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5 APPEARANCES: (As heretofore noted.)

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## 1 I N D E X

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## 3 WITNESSES

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5 Marlene Santos

6 Continue Examination by Mr. Moyle 726

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1	EXHIBITS			
2	NUMBER:		ID.	ADMTD.
3	597	Definition of large	748	
4		commercial industrial		
5	598	Call center metrics	748	
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## P R O C E E D I N G S

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BY MR. MOYLE:

Q Ms. Santos, can I direct you to your Exhibit MMS5, please?

A Yes.

Q So at the bottom of this, where did you get this information and what is this chart?

A The bottom one that compares the various utilities?

Q That's right.

A Okay. Sure. So the source was the FPSC monthly consumer activity report, 15-day logged and the FERC Form 1. It's at the bottom of the exhibit.

Q Okay. So this represents information in 2015 that you were able to obtain from this Commission and other -- and from FERC?

A Yes.

Q Do you know when you obtained it?

A Prior to the filing.

Q You and Mr. Reed made your filings on the same day, March 15th, isn't that right?

A That's correct.

Q Do you know how you were able to obtain information from the FERC and PSC? I mean, did you have any problem getting this information for 2015?

1           A     Not that I recall.

2           Q     So this is a chart that shows a number of  
3     complaints per 1,000 customers, is that right?

4           A     That's correct.

5           Q     And FPL comes in second on this chart?

6           A     Yes. We come in at .03 per 1,000, which is  
7     second to Gulf Power Company, which is at .02 per 1,000.

8           Q     Okay. I have a few questions about some of  
9     your programs to help people who can't pay their  
10    electric bills. Are you comfortable having that  
11    conversation with me?

12          A     We'll see.

13          Q     So I read your testimony to essentially say  
14    that FPL has relationships with a lot of entities. If  
15    somebody can't pay their bill, then it looks like you  
16    refer them to a church or social service. Is that --

17          A     Sure. So I think you're talking about -- are  
18    you familiar with LIHEAP and EHEAP and the federal  
19    programs that provide monies for customers to pay their  
20    electric bills? So we have relationships with state  
21    agencies throughout our service territory that  
22    essentially serve as facilitators to distribute those  
23    funds to the customer. So those agencies are agencies,  
24    like the Salvation Army for example, is a typical  
25    agency. And so we work with them to refer customers

1 that have a need for, you know, affordability issue with  
2 their bill.

3 **Q Is this what you reference on page 20 of your**  
4 **testimony, the Federal LIHEAP program?**

5 A Yes.

6 **Q And so that program provides money to FPL or**  
7 **to third parties?**

8 A To the customers.

9 **Q To the customers. And you say in here that, I**  
10 **guess, you had some partners who worked to influence**  
11 **Congressional funding and the methodology for**  
12 **administrating the federal program, is that right?**

13 A What line are you talking about, Mr. Moyle?

14 **Q Page 20 line 19.**

15 A Line 19. Right. So the partners that I'm  
16 talking about there are the partners that are in the  
17 sentence right above. Where we talk about that we were  
18 cofounder of the Coalition for Affordable Energy for  
19 All, which was a partnership with Entergy, TXU Energy,  
20 Atmos Energy, Arizona Public Service, Tucson Electric  
21 Power, Center Point Energy and other utilities.

22 **Q Okay. And you would agree that the efforts to**  
23 **influence Congressional funding, that's analogous for**  
24 **lobbying?**

25 A Yes, definitely.

1           **Q**     Okay.  And that's -- you put together this  
2           coalition that did that, but you didn't charge  
3           ratepayers for that?

4           **A**     That is correct.  We -- these monies -- any  
5           monies that we spent on this are considered lobbying  
6           expenses.  We account for those, and do not include them  
7           in our regulated costs.

8           **Q**     So do you have an understanding of company  
9           policy with respect to, you know, coalitions or  
10          associations that engage in lobbying that ratepayers  
11          don't pay for that?

12                   MR. REUBEN:  I object to the question.  If  
13                   it's -- if it's focused on what we're talking about  
14                   that's fine, but if he's asking about general  
15                   company policies, if the witness knows, fine, but  
16                   he's gone beyond the scope of her testimony.

17                   CHAIRMAN BROWN:  Mr. Moyle.

18                   MR. MOYLE:  He said if she knows, it's fine.

19                   CHAIRMAN BROWN:  Can you just restate it in a  
20                   general fashion?

21                   BY MR. MOYLE:

22           **Q**     Did you make this decision not to -- not to  
23           charge these costs below line, or are you aware that  
24           there's a company policy that says lobbying efforts are  
25           not something that get passed on to ratepayers?



1           A     It's a company policy.

2           Q     And that would include working with an  
3     **association like this group of electric companies?**

4           A     Well, I think that it would just working with  
5     electric companies, that would not be lobbying.

6           Q     No, I'm saying this group, this coalition of  
7     **affordable --**

8           A     This group, yes, because of what they're doing  
9     specifically.

10          Q     Right. Okay. And so does FPL have any  
11     **ability if someone calls up or you are contacting them**  
12     **and they are down on their luck, does FPL have the**  
13     **ability to say, well, we'll not require you to pay your**  
14     **bill, or do they push -- not push, but refer that out to**  
15     **a third party?**

16          A     Can you repeat your question?

17          Q     If somebody calls up FPL and says, you know, I  
18     **just got laid off my job, my kids are sick and my**  
19     **electric bill's due tomorrow, can you guys -- actually,**  
20     **my electric bill's late and my electricity is going to**  
21     **get cut off and it's forecast to be 20 degrees outside**  
22     **tomorrow, can you guys work with me and cut me a break**  
23     **and not cut my electricity off? Do you guys say, yes,**  
24     **we can work with you or do you say contact United Way or**  
25     **how does that work?**

1           A     We do all of the above.  So it depends.  So we  
2     have -- we definitely work with our customers and try to  
3     see if we can extend their payment.  So we do definitely  
4     try to do that, and we also work with agencies to try to  
5     get them assistance, funds.  If our customers are also  
6     interested in ways to reduce their energy bill, we will  
7     do that.  So there's several ways that we try to help  
8     our customers.

9           **Q     Okay.  So do you -- does your group have**  
10    **discretion when somebody makes a call like that to say**  
11    **we're not going to cut you off, and we're not going to**  
12    **make you pay your bill this month?**

13          A     We have policies and guidelines that our  
14    representatives use.

15          **Q     And when you say your representatives, who do**  
16    **you mean?**

17          A     Our customer service representatives.

18          **Q     Are they your employees?**

19          A     Yes, sir.

20          **Q     Okay.  So the program up above -- and I want**  
21    **to just understand that.  This is on page line -- page**  
22    **20, line 1.**

23                 CHAIRMAN BROWN:  I'm sorry.  Can you state  
24    that again?

25                 MR. MOYLE:  Sure.  20, line 1.  It actually

1 starts on the proceeding page.

2 CHAIRMAN BROWN: Thank you.

3 BY MR. MOYLE:

4 Q It talks about FPL Care to Share Program  
5 that's been in effect since 1994. And as I understand  
6 it, Ms. Santos, this is a program that provides  
7 donations from customers, NextEra Energy employees and  
8 NextEra Energy shareholders to help people who can't pay  
9 their bills.

10 A Yes. So we administer those funds like we do  
11 the other funds, the LIHEAP funds that I mentioned, as  
12 far as a distribution to the customers.

13 Q Okay. Does -- do the shareholders have a  
14 policy of matching dollar-for-dollar the donations made  
15 by customers?

16 A No.

17 Q Or NextEra employees?

18 A No.

19 Q Do you know out of that 1.4, how much comes  
20 from shareholders and how much comes from employees and  
21 how much comes from customers, roughly speaking?

22 A Roughly speaking, I believe it's about a  
23 million dollars from shareholders. I don't recall the  
24 split between customers and employees.

