



April 2, 2024

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 20240026-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 of Karen Sparkman and Exhibit No. KKS-1.

Thank you for your assistance in connection with this matter.

(Document 3 of 32)

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. Jeffrey Wahlen', with a long horizontal flourish extending to the right.

J. Jeffrey Wahlen

cc: All parties

JJW/ne
Attachment



**BEFORE THE
FLORIDA PUBLIC SERVICE COMMISSION**

**DOCKET NO. 20240026-EI
IN RE: PETITION FOR RATE INCREASE
BY TAMPA ELECTRIC COMPANY**

**PREPARED DIRECT TESTIMONY AND EXHIBIT
OF
KAREN SPARKMAN**

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OF
KAREN SPARKMAN

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1 **BEFORE THE FLORIDA PUBLIC SERVICE COMMISSION**

2 **PREPARED DIRECT TESTIMONY**

3 **OF**

4 **KAREN SPARKMAN**

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

7
8 **A.** My name is Karen Sparkman. 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 Vice President Customer Experience.

12
13 **Q.** Please describe your duties and responsibilities in that
14 position.

15
16 **A.** I am responsible for leading Tampa Electric's Customer
17 Experience team; developing and implementing our customer
18 experience strategy; operating our Customer Experience
19 area in a way that balances customer satisfaction with
20 operational efficiencies and regulatory compliance; and
21 making decisions to enhance the experience our customers
22 have when they interact with the company, *i.e.*, our
23 customer experience. My duties include (1) ensuring the
24 company understands our customers' evolving expectations;
25 (2) developing strategies to provide excellent service to

1 our customers; and (3) delivering an excellent customer
2 experience through Customer Experience Centers, Digital
3 Experience, Billing and Payment Services, Credit and
4 Collections, and Customer Communications.

5
6 **Q** Have you previously filed testimony or testified before the
7 Florida Public Service Commission ("Commission")?
8

9 **A.** Yes. I filed testimony adopting the direct testimony of
10 Peoples Gas System witness Monica A. Whiting in Docket No.
11 20200051-GU. I also filed direct testimony in Docket No.
12 20230023-GU, Petition for Rate Increase by Peoples Gas
13 System.
14

15 **Q.** Please describe your educational background and business
16 experience.
17

18 **A.** I have a bachelor's degree in business management and a
19 master's degree in business administration from Colorado
20 Technical University.
21

22 I began my utility career nearly 24 years ago with Colorado
23 Springs Utilities in their contact center. Since then, I
24 have held positions in different functional areas with
25 increasing responsibilities and leadership expectations at

1 three national utilities providing natural gas,
2 electricity, water, and wastewater services.

3
4 I have experience in all areas of customer experience,
5 including call centers, customer communications, workforce
6 management, billing and payment, meter operations, revenue
7 protection, technology integration, cross-functional
8 collaboration, regulatory compliance, and strategic
9 planning.

10
11 I joined Tampa Electric in June 2017 as Director of
12 Customer Experience Operations. I assumed my current role
13 in October 2020.

14
15 **Q.** What are the purposes of your direct testimony?

16
17 **A.** The purposes of my direct testimony are to (1) describe
18 Tampa Electric's Customer Experience area and the company's
19 focus on excellent customer service; (2) summarize changes
20 in the Customer Experience area since our last rate case;
21 (3) present and explain the company's customer service
22 results; (4) outline the company's plans to enhance the
23 customer experience it provides; and (5) demonstrate that
24 the company's Customer Experience area rate base amounts
25 and operations and maintenance ("O&M") levels for the 2025

1 test year are reasonable and prudent. I will also briefly
2 discuss the company's programs for low-income customers
3 and proposed miscellaneous tariff changes, which are
4 discussed in greater detail in the direct testimony of
5 Tampa Electric witness Jordan Williams.

6

7 **Q.** Is the quality of service provided by Tampa Electric
8 adequate?

9

10 **A.** Yes. My testimony shows that Tampa Electric provides
11 excellent service to its customers.

12

13 **Q.** Have you prepared an exhibit to support your direct
14 testimony?

