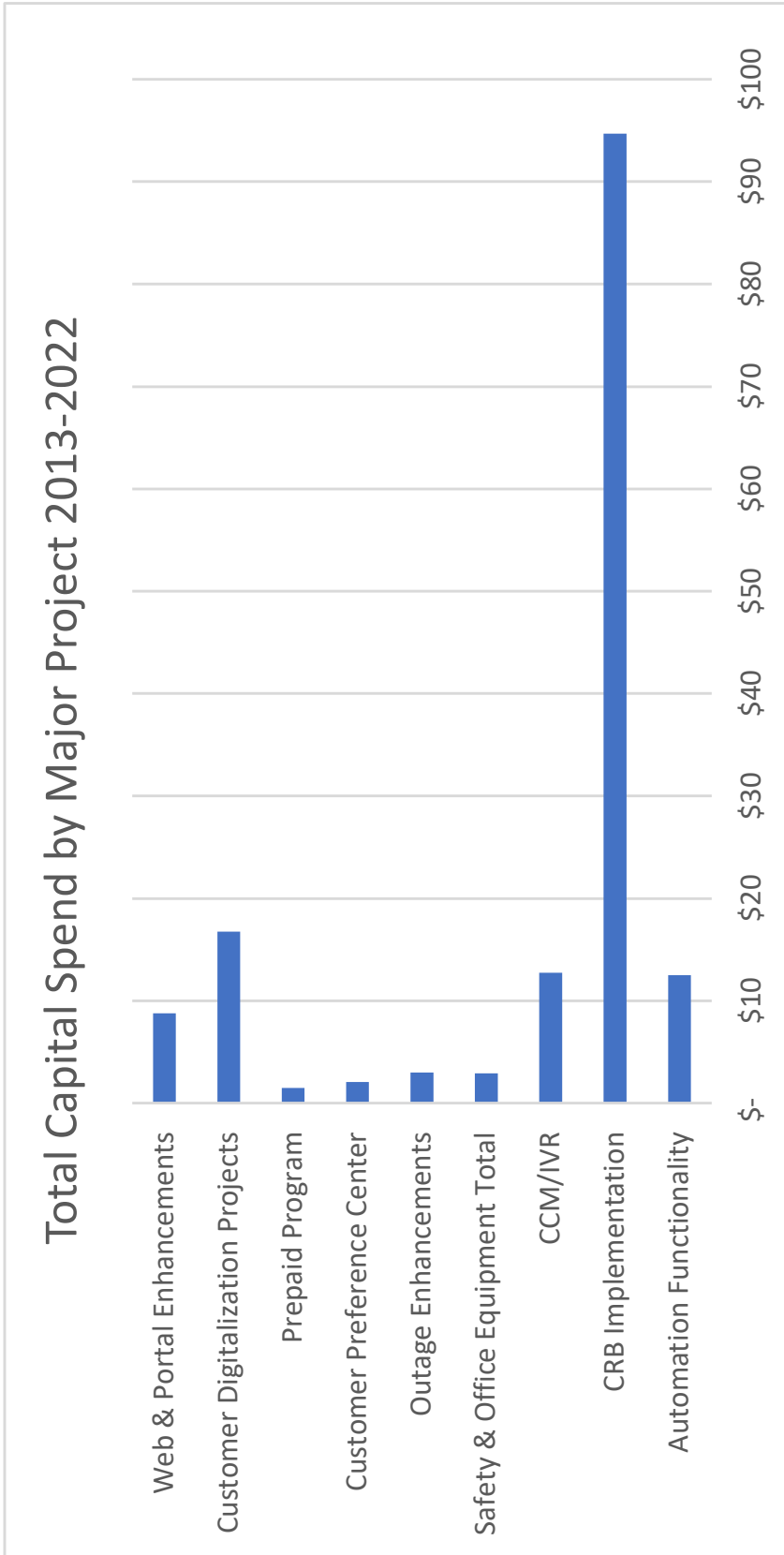


# JD Power Electric Business Customer Satisfaction Factor Quartiles



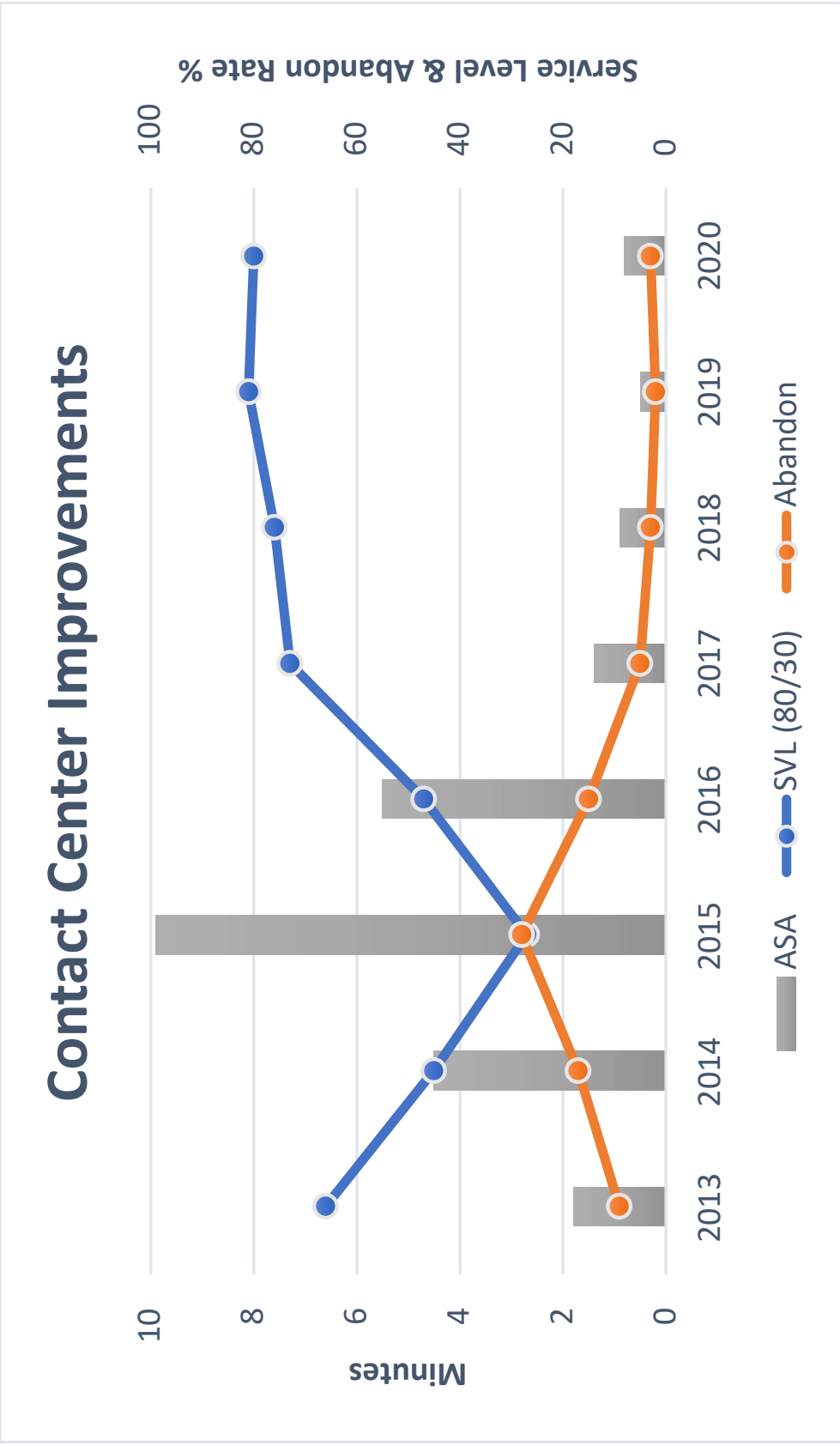


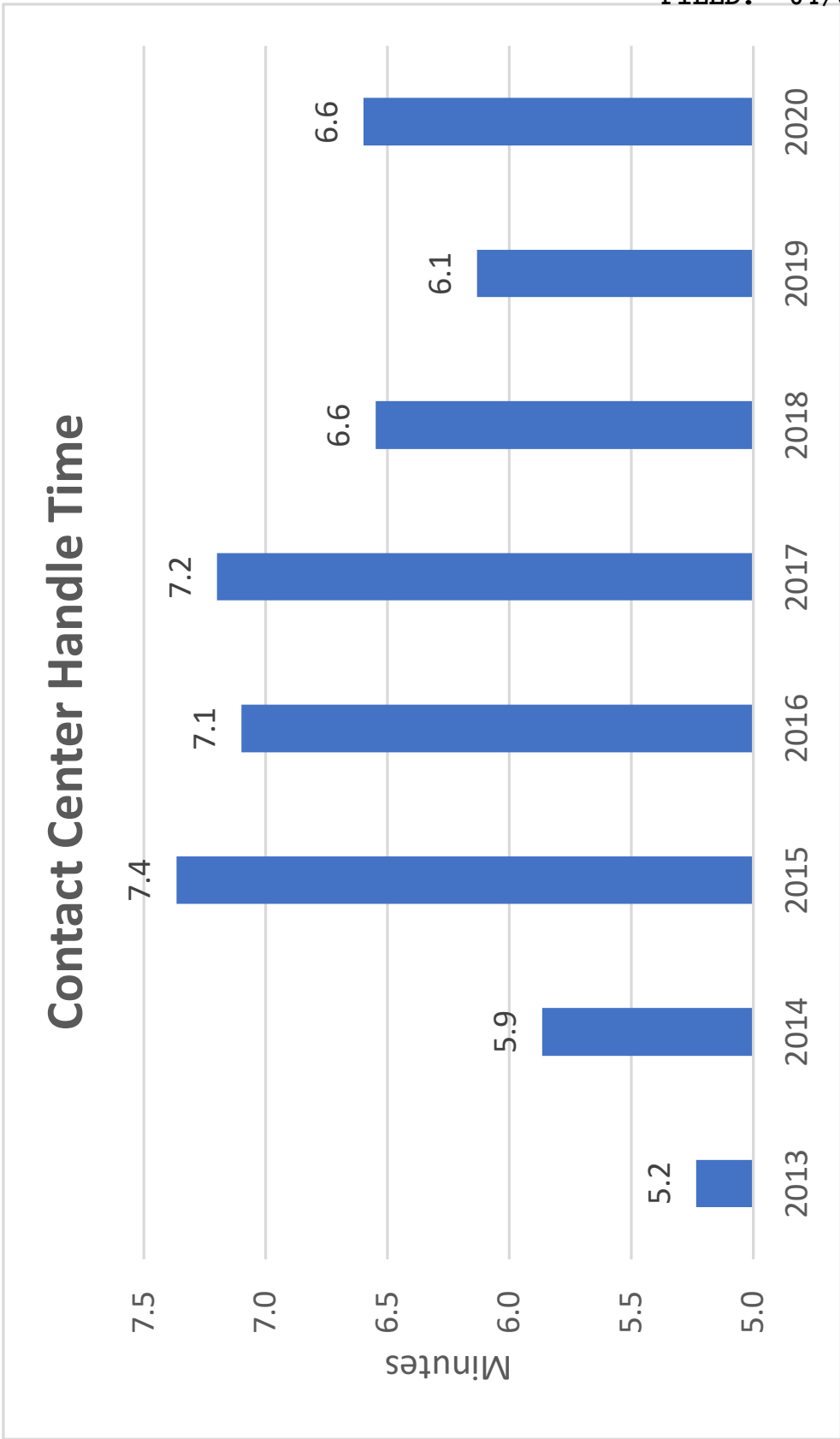
Tampa Electric - CE O&M by Functional Area (in millions)											
Functional Area	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	Budget	
Contact Center + B&I	\$10	\$11	\$12	\$17	\$16	\$14	\$13	\$14	\$12	\$13	
Billing	\$5	\$6	\$7	\$7	\$8	\$8	\$7	\$5	\$6	\$6	
Credit & Collections Payments	\$2	\$2	\$3	\$3	\$4	\$3	\$3	\$3	\$4	\$4	
Other functional areas...	\$4	\$4	\$3	\$5	\$5	\$6	\$8	\$9	\$12	\$12	