25 Q Do you know whether the rate request includes

1     **that million dollars?**

2           A     It does not.  That's below the line.

3           MR. REUBEN:  I just wanted to object to the  
4     question.  We've spent a lot of time on this.  I  
5     don't know that it applies to any issue in this  
6     case.

7           MR. MOYLE:  Other than the fact that it's her  
8     testimony on the page about these programs to  
9     help --

10          CHAIRMAN BROWN:  Objection overruled.

11   BY MR. MOYLE:

12          Q     So the ratio -- is the ratio correct with  
13     respect to the 1.4 million appearing on line 2 and then  
14     the assistance programs?  I have it on line 11 that  
15     there's 24 million through assistance programs and 1.4  
16     million through the FPL funded program, is that right?

17          A     That's right.

18          Q     You -- FPL has a call center, is that right?

19          A     Yes.

20          Q     Let me -- maybe we can just walk through it  
21     this way.  Page 9, line 15.  And it says -- you say on  
22     15, quote, "there are several locations and numerous  
23     remote agents that are configured to act as one vital  
24     contact center that handles inbound and outbound calls,  
25     as well as emails, letters and faxes," is that --

1           A       That's correct.

2           **Q       So where are the locations?**

3           A       So the locations are in Miami, in West Palm  
4 Beach -- actually Miami has -- we have two locations.  
5 We have one at Florida International University. So, we  
6 have a call center where we have students that go in and  
7 out. So a great thing that we have done recently. We  
8 have a location -- another location in Miami. So two  
9 locations in Miami, one in West Palm Beach, and then we  
10 deal with an outsourcer in Texas. And then the remote  
11 agents have to do with employees that actually can work  
12 from home. So we have employees who are equipped to be  
13 able to take customer care calls from their home, which  
14 is a wonderful thing for our customers because, as an  
15 example, at 2:00 in the morning if there's a bad storm,  
16 we actually call them and they will, you know, get on  
17 very, very quickly and be able to handle customer  
18 inquiries.

19          **Q       How many people are at FIU?**

20          A       Subject to check, I'm just giving you a range.  
21 I believe it's in the 30 to 40 or so.

22          **Q       And how about the other Miami location?**

23          A       In Miami we have in the 200's.

24          **Q       How about West Palm?**

25          A       West Palm is probably -- it's less than 100, I

1 think, subject to check. I'm just giving you rough  
2 numbers.

3 **Q How many people does your outsourcer employ?**

4 A And the outsourcer probably has in the 200-ish  
5 range.

6 **Q Did you consider adding 200 jobs in Florida  
7 and not using the outsourcer in Texas?**

8 A I'll tell you, the reason why we use --

9 **Q If you could, just yes or no, and then answer.**

10 A No. And let me explain why. We actually  
11 started the outsourcing operation after the hurricane  
12 season of '04 and '05 because we realized how important  
13 it was for us to have operations outside of our service  
14 territory. So we actually did it for business  
15 continuity purposes, and it's turned out to be really  
16 good.

17 **Q Did you consider maybe putting a call center  
18 in Pensacola, which would be in Florida but away from  
19 your service territory?**

20 A Yeah, we actually did, and we looked at the  
21 markets in Pensacola. You know, we looked at the markets  
22 all throughout Florida, our ability to be able to hire  
23 appropriate employees, you know, the labor base, to be  
24 sure that there was a good labor base. So we took into  
25 account all those factors.

1 Q Did you reach a conclusion that the employee  
2 workforce in Pensacola was not as good as the employee  
3 workforce in Texas?

4 A We concluded that the best decision was for us  
5 to outsource to Texas.

6 Q Yeah, you were here for -- Mr. Silagy said  
7 that as part of Enterprise Florida's job, it's about  
8 bringing jobs to Florida, right, and he's on that board?

9 A Yes, I was here. I heard him say that.

10 Q Is this decision, about the outsourcer,  
11 something you review annually or is it a long-term  
12 contract?

13 A It's a contract for a couple of years, and we  
14 look at it whenever the contract expires.

15 Q Okay. So the outsourcer, then they're not  
16 your employees, correct?

17 A That's correct.

18 Q And do you know, do they -- a lot of call  
19 centers, as I understand it, they have scripts. Do you  
20 provide scripts to the outsource center?

21 A So we are in charge of the training --

22 Q If you could just, yes or --

23 A Yes. Yes. And we provide the training to --  
24 so we provide the training, the processes, all of this  
25 is the same systems. So when you call us, you really

1 have no -- you know, as a customer it is seamless and  
2 you don't know where you're calling because it all  
3 sounds the same. We also have satisfaction scores that  
4 we measure our call centers by, and actually sometimes  
5 our outsourcer gets higher satisfaction scores than our  
6 own call centers.

7 CHAIRMAN BROWN: Mr. Moyle, if I could just  
8 take a moment real quickly to please remind you not  
9 to interrupt the witness. And, Ms. Santos, and to  
10 remind you to say yes or no or I don't know. That  
11 would be very helpful.

12 THE WITNESS: Yes, ma'am.

13 BY MR. MOYLE:

14 Q Given your last answer, that sometimes the  
15 outsourcers do a better job, you're not considering  
16 moving all the jobs to Texas with the outsourcer, are  
17 you?

18 A No, I'm not.

19 Q Do you know if the outsourcer -- my  
20 understanding sometimes outsourcers have -- they take  
21 calls not only for one company, but they might take them  
22 for McDonalds and Anheuser-Busch and Apple Computer. Is  
23 that -- do you have an understanding of whether the call  
24 center you have a contract with works that way?

25 A I do.



1           **Q     And --**

2           A     And actually the representatives that the  
3     oursourcer uses for us are dedicated to Florida Power &  
4     Light.

5           **Q     Has that always been the case?**

6           A     That has always been the case, yes.

7           **Q     Do you go check on that and monitor that?**

8           A     We definitely do. Yes.

9           **Q     And if --**

10          A     Sorry.

11          **Q     I appreciate the effort. Thank you.**

12                 So if I'm an FPL customer, and I call up and I  
13     have -- how is a decision made whether I'm talking to --  
14     I assume all the people in Florida are FPL employees or  
15     are they agents that are employees?

16          A     Yes, they are FPL employees. All the  
17     representatives in Florida.

18          **Q     If I call up and I'm an FPL customer, if I**  
19     **call up, is it random as to whether I go to Texas or**  
20     **whether I get an FPL employee in Florida?**

21          A     No. It is not random at all. We have a very  
22     sophisticated automated call distribution system that  
23     takes a look at the skill sets that are available, the  
24     representative that are available, how long the last  
25     representative was sort of waiting for a call, how many

1 calls are on hold, all those types of things, and makes  
2 a decision based on efficiency and distributes the calls  
3 accordingly.

4 **Q So it's based on wait time largely, is that**  
5 **right?**

6 A No. It's not just wait time. It's wait time,  
7 the skill levels, the handle time targets that we have  
8 set, you know, lots of different variables. It's a  
9 pretty sophisticated routing system.

10 **Q So would you make a determination about the**  
11 **skill level required based on what button someone would**  
12 **push on the phone, whether I'm calling about a late -- a**  
13 **late bill or whether I'm calling about a service problem**  
14 **or whether I'm calling about I'm just mad because my**  
15 **electricity is fluctuating? I mean, do you have prompts**  
16 **that then inform your system that then says, let's send**  
17 **this call to Texas as compared to Florida; is that**  
18 **right?**

19 A Yes. The prompts are used in order to make  
20 the determination, but the determination is not, oh,  
21 let's send it to Texas. The determination is based on  
22 all the variables that I mentioned earlier and which  
23 agents are available at the time.

24 **Q Okay. So also, I think I read in your**  
25 **testimony, if my problem can't get solved, then it gets**

1 elevated to a supervisor, isn't that correct?