15

16 **A.** Yes. Exhibit No. KKS-1, entitled "Exhibit of Karen
17 Sparkman," was prepared under my direction and supervision.
18 The contents of my exhibit were derived from the business
19 records of the company and are true and correct to the best
20 of my information and belief. It consists of six documents,
21 as follows:

22 Document No. 1 List of Minimum Filing Requirement
23 Schedules Sponsored or Co-Sponsored by
24 Karen Sparkman

25 Document No. 2 Tampa Electric JDP Study Highlights -

1		Residential
2	Document No. 3	Tampa Electric JDP Study Highlights -
3		Business
4	Document No. 4	Customer Contact Center Metrics
5	Document No. 5	Statistics of Commission Escalated
6		Calls
7	Document No. 6	Customer Experience Capital Expense
8		Summary 2022-2025

9

10 **Q.** Do you sponsor or co-sponsor any sections of Tampa
 11 Electric's Minimum Filing Requirement ("MFR") Schedules?

12

13 **A.** Yes. I sponsor or co-sponsor the MFR Schedules listed in
 14 Document No. 1 of my exhibit. The data and information
 15 contained in these schedules were taken from the business
 16 records of the company and are true and correct to the best
 17 of my information and belief.

18

19 **(1) TAMPA ELECTRIC'S CUSTOMER EXPERIENCE AREA**

20 **Q.** What is Tampa Electric's overall customer service goal?

21

22 **A.** Tampa Electric is committed to being a trusted energy
 23 partner for our customers now and in the future. To achieve
 24 this goal, we must consistently give our customers
 25 excellent customer experiences.

1 **Q.** What are the elements of an excellent customer experience?

2

3 **A.** Providing an excellent customer experience means
4 delivering superior electric service focused on the
5 customer's evolving needs and expectations.

6

7 It involves providing safe, reliable, and affordable
8 electricity, and providing operational excellence in our
9 Energy Supply and Electric Delivery areas. It also involves
10 personalized interactions, providing efficient and
11 responsive support across multiple communication channels,
12 and a seamless user experience when interacting with the
13 company. Consistency, proactive engagement, valuing
14 customer feedback, and ensuring team members are trained
15 and empowered to prioritize customer satisfaction are also
16 key. When we interact with our customers, we want them to
17 feel valued and understood, and to exceed their
18 expectations.

19

20 Tampa Electric has an entire Customer Experience group
21 dedicated to maintaining and improving the customer
22 experience; however, every Tampa Electric team member plays
23 a role and is responsible for delivering excellence to our
24 customers.

25

1 **Q.** Does the company have a strategy for delivering excellent
2 customer experiences?

3

4 **A.** Yes. The company's Customer Experience strategy focuses on
5 six pillars of customer satisfaction: (1) power quality
6 and reliability; (2) billing and payment; (3) price; (4)
7 corporate citizenship; (5) communication; and (6) customer
8 care - digitally, by phone, and in the field. We seek to
9 deliver excellent customer service by simplifying and
10 personalizing the customer experience and working with
11 customers to meet their unique needs and circumstances.
12 These strategies and goals have been integrated into the
13 recurring customer commitment training that we provide to
14 our team members.

15

16 **Q.** Have customer expectations for electric service changed in
17 the last decade?

18

19 **A.** Yes. When I began working in the utility industry,
20 customers communicated with their utility by phone or in
21 person, meters were read by visiting the customer premises,
22 and customer billing systems were relatively simple and
23 lasted for years without major upgrades. Those days are
24 over. Changing customer expectations and rapid changes in
25 technology put significant pressure on utilities like Tampa

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Electric to stay current and provide the kind of experience customers expect.

Customers now expect more than just safe, reliable, and affordable electric service. This change has been largely driven by technology and the advancement of customer service standards in other industries.

Our customers live in a digital world and expect an experience from their electric utility that is similar to what they receive from companies like Amazon and Uber.

Customers want to self-serve using their "channel" of choice - whether telephone, email, text, or web via mobile or desktop website - whenever and wherever they want.

Customers want faster service, which raises service level expectations, and a consistent and personalized experience that is simple to use, convenient, and innovative.

Customers also want information specifically related to services that impact their account, power quality and reliability, and billing and payment.

Our company and the members of its Customer Experience team

1 are committed to meeting these changing and increasing
2 customer expectations, but doing so requires resources,
3 innovation, and effort.

4
5 **Q.** How many people are employed in the Customer Experience
6 area and what major functions do they perform?