<b>Subtotal</b>	<b>\$22</b>	<b>\$23</b>	<b>\$25</b>	<b>\$32</b>	<b>\$32</b>	<b>\$30</b>	<b>\$31</b>	<b>\$31</b>	<b>\$34</b>	<b>\$34</b>	
											CPI-U 141.04%
											O&M Benchmark \$30.8
											Difference \$3.6

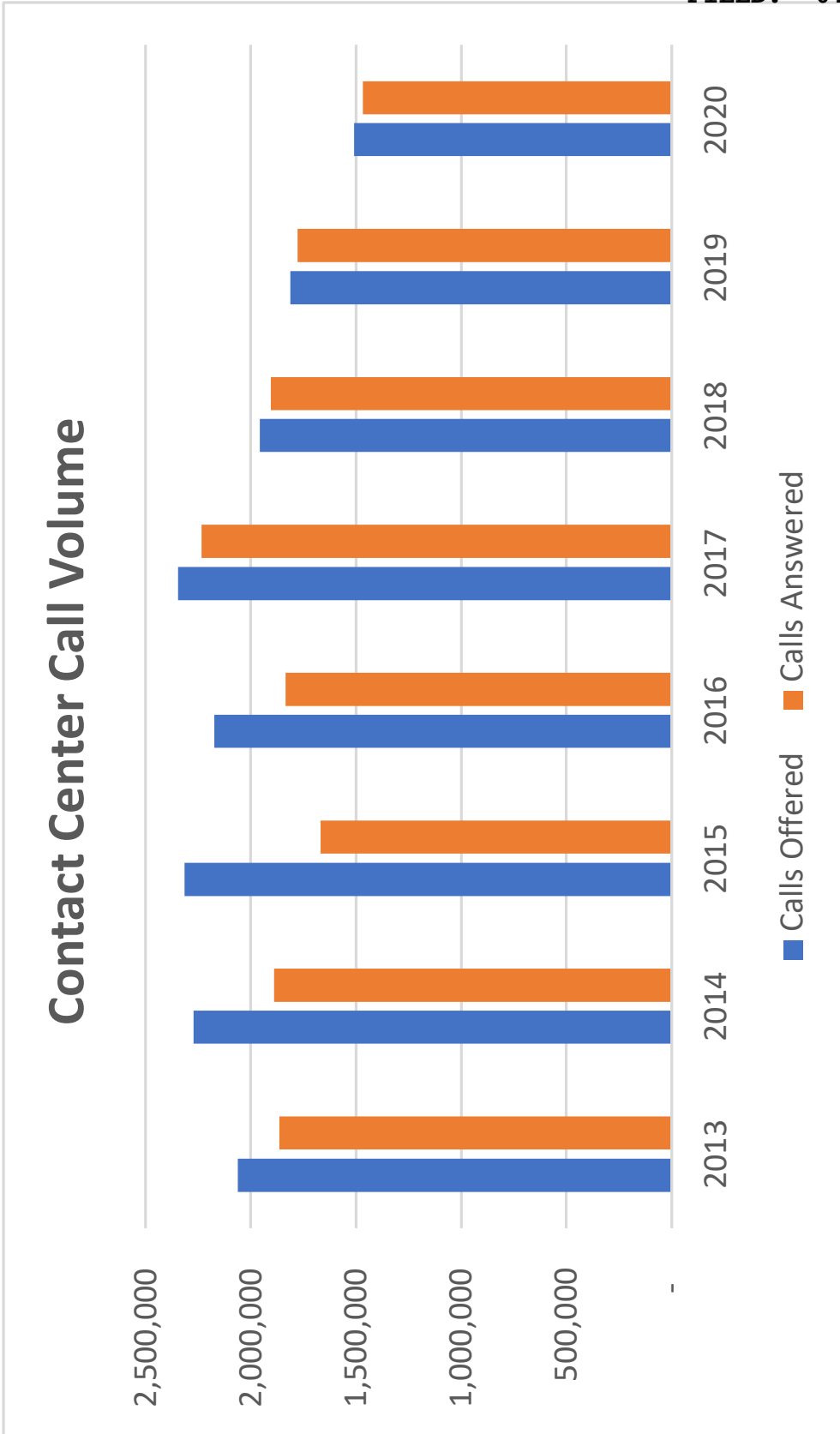


Tampa Electric - Capital by Major Project (in millions)												
Capital Project	2013	2014	2015	2016	2017	2018	2019	2020	2021 Planned	2022 Planned	Total	
Automation Functionality	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3	\$ 3	\$ 3	\$ 3	\$ 1	\$ 2	\$ 12	
CRB Implementation	\$ -	\$ 10	\$ 25	\$ 38	\$ 13	\$ 0	\$ -	\$ 1	\$ 2	\$ 7	\$ 95	