2 A Yes.

3 Q Okay. And does then that mean it goes back to  
4 an FPL employee, or are there supervisors in Texas who  
5 try to solve the problem?

6 A We have supervisors in all the centers.

7 Q Okay. And have you also -- does -- Mr. Reed  
8 just got off the stand. Spent a lot of time talking  
9 about efficiencies. Have you done any study or analysis  
10 to try to determine whether having two call centers in  
11 Miami and one in West Palm might -- it might be more  
12 efficient to have one call center, say, in Fort  
13 Lauderdale or in one location as compared to three?

14 MR. REUBEN: Madam Chair, can I just ask what  
15 issue we are attempting to address through these  
16 questions?

17 CHAIRMAN BROWN: Mr. Moyle.

18 MR. MOYLE: Well, I think part of their case  
19 is we're efficient and we do the best job with  
20 respect to efficiencies and we want this adder and  
21 all these things. So here's an example where it  
22 may not be very efficient to have three call  
23 centers with three separate rents as compared to  
24 one. I'm just asking her if they've looked at it.

25 CHAIRMAN BROWN: I'll allow it. Ms. Santos

1 does go into some detail about the customer care  
2 center, so I'll allow the questioning.

3 THE WITNESS: So I think it's been a while  
4 since we did analyses of exactly how many call  
5 centers we should have and those types of things,  
6 but I would like to point you to Exhibit MMS2,  
7 which shows that our customer care center was  
8 certified as a center of excellence by  
9 BenchmarkPortal. And in doing so, BenchmarkPortal  
10 looks at measures of efficiency and effectiveness  
11 and compares us to, you know, call centers  
12 throughout the nation. So I think that that's a  
13 good indication that overall our call centers are  
14 very efficient.

15 BY MR. MOYLE:

16 Q Did you share financial information with the  
17 group that said, you did well, to say, here are our  
18 costs for each of our centers, and give them information  
19 that they could look at related to financial cost?

20 A I don't understand your question, Mr. Moyle.  
21 You could you please -- what kind of financial  
22 information are you talking about?

23 Q How much the cost were for each call center.

24 A Of course.

25 Q You know, the rents at each call center. You

1 gave them all that information?

2 A All the costs. Of course. Yes.

3 Q Which call center is the most expensive for  
4 you and which is the least expensive as we sit here  
5 today?

6 A I don't have that information.

7 Q So you don't know whether on a per-call  
8 basis -- you haven't done any analytics to figure out  
9 whether Miami's cheaper than West Palm?

10 CHAIRMAN BROWN: Asked and answered.

11 BY MR. MOYLE:

12 Q Page 13, line 15. You use the phrase that you  
13 provide "personalized level of service to these  
14 customers." And I think you were referencing larger  
15 commercial industrial and governmental customers, is  
16 that right?

17 A That's correct.

18 Q Okay. And so I don't need you to tell me all  
19 the personalized services that you do. I just want to  
20 ask you, does part of that include if you are talking to  
21 a commercial or industrial or governmental customer and  
22 you, as an FPL representative, see that maybe there's a  
23 way they can save money with respect to their tariffs.  
24 Do you say, you know, I've looked at your account and if  
25 you switch from A to B, I think you'd save a lot of

1 money, that would be a good thing? Does that happen?

2 A Yes.

3 Q Can you give me an example of it happening  
4 with an industrial customer?

5 A I don't know -- that's in general what we do,  
6 what our account managers do. So we have -- our large  
7 accounts have a personalized account manager, so they  
8 have one-on-one, you know, person that they go to. And  
9 that's one of the many things that the account manager  
10 does for our customers, is look at the rates and ensure  
11 that they are on the best rate.

12 Q Okay. But you can't give me an example of  
13 that happening with respect to an industrial customer,  
14 correct?

15 A I don't have that on the top of my head right  
16 now, Mr. Moyle.

17 Q The same with the commercial customer?

18 A I don't have -- I don't have that right now on  
19 the top of my head.

20 Q You use the internet I assume, right? Most  
21 people have access and use the internet?

22 A Yes.

23 Q Okay. Have you ever been on a page on the  
24 internet where it gives you a choice as to which  
25 language you want to view the page in, you know, like

1 Spanish or French or English or --

2 A Yes.

3 Q -- German? And usually when I've seen them,  
4 there's like a little button you click, and then the  
5 whole web page will load in that language, correct?

6 A Yes.

7 Q Okay. Do you -- I take it from your testimony  
8 on page 17, line 12 --

9 A Yes.

10 Q -- that your website has loaded in English and  
11 Spanish, is that right?

12 A We have Spanish capabilities in parts of the  
13 site, yes.

14 Q Okay. Do you have -- south Florida is very  
15 diverse, correct?

16 A Yes.

17 Q Do you have French or Brazilian? A lot of  
18 Brazilians in South Florida. Portuguese. Are those  
19 websites loaded in those languages?

20 A We only have Spanish available on our website.

21 Q You don't have in your testimony, anywhere  
22 that I could find, any information about a need for  
23 capital for new equipment that you're planning to  
24 install in 2017, 2018, 2019 or 2020, correct?

25 A In my testimony, I don't talk about any of

1 that, that's correct.

2 Q On page 18, you have references to social  
3 media and the FPL social media program?

4 A Yes.

5 Q Does FPL monitor social media?

6 A Yes, we do.

7 Q How many people do that?

8 A It's probably a handful of people. Less than  
9 a dozen.

10 Q And I assume, if people get on Twitter and  
11 start saying something, or they have a problem, then  
12 those people will try to contact them and adjust their  
13 problem, is that right?

14 A Of course. That's the reason why we monitor,  
15 so we can be sure that we can help our customers resolve  
16 whatever issues they have.

17 Q Do the people in Texas monitor the social  
18 media or is there a different group?

19 A No, we do not have the outsourcer doing that.

20 Q Do the call centers do it that we described?

21 A Yes. And we also have some employees in our  
22 marketing and corporate communications group that are  
23 also trained to do that.

24 Q Okay. And are you familiar with the phrase  
25 "warm transfer?"



1           A     Yes, I am, from the Public Service Commission  
2 process.

3           Q     That's right. And if I understand it --  
4 rather than ask you, I understand that if somebody calls  
5 up to the Public Service Commission, and they have a  
6 complaint about FPL. The Commission has a process where  
7 they can say, hold on a second, let's see if we can help  
8 you and then they transfer the call to FPL, is that  
9 right?

10          A     Yes.

11          Q     Okay. And where does that call go? Does that  
12 call go into your -- into your call centers, either goes  
13 to Miami, Texas or West Palm Beach, or is it handled  
14 differently?

15          A     We have a special group that handles those.

16          Q     How many people are in that group?

17          A     Oh, I don't know exactly. It's probably -- I  
18 don't want to tell you the wrong number. It's less than  
19 20 people, subject to check.

20          Q     Have you considered maybe training the people  
21 in West Palm or the two call centers in Miami to be able  
22 to take those calls coming from the Commission?

23          A     We have not. We think that that's a very  
24 specialized type of function, and we think the right way  
25 to do it is to have a specialized group that does that.

1           Q     So if you were -- it's a specialized function  
2     if -- I guess it gets special attention too, because  
3     given that it's coming from the PSC, is that fair?

4           A     Well, there's processes that they need to  
5     follow, so we want to be sure that all of that is  
6     followed appropriately.

7           Q     If somebody asks you, say, you know, I'm  
8     having a problem with Florida Power and Light, I want to  
9     make sure I get the best attention to it. Would tell  
10    them to go on Twitter and start Tweeting about it, or  
11    would you tell them to call the call center, or would  
12    you tell them to call the PSC?

13          A     I would tell them to call the call center.

14          Q     Why did you create a separate division to  
15    handle calls that are made directly to the PSC with --  
16    you said 20 people?