7
8 **A.** As of the end of 2023, Tampa Electric employed
9 approximately 393 team members in the Customer Experience
10 area. These team members serve customers of Tampa Electric
11 and our affiliate, Peoples Gas System, Inc. ("Peoples"),
12 and work in ten major functional areas.

13
14 1. Customer Experience Centers: Team members in our
15 Customer Experience Centers support residential and
16 business customers through call center activities and our
17 digital customer experience communication pathways.

18
19 2. Billing Operations: This team delivers accurate,
20 timely billing information and coordinates with Energy
21 Delivery to receive meter reading information and resolve
22 meter-related issues.

23
24 3. Payments: This team processes, researches, and
25 balances customer payments.

1 4. Credit and Collections: This team supports Tampa
2 Electric by verifying the identity of customers, and it
3 assists with fraud investigation, bad debt collection,
4 research or maintenance of customer deposits and other
5 forms of payment security and filing claims in customer
6 bankruptcy cases.

7
8 5. Customer Assistance: This team partners with social
9 service agencies to assist customers who qualify for local,
10 state, and federal funds and directs customers to available
11 payment assistance resources.

12
13 6. Operational Support: This team (1) provides quality
14 monitoring, training, and improvement programs for the
15 Customer Experience team members; (2) resolves customer
16 complaints; (3) develops policy and procedures; (4)
17 monitors compliance with applicable laws, rules,
18 regulations, and policies; and (5) provides workforce
19 management services for the Customer Experience area.

20
21 7. Customer Experience Strategy, Research, and Digital
22 Solutions: This team (1) conducts research on customer
23 experience issues; (2) develops strategies for improving
24 the customer experience; and (3) delivers digital customer
25 solutions including customer portal, Interactive Voice

1 Response ("IVR"), and digital outbound communications and
2 preference management.

3
4 8. Business Solutions: This team works with the company's
5 Information Technology department to support the company's
6 use and enhancement of its Customer Relationship Management
7 and Billing ("CRB") system and other information technology
8 systems.

9
10 9. Optional Customer Programs: This team is responsible
11 for the design, development, implementation, and
12 management of optional customer programs designed to
13 provide renewable energy options, encourage customer-side
14 efficiency improvements, and facilitate the integration
15 and optimization of customer-owned distributed energy
16 resources (e.g., solar, electric vehicles, and battery
17 storage).

18
19 10. Communications: This team is responsible for both
20 internal and external customer communications - including
21 customer education, content creation, market research,
22 outage communications, crisis communications, and
23 regulatory compliance messaging.

24
25 **Q.** How do these ten functions benefit customers?

1 **A.** The functions listed above and the teams that perform them
2 are the foundation of our customer experience efforts. They
3 directly benefit customers because they establish how we
4 directly interact with our customers.

5
6 **Q.** How are the rate base and O&M expenses associated with the
7 activities and functions described above apportioned or
8 allocated between Tampa Electric and Peoples?

9
10 **A.** Rate base and O&M expenses are incurred by Tampa Electric
11 and allocated to Peoples based on the key operational
12 services provided to customers. These key operational
13 services reside in the meter to cash lifecycle and include
14 activities such as calculating and producing bills,
15 collecting payments, and answering customer queries.
16 Please see the testimony of Tampa Electric witness Richard
17 Latta for more details around the allocation of rate base
18 and O&M expenses.

19
20 **(2) CUSTOMER EXPERIENCE AREA CHANGES SINCE LAST RATE CASE**

21 **Q.** When was the company's last general base rate increase
22 proceeding?

23
24 **A.** Tampa Electric last filed a rate case on April 9, 2021, in
25 Docket No. 20210034-EI. The issues in that case were

1 resolved by a unanimous Stipulation and Settlement
2 Agreement ("2021 Agreement") by and between Tampa Electric
3 and the consumer parties that participated in the case.
4 The Commission approved the 2021 Agreement by Order No.
5 PSC-2021-0423-S-EI, issued on November 10, 2021. The
6 company has been operating under its terms since then. The
7 term of the 2021 Agreement expires on December 31, 2024; I
8 will refer to the period from approval of the agreement to
9 the end of its term as the "settlement period."
10

11 **Q.** How has the Customer Experience area changed during the
12 settlement period?
13