CCM/IVR	\$ 2	\$ 2	\$ (0)	\$ 0	\$ 0	\$ 0	\$ (0)	\$ 3	\$ 4	\$ 1	\$ 13	
Safety & Office Equipment Total	\$ 0	\$ 0	\$ 0	\$ 1	\$ 1	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3	
Outage Enhancements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1	\$ 3	
Customer Preference Center	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ 1	\$ -	\$ 2	
Prepaid Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2	\$ 2	
Customer Digitalization Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ 6	\$ 10	\$ 17	
Web & Portal Enhancements	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ 2	\$ 1	\$ 1	\$ 2	\$ 2	\$ 9	
<b>Yearly Totals</b>	<b>\$ 2</b>	<b>\$ 12</b>	<b>\$ 25</b>	<b>\$ 39</b>	<b>\$ 17</b>	<b>\$ 6</b>	<b>\$ 5</b>	<b>\$ 9</b>	<b>\$ 17</b>	<b>\$ 23</b>	<b>\$ 155</b>	









Tampa Electric - Contact Center Metrics									
	2013	2014	2015	2016	2017	2018	2019	2020	
SVL (80/30)	66	45	27	47	73	76	81	80	
Calls Offered	2,061,436	2,270,895	2,316,491	2,173,256	2,345,415	1,957,583	1,813,545	1,508,389	
Calls Answered	1,866,095	1,890,310	1,667,533	1,833,709	2,234,759	1,905,619	1,777,736	1,467,246	
ABN%	9	17	28	15	5	3	2	3	
AHT	5.2	5.9	7.4	7.1	7.2	6.6	6.1	6.6	
ASA	1.8	4.5	9.9	5.5	1.4	0.9	0.5	0.8	