17          A     I don't remember. It's somewhere probably --  
18    yeah, less. Around 10 to 20. Something like that.

19          Q     Do you get that -- do you get that many calls  
20    to the PSC complaining about FPL that you've got to have  
21    10 to 20 people employed to take those calls?

22          A     Well, let's --

23          Q     Yes or no?

24          A     No. We don't get that -- I think that from  
25    our perspective we don't get that many calls. It is not

1 a lot of calls for the number of customers that we  
2 handle.

3 MR. MOYLE: I do have -- I have two exhibits.  
4 I think -- well, let me just -- at the risk of  
5 having to hand out a second one later, how about if  
6 I hand out both of them now?

7 CHAIRMAN BROWN: Mr. Moyle, you're learning  
8 quickly.

9 MR. MOYLE: All right.

10 CHAIRMAN BROWN: Making me happy up here.  
11 Thank you.

12 MR. MOYLE: Thank you. And the first one --  
13 I'll wait until you have a copy.

14 CHAIRMAN BROWN: Thank you. But we are at  
15 597.

16 All right. So tell me how you want these  
17 labeled, or if you just want to label one so far.

18 MR. MOYLE: So maybe 597 for the definition of  
19 large commercial industrial.

20 CHAIRMAN BROWN: Okay. 597. Definition of  
21 large commercial industrial it is.

22 MR. MOYLE: And 598 for the call center  
23 metrics.

24 (Whereupon, Exhibit Nos. 597 and 598 were  
25 marked for identification.)

1 CHAIRMAN BROWN: You got it. Ms. Santos, you  
2 have both?

3 THE WITNESS: Yes.

4 CHAIRMAN BROWN: Okay. You may proceed, Mr.  
5 Moyle.

6 MR. MOYLE: Thank you.

7 BY MR. MOYLE:

8 Q Ms. Santos, I think you authenticated 597 in  
9 your group authentication, is that right?

10 A Yes.

11 Q And am I correct then, that your definition --  
12 well, of large commercial industrial means customers  
13 with a monthly demand of 500 KW or greater for several  
14 consecutive months?

15 A Yes.

16 Q And how many months must someone have a  
17 monthly demand of 500 KW or greater?

18 A I'm not sure. I don't know the answer to  
19 that. So there's several.

20 Q Right. But I guess it makes a difference,  
21 doesn't it, because then you get into certain billing  
22 classes if you qualify, right?

23 A Well, no, no. This is not -- does not have  
24 anything to do with billing classes.

25 Q Okay.

1           A       This is how we define large commercial  
2 industrial from the perspective of the service that we  
3 provide and the assigning of an account manager. So  
4 this does not have to do with billing.

5           Q       **So billing and the billing determinants and  
6 cost of service?**

7           A       That's not what this is.

8           Q       **You don't use the same definition as they do,  
9 is that correct?**

10          A       That's correct. This was for my definition of  
11 a large commercial industrial customer for deciding who  
12 will get an assigned account manager.

13          Q       **You also go on and say, industrial customers  
14 are also identified as customers involved in the  
15 manufacturing or processing of materials, correct?**

16          A       Yes.

17          Q       **And you understand that that is who I  
18 represent, industrial customers that are involved in  
19 that process?**

20          A       Yes.

21          Q       **Okay. And you're familiar with those  
22 customers as head of customer service, correct?**

23          A       Yes.

24          Q       **You would agree that they typically have a lot  
25 of employees, all things being equal, compared to a**

1 **convenience store or a commercial account?**

2 A I mean, a lot of them have manufacturing and  
3 processes that actually don't have a lot of employees.  
4 So I'm not sure that I -- I mean, that I can agree with  
5 you, that they have a lot of employees versus other  
6 types of businesses.

7 **Q It would depend on the particular business?**

8 A Yes.

9 MR. MOYLE: Okay. And -- could I have a  
10 second just to check my notes?

11 BY MR. MOYLE:

12 **Q This other exhibit I handed you, this is the**  
13 **call center metrics exhibit, is that right?**

14 A Yes.

15 **Q And who developed all these metrics?**

16 A So this is actually BenchmarkPortal, which  
17 is -- this is what I was talking to you about earlier.  
18 That we had received the award, for a top call center in  
19 North America, and these are the metrics that were used.

20 **Q Okay. So do you know, like on number ten**  
21 **where it says agent occupancy percentage, do you know if**  
22 **they just look at people in the call center, the**  
23 **contracted call center for that or do they look at FPL**  
24 **employees as well when they measure that or you just**  
25 **don't know?**

1           A     It was the whole. Both.

2           **Q     I'm sorry?**

3           A     The entire operation, so both.

4           **Q     How about number 11? It says turnover of**  
5 **full-time agents. Do you know why they use the term**  
6 **agents?**

7           A     I think that's a term that is used in the  
8 industry. It's similar to saying a representative, a  
9 customer service representative, an agent. That's just  
10 an industry term.

11          **Q     Do you have an understanding of whether**  
12 **someone taking a call for FP&L, who's not an FPL**  
13 **employee, who is employed by a third party, whether**  
14 **they're acting as an agent for FP&L or not?**

15          A     This agent is not in the legal term of an  
16 agent, Mr. Moyle. This is an industry term that is used  
17 just the same as a customer service representative is an  
18 agent.

19               MR. REUBEN: I just want to point out that Ms.  
20 Santos made a better objection than I guess I had  
21 prepared.

22               MR. MOYLE: Well, it's been a while since  
23 we've talked. Maybe you got your law degree since  
24 the last --

25               THE WITNESS: I have not.

1 MR. MOYLE: All right. Well, thank you. I  
2 have no further questions.

3 CHAIRMAN BROWN: All right. Thank you.  
4 Moving on to the Hospital. Is Mr. Wiseman --  
5 welcome back.

6 MR. WISEMAN: Thank you, Madam Chair, and we  
7 have no questions for this witness.

8 MR. COUGHMAN: Thank you. Moving on to Retail  
9 Federation.

10 MR. LAVIA: Thank you, Madam Chair. Very  
11 briefly.

12 EXAMINATION

13 BY MR. LAVIA:

14 Q Good afternoon, Ms. Santos.

15 A Good afternoon.

16 Q I am looking at your Exhibit MMS5, the second  
17 chart.

18 A Hold on, please.

19 Q Which shows for FPL .03 complaints per 1,000  
20 customers in 2015, is that accurate?

21 A Yes.

22 Q What is the actual number of logged complaints  
23 for 2015?

24 A 159.

25 Q 159?



1 A Yes.

2 MR. LAVIA: Okay. That's all I have. Thank  
3 you.

4 CHAIRMAN BROWN: Thank you. Moving on to  
5 Seirra Club. Oh, I'm sorry. FEA. I skipped over.

6 MR. WILLIAMSON: \*CHECK SPEAKER. 9.00.51\*  
7 That's okay. We have no questions.

8 CHAIRMAN BROWN: Thank you. Seirra.

9 MS. CSANK: Thank you, Madam Chair. Just a  
10 few questions.

11 EXAMINATION

12 BY MS. CSANK:

13 Q Ms. Santos, my name is Diana Csank. I  
14 represent the Seirra Club.

15 A Yes.

16 Q We have 30,000 -- more than 30,000 Florida  
17 members, many of whom are FPL customers.

18 In your testimony, Ms. Santos, on page 7,  
19 starting at line 2, you provide a description of the  
20 purpose of your testimony. Could you please turn to  
21 that?

22 A I'm sorry. Page 7? No. Starting in line 3?

23 Q I'm sorry. At line 3, yes --

24 A Yes.

25 Q -- is where the question begins. And you

1 provide an overview of the customer service  
2 organization.

3 A Yes.

4 Q And there on line 10 -- lines 10 through 11  
5 you say that the-- the organization includes the  
6 development and the implementation of FPL's demand side  
7 management programs?