14 **A.** Since 2021, Tampa Electric improved the customer experience
15 to meet changing customer expectations by making
16 investments in new technology, developing new processes,
17 and implementing new training. I will explain these changes
18 in this portion of my testimony.
19

20 (A) CUSTOMER EXPERIENCE MAJOR CAPITAL EXPENDITURES

21 **Q.** Please describe the major capital expenditures made by the
22 company in the Customer Experience area during the
23 settlement period.
24

25 **A.** The company has made technology investments since 2021 to

1 improve the customer experience. These technology
2 investments are grouped as follows: (1) Customer
3 Digitalization; (2) Operational Excellence; (3) Optional
4 Customer Programs; (4) Outage Enhancements; and (5) Voice
5 of the Customer and Data. The company used its normal
6 procurement processes to ensure the assets and services
7 needed to execute these projects were secured at the lowest
8 reasonable cost.

9
10 **Q.** What are the normal processes to ensure the assets and
11 services needed to execute projects are secured at the
12 lowest reasonable cost?

13
14 **A.** Tampa Electric ensures investments are implemented at the
15 lowest reasonable cost by focusing on cost efficiency
16 without compromising the quality of the outcome. The
17 company's normal process includes effective project
18 planning, budget development, vendor selection, and
19 project monitoring and reporting. Additionally, the
20 company focuses on the projects that will provide the most
21 value for the organization and the customer.

22
23 **Q.** How much did Customer Experience invest in Customer
24 Digitalization during the settlement period?

25

1 **A.** Customer Experience invested \$13.8 million for the period
2 2022 through 2024.

3

4 **Q.** Please explain the Customer Digitalization technology
5 investments and why they were necessary.

6

7 **A.** During the settlement period, Tampa Electric invested in
8 digital platforms that make it easier for customers to
9 interact with the company. These include the development
10 of mobile applications, enhanced online portals for account
11 management and customized communication preferences, new
12 digital payment methods, and the use of chatbots for
13 instant customer support.

14

15 One example of a project included in this category is Tampa
16 Electric's new Interactive Bill function in the customer
17 portal, which was launched in 2023. This function uses
18 interval billing data obtained from the implementation of
19 Advanced Metering Infrastructure ("AMI") to enable
20 customers to view their daily usage data. With this
21 foundational functionality, we will be able to provide a
22 more personalized experience to customers with additional
23 bill insights and proactive notifications.

24

25 We also listened to feedback from customers that the

1 company's bill was too difficult to understand and
2 simplified the paper bill through the Paper Redesign
3 project. This included adding a QR code function in our
4 redesigned bills that links customers to our customer self-
5 service portal for additional features and insights.

6
7 This project was a logical extension of our AMI project
8 and was contemplated when the company invested in AMI
9 technology. To achieve economies of scale and more
10 efficiently allocate resources, the company implemented
11 the simplified paper bill and the interactive billing
12 experience at the same time so that customers wanting
13 additional usage details can find them online. The company
14 spent approximately \$6.3 million for the interactive
15 billing project, with additional enhancements planned for
16 2024 and beyond. It did not require the company to hire
17 additional team members.

18
19 **Q.** Why were the Customer Digitalization investments needed
20 and how do they benefit customers?

21
22 **A.** These investments are necessary to meet evolving customer
23 expectations. A growing number of our customers want to
24 engage with us on their terms. Specifically, the
25 Interactive Billing project was needed to address feedback

1 from customers on our bills and to set the foundation for
2 how interval billing data is shared with our customers.
3 With this foundation, the company plans to implement
4 additional enhancements to Interactive Billing such as
5 proactive usage alerts, delivery of key insights about
6 customers' usage, and enhanced trending and reporting of
7 usage data. As customers' expectations continue to evolve,
8 more customers are wanting a more dynamic, smart billing
9 experience that integrates their usage data with other key
10 data points such as weather and disaggregated appliance
11 data to help manage their usage more effectively. The
12 Customer Digitalization investments meet these customer
13 needs.

14
15 **Q.** What steps did the company take to ensure these investments
16 were completed at the lowest reasonable cost?

17
18 **A.** The company used its normal process I previously described
19 to ensure that the assets and services needed to execute
20 these projects were secured at the lowest reasonable cost.

21
22 **Q.** How much did Customer Experience invest in Operational
23 Excellence Projects in the settlement period?