8 A Yes, that's correct.

9 Q Could you please point us in your testimony to  
10 where that is further described?

11 A My testimony does not describe this area in  
12 any type of detail because this area is handled in the  
13 DSM docket.

14 Q Okay. And with respect to the types of  
15 surveys that you conduct to measure customer  
16 satisfaction, could you please describe to what extent  
17 those touch upon, the demand side offerings of the  
18 company?

19 A Yes. I'd love to do that. I'd like to  
20 show -- I guess mention two surveys in particular. So  
21 one is in my Exhibit MMS2, the Market Strategies  
22 International survey for 2015, where we were named a  
23 utility customer champion for outstanding performance  
24 among the nation's leading utilities. There, we  
25 received presidential ranking of number one in the

1 southeast and second nationally. And for business, we  
2 received a ranking of number four in the southeast and  
3 number ten nationally. That survey in particular is a  
4 very holistic survey, which has 74 attributes. Out of  
5 those 74 attributes, they actually have a section where  
6 they are ranking us for what they call environmental  
7 dedication. And in that section it has items such as,  
8 supports and environmental causes, committed to  
9 environmentally friendly energy sources, encourages  
10 green initiatives and offers tools to help customers  
11 save energy. So I think that's a really good example of  
12 a holistic survey.

13 I would also like to point you to my MMS  
14 Exhibit No. 4, where in the bottom, we are showing the  
15 customer satisfaction with our home energy survey  
16 representatives. The home energy survey is a survey  
17 that we are doing for customers to try to help them  
18 reduce their energy bill, and we have a very high  
19 satisfaction rating of 91 percent.

20 **Q Terrific. Thank you very much for that.**

21 So turning to the first example that you  
22 offered, what was the year of the awards that you cited?

23 A 2015.

24 **Q So that pre-dates the implementation of the**  
25 **new set of goals from this Commission?**

1           A     Not really, because those goals were already  
2 set. So this just -- this 2015, it was for the year  
3 2015, and it came out this year. This survey came out  
4 this year.

5           Q     **So, it was based on January 1, 2015 through**  
6 **December 31st, 2015?**

7           A     Yes, it was done during that time period.

8           Q     **Okay. And do you recall how many FP&L**  
9 **customers participated, or were polled, for the purposes**  
10 **of that particular set of awards?**

11          A     Hold on. I might -- I think I have it. I  
12 think it's in the work papers. Let me check.

13          Q     **Please, take your time.**

14                   Or if you'd rather, just provide a range and  
15 we can work off of that range.

16          A     I thought it was here.

17                   CHAIRMAN BROWN: Range is acceptable for  
18 counsel.

19                   THE WITNESS: Hold on. Let me see if -- yeah,  
20 we do so many surveys and for this one in  
21 particular -- oh, here I actually have that. Hold  
22 on.

23                   So for the MSI, it was based on 52,000  
24 residential customers and 12,000 business customers  
25 across the nation. I do not have the information

1           for how many specific FPL customers because it is a  
2           national survey because it's ranking us versus  
3           others.

4   BY MS. CSANK:

5           **Q     Okay.  So presumably, it's a fraction of the**  
6           **numbers that you cited?**

7           A     It would be a fraction of that, that's  
8           correct.

9           **Q     And so -- and you have no way to tell how many**  
10          **of those individuals were DSM participants or**  
11          **non-participants?**

12          A     I do not.

13          **Q     Okay.  So would you agree then, that those**  
14          **awards do not necessarily -- it's hard for us, for the**  
15          **Commission, to make a judgment on how well those awards**  
16          **actually reflect customer satisfaction with the DSM**  
17          **programs provided by the company in the year that was**  
18          **being surveyed?**

19          A     I believe that that's -- I agree with you that  
20          it wouldn't be, you know, good measure of just DSM  
21          programs.  I think it's a great measure of our holistic  
22          sort of view that customers have of us.

23          **Q     Did FPL have a chance to review or propose**  
24          **changes to the questions on those environmental**  
25          **attributes that were surveyed?**

1           A     No. This is a survey that, you know, a  
2     company does for many others. So we're -- it's not a  
3     survey that is done especially for us.

4           **Q     Okay. And turning to MMS4, does that -- and**  
5     **remind us what was shown in MMS4.**

6           A     Hold on, please. So MMS4 is the field  
7     organization satisfaction research.

8           **Q     So that was conducted by the company?**

9           A     This was conducted -- yes.

10          **Q     And it's dated 2015. So what does that**  
11     **reflect? What period of time?**

12          A     The entire year of 2015.

13          **Q     Okay. Okay. And do you know how many**  
14     **participants there were -- are reflected in these**  
15     **metrics? And by participant I mean those --**

16          A     I do not know the exact number of -- I do know  
17     that these surveys are statistically valid, so the  
18     samples that are used are statistically valid. I do not  
19     know exactly how many are in there.

20          **Q     Okay. And so, presumably you don't know the**  
21     **breakdowns of how many FPL DSM program participants or**  
22     **non-participants were captured by this particular**  
23     **evaluation?**

24          A     Right.

25                MR. REUBEN: Let me object to the question.

1 I'm not sure where this is going or what issue it  
2 relates to.

3 CHAIRMAN BROWN: Ms. Csank.

4 MS. CSANK: Thank you, Madam Chair. I'm  
5 trying to get an understanding of the extent to  
6 which Ms. Santos' testimony goes to customer  
7 satisfaction with respect to the clean energy  
8 offerings of the utility. Seirra Club members care  
9 very deeply about those attributes of FPL service.  
10 So I wanted to understand the way the company  
11 tracks and measures those.

12 MR. REUBEN: And I still don't understand what  
13 issue we are discussing here.

14 CHAIRMAN BROWN: Yes. Ms. Santos is on  
15 quality of service, cost of capital and net  
16 operating income, cost of service. Explain to me,  
17 where would that fit in her prefiled testimony?

18 MS. CSANK: It goes to -- I mean, she is  
19 speaking to the high level of customer service  
20 provided by FP&L. So, I think it's a very broad  
21 general issue, and certainly the environmental  
22 aspects of that service are a part of that very  
23 broad issue.

24 CHAIRMAN BROWN: Well, I'll allow the  
25 question.

1 MS. CSANK: I'll keep it very short, Madam  
2 Chair.

3 CHAIRMAN BROWN: Thank you.

4 BY MS. CSANK:

5 Q I guess, Ms. Santos, just to close the loop  
6 here, as I identified for the members that I represent,  
7 I was just trying to get a handle on what your part of  
8 the company does with respect to the demand side  
9 programs. And how you track customer satisfaction in a  
10 quantified, you know, metric-driven way.

11 A Right. So this is a really good example, I  
12 think, on MMS4 of the home energy surveys that we  
13 provide to our customers. Which are part of our DSM  
14 programs, and we track the satisfaction with the field  
15 representative and with that survey. So, I think this  
16 is a really good example of that, and it shows very high  
17 satisfaction.

18 Q Thank you. And have you polled customers in  
19 any way about the resource selection decisions that are  
20 reflected in the company's request?

21 MR. REUBEN: Once again, I object. She's  
22 answered the question a few times and we're just  
23 going deeper and deeper into this issue.

24 CHAIRMAN BROWN: Yes.

25 MS. CSANK: Madam Chair, if I may. This is a



1 different line of questioning and I will also keep  
2 this very short. This goes not to the demand side  
3 offerings. I understood there's a different set of  
4 dockets that deal with those. What I'm trying to  
5 now understand is with respect to the gas  
6 combustion turbines, which I identified as the  
7 focus of Seirra Club's case. Whether Ms. Santos  
8 has any information to provide with respect to  
9 customer satisfaction evaluations that they've  
10 done, or customer outreach they've done with  
11 respect to those decisions.

12 CHAIRMAN BROWN: As long as it's focused on  
13 customer satisfaction, that's acceptable.

14 MS. CSANK: Thank you.

15 THE WITNESS: I have not been part of any of  
16 the activities that you just mentioned.

17 BY MS. CSANK:

18 **Q Okay. Thank you. And are you aware of any**  
19 **public meetings held before FP&L made a decision to**  
20 **pursue additional gas combustion turbines that are**  
21 **reflected in this request?**

22 A I am not and that's just not part of my --  
23 what I do.

24 **Q Thank you. I believe Mr. Moyle touched upon**  
25 **this, but I was hoping you could elaborate on what**

1 services you offer to low income customers, especially  
2 those with limited English proficiency. Besides those  
3 you've already discussed with Mr. Moyle. If there's  
4 anything else you can identify or highlight for us,  
5 please.

6 A Sure. Yep. If you just give me a second,  
7 actually.

8 So, as part of the last demand side management  
9 docket, we actually expanded the low income program.  
10 And, just this year, just in 2016, we've been able to  
11 reach 650 participants with our new low income energy  
12 retrofits, which we're providing AC maintenance, outdoor  
13 AC coil cleaning, low-flow shower heads, faucet  
14 aerators, hot water heater, pipe wrapping,  
15 weatherization measures. So we have increased our  
16 participation pretty significantly. Just to give you an  
17 idea, last year around this time, we had reached only  
18 250 customers. And this year, as I said earlier, we've  
19 reached 650 customers.

20 Q Thank you, Ms. Santos. Are you aware, is the  
21 company doing any benchmarking with respect to that  
22 particular initiative that you just described?

23 A Yes. Well, I know that we have been doing  
24 benchmarking. We've also been working with the  
25 weatherization agency, and so we're always trying to

1 learn best practices in that area.

2 Q Is the benchmarking preferred by FP&L or do  
3 you have an outside consultant doing that benchmarking?

4 A I can't -- I'm not sure.

5 Q Do you know which part of the company would be  
6 responsible for the benchmarking, so I know who to  
7 address the question to properly?

8 A Probably you can address it to Witness \*Coke.  
9 I'm not sure that it's part of this case, though.

10 Q So, the company's request does not reflect  
11 that type of benchmarking analysis, to your knowledge?

12 A Those would be -- if it's demand side  
13 management related, it would not be included in this  
14 case.

15 MS. CSANK: Thank you very much, Ms. Santos.

16 No further questions.

17 Thank you, Madam Chair.

18 CHAIRMAN BROWN: Thank you. Walmart.

19 MS. ROBERTS: No questions for this witness,  
20 either.

21 CHAIRMAN BROWN: Thank you. AARP.

22 MR. COFFMAN: No questions from AARP.

23 CHAIRMAN BROWN: Thank you. Larsons.

24 MR. SKOP: Thank you, Madam Chair.

25 EXAMINATION

1 BY MR. SKOP:

2 Q Good afternoon, Ms. Santos.

3 A Good afternoon.

4 Q I just have a few questions for you. If I  
5 could ask you to please turn to page 3 of your direct  
6 prefiled testimony, please. And specifically lines 15  
7 through 23. And let me know when you're there.

8 A Okay.

9 Q All right. And if I could please have a yes  
10 or no answer in your response to my questions, I'd  
11 appreciate it.

12 With respect to your professional background  
13 or experience, are you an officer or director of any FPL  
14 affiliate?

15 A No.

16 Q Have you ever been?

17 A Yes.

18 Q When?

19 A I can -- so I was -- I don't know if this  
20 counts as an officer, but I was President of FPL Energy  
21 Services between January 2005 through March of 2009.

22 Q Okay. And that's not listed on your  
23 background, correct?

24 A That's correct. I didn't think that that was  
25 applicable here.

1 Q Okay. Thank you. And if I can ask you to  
2 please turn to page 7 of your testimony and specifically  
3 lines 17 through 9, please.

4 A Okay.

5 Q Okay. So the Service One award that you  
6 mentioned and the other awards, these are all  
7 pay-to-play accolades, correct?

8 A No, they're not. Actually, I believe I  
9 mentioned about 14 awards and out of those 14 awards,  
10 only two had fees.

11 Q Okay. You would agree, would you not, that  
12 the Service One award by PA Consultants requires the use  
13 of consulting services to be eligible for that award,  
14 correct?

15 A Yes. And it does also for all the other  
16 companies that participate.

17 Q Okay. Can I ask you to turn back to page 5 of  
18 your testimony, lines 5 and 6, please? And with respect  
19 to Market Strategies International Research Firm, does  
20 FPL employ them as a consultant?

21 A I don't know the answer to that.

22 Q Okay. And if could ask you turn to page 9 of  
23 your testimony at lines 7 through 8, please. Are you  
24 there?

25 A Yes.

1           Q     Thank you. You indicated the regional  
2     comparison for the J.D. Power customer satisfaction  
3     study is in Mr. Dewhurst's testimony listed as Exhibit  
4     MD3, correct?

5           A     Yes, I do.

6           Q     Why is that? Well, actually --

7           A     Clarify, please.

8           Q     I'm sorry. Let me withdraw my prior question,  
9     and let me ask you this.

10          A     Okay.

11          Q     You're currently Vice President for customer  
12     service for Florida Power & Light, correct?

13          A     Yes.

14          Q     So, why would customer satisfaction studies  
15     not be included in your testimony rather than Mr.  
16     Dewhurst's?

17          A     Well, I did include customer satisfaction  
18     studies. In addition, Mr. Dewhurst did an analysis  
19     for -- in his testimony. And he decided to include the  
20     J.D. Power satisfaction study.

21          Q     Okay. All right. Thank you.

22                     With respect to customer service issues, what  
23     is FPL doing to address unforced outages and  
24     interruptions in Loxahatchee and Miramar?

25                     MR. REUBEN: Let me just object. I don't know

1 if he's asking a question of a customer service  
2 nature or if it's a power delivery question.

3 CHAIRMAN BROWN: Mr. Skop.

4 MR. SKOP: Actually, I'll withdraw the  
5 question. I'll ask a different witness. There may  
6 be a better witness.

7 BY MR. SKOP:

8 Q If I could ask you, also, to turn to page --  
9 or, excuse me -- Exhibit MMS-5, please.

10 A Okay.

11 Q Okay. And on the -- at the bottom of the  
12 page, do you see the chart listed log complaints for  
13 Florida Investor Owned Utilities for January through  
14 December of 2015?

15 A Yes.

16 Q Okay. So would it be a fair question -- or,  
17 actually, let me reframe that.

18 Gulf Power Company has a lower incident of  
19 complaints per 1,000 customers than Florida Power &  
20 Light, correct?

21 A That is correct.

22 Q Okay. Just a couple more follow-on questions.  
23 You testified in the 2009 FPL rate case, correct?

24 A Yes, I did.

25 Q Okay. And in that testimony, you stated in

1 the beginning in 2013 the net O&M savings from the AMI  
2 program would exceed 30 million dollars annually  
3 correct?

4 A I did not.

5 Q You did not?

6 A I did not.

7 MR. SKOP: Okay. May I have a moment, Madam  
8 Chair?

9 CHAIRMAN BROWN: Yes.

10 MR. SKOP: I need to call up that --

11 BY MR. SKOP:

12 Q If you did not testify that annual savings  
13 would exceed 30 million dollars annually, what is your  
14 recollection of your testimony?

15 A So my --

16 MR. REUBEN: Let me just object because he  
17 left out of that question a term "beginning in  
18 2013", which is what he asked previously.