24
25 **A.** Tampa Electric invested \$10.4 million in Operational

1 Excellence Projects during the settlement period.

2

3 **Q.** Please explain the Operational Excellence technology
4 investments, why they were needed, and how they benefit
5 customers.

6

7 **A.** Since the last rate case, Tampa Electric has made
8 investments in technology that have helped the company
9 improve operational efficiency. One example of a project
10 included in this category is our investment in our customer
11 management and billing system ("CRB") for managing customer
12 accounts, billing, payment, credit, and collection
13 services.

14

15 The CRB system integrates with over 60 other application
16 systems. Enhancements to the system included improvements
17 and enhancements, both small and mid-size, that focus on
18 the meter to cash process, and are a typical part of a
19 critical system life cycle.

20

21 The enhancements to our CRB system were necessary to adapt
22 to changing technology, which includes compliance with
23 regulations around data security and privacy, and to
24 improve efficiency and streamline business processes,
25 continue the facilitation of strategic initiatives (such

1 as our digital transformation), and to continue meeting
2 evolving customer expectations. The project did not require
3 the company to add new team members.

4
5 These enhancements will benefit customers because they
6 incorporate lessons learned from interacting with our
7 customers and will allow us to improve operational
8 efficiencies and enhance the customer experience.

9
10 **Q.** What steps did the company take to ensure these investments
11 were completed at the lowest reasonable cost?

12
13 **A.** All enhancements are prioritized based on what brings the
14 highest value and benefit to the customer. We negotiate
15 contracts with vendors and service providers to secure the
16 lowest cost with the best terms. The company has been
17 successful in reducing the costs of goods and services by
18 exploring competitive options.

19
20 **Q.** How much did Tampa Electric invest in Optional Customer
21 Programs during the settlement period?

22
23 **A.** Tampa Electric invested \$7.2 million in Optional Customer
24 Programs during the settlement period 2022 through 2024.

25

1 **Q.** Please explain the Optional Customer Program technology
2 investments, why they are necessary, and how they benefit
3 customers.

4
5 **A.** Tampa Electric improved the company's portfolio of optional
6 programs by providing customers more choice and flexibility
7 in how they use our services. Such programs are intended
8 to cater to the diverse needs and preferences of our
9 customer base, enhancing their overall experience and
10 satisfaction with our services.

11
12 **Q.** What steps did the company take to ensure these investments
13 were completed at the lowest reasonable cost?

14
15 **A.** The company used its normal process described above to
16 ensure that the assets and services needed to execute these
17 projects were secured at the lowest reasonable cost.

18
19 **Q.** How much did Tampa Electric invest in Outage Enhancement
20 projects during the settlement period?

21
22 **A.** Tampa Electric invested \$1.8 million in Outage Enhancement
23 projects during the settlement period.

24
25 **Q.** Please explain the Outage Enhancements technology

1 investments, why they were necessary, and how they will
2 benefit customers.

3
4 **A.** Tampa Electric's outage map experienced a surge in traffic
5 during Hurricane Ian in 2022. This resulted in periods of
6 inaccessibility for some customers. Based on lessons
7 learned from this experience, the company replaced its
8 outage map with a modern cloud-based system in 2023. This
9 new outage map is necessary to ensure that we maintain a
10 transparent, reliable and resilient map during periods of
11 increased traffic, so that we can continue to update
12 customers during critical times such as during storms. It
13 will also benefit customers by providing a foundation for
14 new features and a more personalized experience for
15 customers during an outage.

16
17 To provide these benefits, the new outage map is hosted on
18 remote, third-party servers, which results in a more stable
19 and resilient map that can handle increased customer
20 traffic during a large weather event. Additionally, Tampa
21 Electric formed a strategic partnership with a vendor to
22 enhance support and ensure business continuity during
23 outages.

24
25 This project did not require new team members; rather, it

1 allowed the company to enhance support allowing for an
2 enhanced experience during a storm. The company invested
3 approximately \$1.3 million for enhancements to the outage
4 communication process in 2022 and 2023.

5
6 **Q.** What steps did the company take to ensure these investments
7 were completed at the lowest reasonable cost?

8
9 **A.** The company implemented the new outage map with functions
10 that provide the most value to customers. This resulted in
11 a scalable, stable, more reliable outage map, and created
12 a foundation for future enhancements to the overall outage
13 experience.