19 CHAIRMAN BROWN: Mr. Skop, can you rephrase  
20 your question?

21 MR. SKOP: Yes.

22 BY MR. SKOP:

23 Q In the 2009 rate case, you testified that  
24 beginning in 2013, the net O&M savings from the AMI  
25 program would exceed 30 million dollars annually,



1       **correct?**

2                   MR. REUBEN:  Objection; asked and answered.

3                   And she's already answered in the negative that she  
4                   did not testify to that.

5                   CHAIRMAN BROWN:  That is true.

6                   MR. SKOP:  That is true.

7  BY MR. SKOP:

8                   **Q     So, again, trying -- I didn't expect the**  
9                   **answer to that question, which I thought was taken as**  
10                   **the universal truth.**

11                   Ms. Santos, what is your recollection of your  
12                   testimony that you gave on that issue?

13                   A     I'm so glad that you asked, so I could  
14                   clarify.

15                   CHAIRMAN BROWN:  Now that was the right  
16                   question.

17                   MR. SKOP:  Yes.

18                   THE WITNESS:  Okay.  So if -- and I have  
19                   copies of these if you'd like to see them, but in  
20                   the order for that case, for docket 08 to 0677 EI  
21                   090130 EI, on page 95, there is a table that shows  
22                   net O&M savings for 2013 of 19,943,000.  That is  
23                   not 30 million.

24  BY MR. SKOP:

25                   **Q     Okay.  Fair enough.  So my next question is,**

1 are you aware that in a subsequent docket that an FPL  
2 witness testified that in 2013, and again, I'm only  
3 concerned about 2013, that those savings were not  
4 delivered?

5 MR. REUBEN: Let me just object. I'm not sure  
6 if he's trying to impeach this witness with another  
7 witness' testimony. If so, it's completely  
8 improper.

9 CHAIRMAN BROWN: Mr. Skop.

10 MR. SKOP: Yes. No, I'm not trying to impeach  
11 the witness' testimony. I'm just asking to her  
12 knowledge. She made a statement to the Commission  
13 representing that savings would materialize and my  
14 understanding is those material -- those savings  
15 had not materialized in 2013. And I'm just asking  
16 if she knows that.

17 CHAIRMAN BROWN: Mr. Reuben.

18 MR. SKOP: I can restate the question. Sorry.

19 MR. REUBEN: I still think he's attempting to  
20 impeach her with somebody else's testimony.

21 CHAIRMAN BROWN: And I'm wondering the  
22 relevancy to her prefiled testimony, quite frankly.

23 MR. SKOP: Thank you. Thank you, Madam Chair.  
24 May I respond to that?

25 CHAIRMAN BROWN: Yeah.

1 MR. SKOP: Okay. So, the relevancy to her  
2 testimony is a couple fold. First and foremost --

3 CHAIRMAN BROWN: Direct me, please.

4 MR. SKOP: Yes.

5 CHAIRMAN BROWN: Page and line.

6 MR. SKOP: Page and line. Yes. Okay. So  
7 let's start with page 4, lines 17 through 20. And  
8 in that line of testimony, she talks about control  
9 costs improved through investments, clearly AMI was  
10 an investment, and serve customers' needs  
11 efficiently. And with all due respect, again,  
12 savings were promised and my client is wondering  
13 where those materialized because they weren't -- in  
14 2013 didn't happen.

15 CHAIRMAN BROWN: Mary Anne, are you following  
16 this?

17 MS. HELTON: I think so. But maybe a more  
18 appropriate question is for the witness, did the  
19 savings that you testified in the last rate case --  
20 I'm not sure if that was actually the last rate  
21 case, but --

22 THE WITNESS: That was not the last rate case.  
23 That's correct.

24 MS. HELTON: Did they materialize, to your  
25 knowledge?

1 MR. SKOP: Yes. That was my next question.

2 May I proceed with that?

3 CHAIRMAN BROWN: With that question?

4 MR. SKOP: Yes.

5 CHAIRMAN BROWN: That's the question. Okay.  
6 Go ahead.

7 THE WITNESS: So do I answer that, or no?

8 CHAIRMAN BROWN: Mr. Skop, why don't you  
9 rephrase?

10 BY MR. SKOP:

11 Q I'll ask a question. Ms. Santos, with respect  
12 to your recollection of what you testified to in the  
13 2019 rate case, which I believe you said the number  
14 was -- can you state that again?

15 A Well, in 20 -- I mean, I don't know if you're  
16 asking for specific 2013. In 2013, we said that we  
17 would have savings of \$19,943,000. I mean, are we  
18 concerned about 2013 or are we concerned with the test  
19 year in this case?

20 MR. SKOP: Madam Chair, I'm concerned with  
21 2013.

22 BY MR. SKOP:

23 Q So with respect to the savings that you  
24 testified that would happen in 2013, to your knowledge,  
25 did those savings occur in 2013?

1           A       So in 2013, we pretty much broke even, I would  
2 say, because we had very minimal savings in 2013. In  
3 2014, we had savings of almost 18 million dollars. In  
4 2015, we had savings of almost 35 million dollars. In  
5 the test year, we have savings of 39 million dollars.

6           MR. SKOP: Madam Chair, that was not my  
7 question.

8 BY MR. SKOP:

9           **Q       I just -- yes or no. In 2013, did the savings**  
10 **that you testified to, were those delivered to FPL**  
11 **customers in 2013, yes or no?**

12          A       No.

13          MR. SKOP: All right. Thank you, Madam Chair.  
14 I believe that is all of the questions that I  
15 had --

16          CHAIRMAN BROWN: Okay.

17          MR. SKOP: -- for Ms. Santos.

18          And thank you, Ms. Santos.

19          CHAIRMAN BROWN: Thank you.

20          Staff.

21          MS. BROWNLESS: We have no questions.

22          CHAIRMAN BROWN: Commissioners. We've got a  
23 couple. Commissioner Brise.

24          COMMISSIONER BRISE: Thank you, Madam Chair.

25          I have a couple of questions for you, Ms. Santos.

1 So the first one -- following up on a question that  
2 Mr. Moyle posed. Said that the website is only in  
3 Spanish at this time. What -- or you can --

4 THE WITNESS: English and Spanish.

5 COMMISSIONER BRISE: English and Spanish. How  
6 do you determine when it's appropriate to add a  
7 second language or a third language and so forth?  
8 What metric do you use to get there?

9 THE WITNESS: So based on customer feedback.  
10 So, we actually have a feedback mechanism on our  
11 website that our customers can fill out and give  
12 us, you know, feedback as to their needs, if they  
13 find it to be useful, if there are any new  
14 functionality that they're interested in. So we do  
15 have that mechanism. So it's mostly customer  
16 feedback that we're getting from various sources.

17 COMMISSIONER BRISE: Okay. So you don't use  
18 the demographics study to determine how many people  
19 are English-only, Spanish-only or Creole-only to  
20 determine when it might be an appropriate time to  
21 add a new feature on the page? Because I would  
22 assume that if I'm a Creole-only speaking customer,  
23 or if I'm a Spanish-speaking-only customer, if I go  
24 to the site, there's no way that I'm going to be  
25 able to determine --

1 THE WITNESS: Right. Sure. I see what you're  
2 saying and that's a good point that you're making.

3 COMMISSIONER BRISE: Okay. Following up with  
4 the IVR. Are the IVR options available -- what  
5 languages are the IVR options available?

6 THE WITNESS: So the IVR is in Spanish and  
7 English, but we also have Creole speaking  
8 representatives.

9 COMMISSIONER BRISE: Okay. All right.  
10 Something that intrigued me with the study that  
11 included the 52,000 residential customers, and you  
12 said that's across the nation. So, can you expound  
13 on what that across the nation means considering  
14 that most of your customers are here in Florida, or  
15 is that the NextEra footprint?

16 THE WITNESS: No, no, no. Because that study  
17 is actually comparing us to other utilities.

18 COMMISSIONER BRISE: Okay.

19 THE WITNESS: So it's looking across the  
20 nation at other large utilities.

21 COMMISSIONER BRISE: Okay. So I miss took the  
22 customers versus the companies that are being  
23 surveyed?

24 THE WITNESS: The number -- well, it's  
25 actually surveying that many number of customers

1 nationally for -- I don't remember. I think it's  
2 like somewhere between 60 to 70 or so utilities in  
3 total.