14
15 **Q.** How much did Tampa Electric invest in Voice of the Customer
16 ("VOC") and Data projects during the settlement period?

17
18 **A.** Tampa Electric invested \$1.6 million in VOC and Data
19 projects during the settlement period.

20
21 **Q.** Please explain the VOC and Data technology investments,
22 why they were needed, and how they will benefit customers.

23
24 **A.** The VOC platform was designed to systematically gather data
25 regarding our customers' needs, wants, perceptions,

1 preferences, and expectations. Our VOC platform stores this
2 data and feedback in a central location and provides
3 integration with other key systems. The main benefit of a
4 VOC program is its ability to measure the experience of a
5 customer at key points of interaction with the company, in
6 real time. This allows us to draw more meaningful insights
7 to improve the customer experience.

8
9 During the settlement period, we created several automated
10 transactional surveys that are sent to customers based on
11 their interactions with us (e.g., outage, net metering,
12 move-in/out, new construction, and many others). The
13 company also organized a customer panel with over one
14 thousand customers actively participating in monthly
15 engagement surveys focused on topics designed to enhance
16 their experience. Tampa Electric is planning additional
17 investments over the next few years to continue to capture
18 valuable customer feedback with the goal of improving the
19 customer experience.

20
21 In 2022 and 2023, the company invested approximately \$0.8
22 million in the VOC platform. It did not require the company
23 to add additional team members.

24
25 This project was needed to create a central platform for

1 customer feedback that provides a more holistic view of
2 our customers. The project also collects data which the
3 company can use to address points of customer concern and
4 determine the right initiatives to improve the customer
5 experience. For example, the company implemented an outage
6 survey that automatically is sent to customers when they
7 experience an outage. This allows us to get direct feedback
8 from customers on how to improve the outage process which
9 includes: outage reporting, outage communications, status
10 updates, and user overall outage experience. Implementing
11 a single platform allowed the company to solicit feedback
12 in an organized, centralized, and consistent way without
13 over-surveying customers.

14
15 **Q.** What steps did the company take to ensure these investments
16 were completed at the lowest reasonable cost?

17
18 **A.** We negotiate contracts with vendors and service providers
19 to secure the lowest cost with the best terms. The company
20 has been successful in reducing the costs of goods and
21 services by exploring competitive options.

22
23 **(B)** CUSTOMER EXPERIENCE PROCESS IMPROVEMENTS

24 **Q.** Has Tampa Electric made any improvements to its customer
25 service processes since 2021?

1 **A.** Yes. Tampa Electric made process improvements for our
2 business customers and in our Customer Experience Center.
3 I will describe the process improvements the company
4 implemented in each of these areas.

5
6 **Q.** What are Customer Experience Centers?

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

15
16 Tampa Electric has separate teams of Customer Service
17 Professionals ("CSP") that are specially trained to assist
18 with residential customers, business customers, new
19 construction requests, and demand side management
20 programs.

21
22 **Q.** What process improvements were implemented in Customer
23 Experience Centers during the settlement period?

24
25 **A.** Tampa Electric made the following changes at the Customer

1 Experience Centers.

2
3 1. Customer Commitment Training: Tampa Electric expanded
4 the customer commitment training program that began
5 in 2018 to include external contractors that directly
6 serve customers. The company also implemented an
7 annual refresher course for existing team members.
8 This expansion includes helping our team members
9 better understand improvements made to the customer
10 experience and the value that the company provides to
11 all customers.

12
13 2. Speech Analytics: Tampa Electric now uses speech
14 analytics to improve quality of services. Speech
15 analytics transcribes calls to searchable text and
16 provides the ability to query single words and phrases
17 used by either team members or customers. By doing
18 so, the company can monitor, identify, and analyze
19 customer issues, thereby understanding the underlying
20 factors affecting performance and overall business
21 results. Furthermore, categorizing the data allows
22 for targeted analysis based on the nature or purpose
23 of the calls.

24
25 3. Customer Champion Network: The company established a

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Customer Champion Network as part of our greater Customer Experience Strategy. This team member-led network works to ensure customer feedback is evaluated, considered, and utilized to determine short- and long-term customer needs and identify points of customer concern and opportunities for improvement. The network members also serve as brand ambassadors that share the many things the company is doing to serve customers and the community.

- 4. Consistent Outbound Communication Process: This process improvement created a standard methodology and formal documentation to ensure consistency for all outbound customer requests. Centralizing requests allows Tampa Electric to (1) utilize a consistent methodology of completing requests for outbound communications; (2) ensure the message was appropriately vetted, approved, and aligned with other requests; (3) internally communicate the message being sent (especially to our frontline team members); (4) ensure consistent messaging across all communication channels; (5) ensure the communications covered all key components and reached our customers in a timely manner; and (6) ensure our customers are not overwhelmed with multiple communications within a

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short timeframe.

Q. What business customer process improvements has Tampa Electric made during the settlement period?

A. Tampa Electric has enhanced the experience for our business customers through several changes I describe below.

1. We developed an automated rate calculator that can compare optional rates and project bills based on a customer's forecasted load profile. This tool reduces calculation time, improves accuracy, and provides our customers with a better graphical presentation of projected cost savings.

2. The New Construction Portal is an improved digital experience that provides customers with self-service technology to create and manage their construction projects and to provide all supporting documentation in an efficient manner. This portal streamlined the new construction process, decreased the timeline to energize, and delivers an experience customer have come to expect based on experiences with other industries or providers.

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- 3. We developed a mass move in-move out processing system for customers who require recurring seasonal turn on and turn offs with 10 or more accounts. It can also be used on non-recurring turn on and turn offs. This enhancement reduces administrative and phone time.

- 4. We began conducting bi-annual key account management surveys to gather customer feedback with the goal of identifying opportunities for improvement.

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

- 6. The outage map, as described above also helps business customers by making the outage map more informative and easier to use and by improving outbound communications for outages.

- 7. We enhanced our Statement of Account tool, which allows customers with multiple accounts to see amounts transferred between accounts. This tool has reduced manual review and helps customers reconcile their bill.

1 Q. Did Tampa Electric implement any additional training in
2 the Customer Experience area during the settlement period?

3
4 A. Yes. In addition to the Customer Commitment Training
5 mentioned earlier, Tampa Electric launched the "Creating a
6 Memorable Customer Experience" instructor led course in
7 2022. This course is for frontline agents as a refresher
8 course and focuses on the importance of each customer
9 interaction. In 2023, we launched "Powering Your Future
10 With Value" programs that educate all Tampa Electric team
11 members on the many programs and services we provide.

12
13 **(3) RESULTS: MEASURING THE CUSTOMER EXPERIENCE**

14 Q. How does Tampa Electric measure its performance in the
15 customer area?

16
17 A. The company measures its performance in the customer area
18 based on customer satisfaction scores as measured by J.D.
19 Power, internal performance metrics, and by tracking
20 Commission complaints.

21
22 Q. In general, how has the company's performance in the
23 Customer Experience area trended since 2021?

24
25 A. During 2023, customers experienced unprecedented summer

1 heat in our service territory, and the resulting higher
2 usage, the impact of storm and fuel cost recovery on
3 customers' bills, and overall increases to the costs of
4 living due to inflation were difficult to manage. Even
5 though the company has no control over the weather and
6 inflation, and a limited ability to influence fuel prices
7 and storm damage, our customers' unhappiness with economic
8 conditions in general and their electric bills in
9 particular was reflected in the increased call and emails
10 volume at our Customer Experience Centers, more customers
11 requesting bill payment assistance or accommodations, more
12 customer calls to the Commission, and in our performance
13 measures.

14
15 **Q.** Was Tampa Electric's experience in 2023 unique to the
16 company?

17
18 **A.** No. Warm weather, higher usage, storm and fuel cost
19 recovery, and general economic conditions were challenging
20 for customers of all electric utilities in Florida, not
21 just Tampa Electric.

22
23 **Q.** How did the company perform in J.D. Power surveys during
24 the settlement period?

25

1 **A.** In 2022, Tampa Electric was recognized by J.D. Power as
2 the most improved electric residential brand in the nation
3 over the past five years. As measured by J.D. Power, Tampa
4 Electric's overall customer satisfaction has increased by
5 60 points for residential and 14 points for business since
6 2017.