4 COMMISSIONER BRISE: Okay.

5 THE WITNESS: Okay. Because it's comparing us  
6 to other utilities. So our customers and other  
7 utility customers.

8 COMMISSIONER BRISE: Got you. And for the  
9 funds that are moved through the LIHEAP program, if  
10 you can walk me through how that process works.  
11 And how the social service organizations are  
12 selected to participate and partner with.

13 THE WITNESS: Okay. So we get the -- so the  
14 funds are made available through LIHEAP, and  
15 they're essentially distributed to the various --  
16 we distribute them to the various social service  
17 agencies. We choose the agency's commissioner  
18 based on, you know, the different types of agencies  
19 that are available. They're sometimes hard to get  
20 because they don't get any money for processing  
21 these customers. So they're usually, you know,  
22 agencies like the Salvation Army and those types  
23 and churches and things like that that, you know,  
24 are willing to do that. And so, you know, that's  
25 pretty much how it works.



1           When our customers call us, and we see that  
2           they have a need, we take a look at what agencies  
3           are nearby for them and we have -- and we refer  
4           them to agencies and we work very closely with  
5           those agencies. We just created a portal,  
6           actually, for the agencies to use, so that they  
7           could sort of, you know, help the customer better  
8           and track where all the monies are and all those  
9           types of things.

10           COMMISSIONER BRISE: Okay. Do you have a  
11           sense of how many people go through the IVR and  
12           actually need live assistance? Do you have -- do  
13           you have that metric?

14           THE WITNESS: So, I can tell you that about 70  
15           percent of the calls that are taken are handled by  
16           the IVR. So they're handled in an automatic  
17           fashion. So the rest, the remainder, you know, 30  
18           or less percent, would be handled by a  
19           representative.

20           COMMISSIONER BRISE: And what are the types of  
21           issues that are then transferred to the live  
22           representative?

23           THE WITNESS: It's everything from connect my  
24           service, to a power outage, to help me with a bill  
25           payment, help me understand my bill. So it's a

1 variety of things.

2 COMMISSIONER BRISE: Okay. And what  
3 percentage of your customers, that call in through  
4 the IVR and then go to the live representative, are  
5 then bumped up to the next level? Do you have a  
6 percentage there?

7 THE WITNESS: To escalated, you mean? To an  
8 account supervisor, I don't know. I don't have  
9 that percentage. I really can't tell you.

10 COMMISSIONER BRISE: Okay. Because that would  
11 help me understand some of the challenges that  
12 exist within your service that is provided to  
13 individuals through your --

14 THE WITNESS: Right. Yeah, I don't have that  
15 number.

16 COMMISSIONER BRISE: You don't have that. All  
17 right. Thank you.

18 CHAIRMAN BROWN: Thanks, Commissioner Brise.  
19 Commissioner Graham.

20 COMMISSIONER GRAHAM: Thank you, Madam Chair.  
21 Ms. Santos, welcome. I'll start off by  
22 saying, the service hearings that we all went to  
23 nine, ten of them --

24 CHAIRMAN BROWN: Nine.

25 COMMISSIONER GRAHAM: I was -- it was amazing

1 to me how many people spoke positively and  
2 favorably to the customer service. I don't know if  
3 I've experienced with any other company with that  
4 sort of thing. Even the ones that were there to  
5 speak negative towards the rate case, for the most  
6 part, most of them spoke positively towards  
7 customer service. So I applaud you and your group  
8 for that.

9 THE WITNESS: Thank you.

10 COMMISSIONER GRAHAM: And the awards that you  
11 spoke of that are in your testimony, as well.

12 The question I have is, your -- the people  
13 that work for you, do they receive bonuses based on  
14 the performance of customer service, how well the  
15 customer service performs?

16 THE WITNESS: In general, yes.

17 COMMISSIONER GRAHAM: Do you also receive  
18 bonuses based on that?

19 THE WITNESS: I mean, you can ask Kathleen  
20 Slattery who is in charge of our compensation, but  
21 we definitely have metrics that are used to  
22 determine our compensation.

23 COMMISSIONER GRAHAM: Okay.

24 THE WITNESS: Yes.

25 COMMISSIONER GRAHAM: Now, my understanding

1 from the last rate case that -- are you considered  
2 an executive of Florida Power & Light?

3 THE WITNESS: Yes.

4 COMMISSIONER GRAHAM: So, in the last rate  
5 case, the executives' bonuses were not part of the  
6 salary compensation, as far as, seeking revenue  
7 from rates.

8 THE WITNESS: Included in base rates. I think  
9 Kathleen Slattery is the right person to ask that  
10 about.

11 COMMISSIONER GRAHAM: Okay. So, she'd also be  
12 the right person to ask about the adder, as well  
13 then?

14 THE WITNESS: About the -- I'm sorry.

15 COMMISSIONER GRAHAM: About the 50 basis-point  
16 adder.

17 THE WITNESS: No. The 50-basis point adder  
18 would be Mr. Dewhurst.

19 COMMISSIONER GRAHAM: Okay. That's it.

20 CHAIRMAN BROWN: I have question for you, Ms.  
21 Santos.

22 THE WITNESS: Yes.

23 CHAIRMAN BROWN: I think as Vice President of  
24 customer services for FPL, obviously that is a  
25 huge, huge task and you have a very, very big

1 responsibility, and so, I commend you for taking  
2 that on.

3 Social media is a big part of communicating  
4 with your customers, and you note in your  
5 testimony, that FPL has been recognized in the  
6 industry for its social media program. Could you  
7 expand a little bit upon how you're taking  
8 advantage of the tools to improve customer service  
9 just a little bit better?

10 THE WITNESS: So tools. What do you mean by  
11 tool? What are your thoughts?

12 CHAIRMAN BROWN: Social media tools.

13 THE WITNESS: Oh, social media. Thank you.

14 So can we actually have tools that we have put  
15 in place that allows us to very quickly, you know,  
16 see what is being posted on social media. And we  
17 have a way to distribute those inquiries or, you  
18 know, that are being seen on social media to our  
19 various representatives to handle them. And we  
20 have a process where the responses are reviewed  
21 before they're sent out, and so we know we have a  
22 whole process of monitoring and being able to  
23 respond to our customers quickly and accurately.

24 CHAIRMAN BROWN: Can you refresh my memory  
25 about how FPL handles mass outages with its

1 customers? How do you -- what's the process?

2 THE WITNESS: So from a communication  
3 perspective?

4 CHAIRMAN BROWN: Correct.

5 THE WITNESS: Well, I mean, customers can  
6 actually report their outage through their mobile  
7 phone, through the web. They can call us. So  
8 there's different ways that customers can report an  
9 outage. And they can even get -- now we're just  
10 piloting -- this is really exciting -- outage  
11 alerts where we're going to be able to have  
12 customers sign up for what we call outage alerts.  
13 Which we will be letting them know that we know  
14 about an outage at their homes or business, so that  
15 they won't have to even call us anymore.

16 So, what else can I tell you? I'm not sure  
17 that I'm getting you what you're looking for. I  
18 want to be sure that I'm answering your question.

19 (Transcript continues in sequence in Volume  
20 8.)

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## CERTIFICATE OF REPORTER

STATE OF FLORIDA     )  
COUNTY OF LEON     )

I, DANA W. REEVES, Professional Court Reporter, certify that the foregoing proceedings were taken before me at the time and place therein designated; that my shorthand notes were thereafter translated under my supervision; and the foregoing pages are a true and correct record of the aforesaid proceedings.

I further certify that I am not a relative, employee, attorney or counsel of any of the parties, nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor am I financially interested in the action.

DATED this 24th day of August, 2016.



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DANA W. REEVES  
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