7
8 In 2023, the company's overall residential customer
9 satisfaction (measured by J.D. Power) decreased by 27
10 points from our 2022 final score, which is consistent with
11 other Florida utilities who also experienced declines
12 between 2022 and 2023. However, Tampa Electric scored
13 better than the industry average for every residential
14 customer satisfaction criteria (Power Quality &
15 Reliability, Corporate Citizenship, Communications,
16 Customer Care, Billing & Payment, and Price), and remained
17 22 points above the industry average.

18
19 On the business customer side, Tampa Electric's 2023 final
20 satisfaction score decreased 19 points from our 2022 final
21 score but was seven points above the industry average. This
22 decrease is again consistent with other Florida utilities
23 such as FPL; Florida utilities declined an average of 30
24 points between 2022 and 2023.

25

1 Document Nos. 2 and 3 of my exhibit contain highlights from
2 the J.D. Power Residential and Business surveys,
3 respectively.

4
5 **Q.** Has the company won any Customer Experience awards since
6 2021?

7
8 **A.** Tampa Electric was awarded the "Customer Champion" award
9 in 2022, and the "Easiest to Do Business With" award in
10 2023 in the Cogent Residential Utility Trusted Brand and
11 Customer Engagement Study. Tampa Electric was also awarded
12 the "Trusted Business Partner" award in 2022 in the Cogent
13 Business Utility Trusted Brand and Customer Engagement
14 Study. Both studies span all electric and gas utilities in
15 the nation and are included in my Exhibit as Document Nos.
16 2 and 3.

17
18 **Q.** What internal performance metrics does the company use to
19 measure its performance in the Customer Experience area?

20
21 **A.** The main performance metrics the company uses to measure
22 performance are as follows.

23
24 1. Telephone service level refers to the percentage of
25 calls answered within a specified time frame, usually

1 expressed as "X percent of calls answered within Y
2 seconds."

3

4 2. Email service level refers to the percentage of email
5 responses completed within a specified time frame.

6

7 3. Average speed of answer refers to the average amount
8 of time it takes for a Contact Center to answer a
9 phone call from a customer. The time it takes to
10 navigate through the IVR is not factored into average
11 speed of answer.

12

13 4. Average handling time refers to the average length of
14 time it takes to complete a customer phone call.

15

16 5. Call volume and abandonment rate refers to the number
17 of incoming calls received (offered) over a period.
18 The Abandonment Rate refers to the percentage of
19 inbound phone calls made to the Contact Center that
20 are abandoned by the customer prior to speaking to an
21 agent.

22

23 **Q.** How has the company performed against its own internal
24 performance metrics since the last rate case?

25

1 **A.** Our internal performance metrics from 2021 to 2023 are
2 shown on Document No. 4 of my exhibit. Overall, our
3 internal metrics significantly improved through 2021 due
4 to substantial improvements to training, processes, and
5 technology impacting the customer experience. However,
6 beginning in late 2022, Tampa Electric began to see a
7 decline in these metrics due to the weather, usage, storm,
8 fuel, and inflation dynamics described above, and the
9 resulting increases in call volumes and other customer
10 contacts.

11
12 **Q.** Did other factors contribute to these company metric
13 changes?

14
15 **A.** Yes. Current labor market conditions have made and are
16 continuing to make it difficult to recruit, hire, and
17 retain the right skillsets for our Customer Contact
18 Centers. This is especially true as the technology
19 landscape continues to evolve rapidly, requiring us to
20 adapt quickly not only to evolving customer expectations
21 but also to this shifting technology landscape.

22
23 **Q.** What actions did the company take in late 2022 and 2023 to
24 address these changing metrics?

25

1 The company took a combination of short- and long-term
2 steps to deal with the pressures we experienced in 2023.
3 The short-term and immediate measures included the
4 following actions.

5
6 1. Establishing walk-in customer service stations in our
7 corporate office. We created temporary customer
8 service stations at our corporate office, which were
9 staffed with experienced customer service
10 representatives to address customer issues, mainly
11 related to high bills.

12
13 2. Outsourcing contact center functions. We added more
14 outsourced staffing to augment our contact center and
15 assist with the additional call volume related to high
16 bills.

17
18 3. Enhanced customer assistance options. We provided
19 more assistance opportunities because of the
20 company's donations to Share. Share is a program where
21 team members, customers and community partners can
22 donate monetary contributions towards customer bill
23 assistance. These donations are matched dollar for
24 dollar, up to \$500,000 annually. In 2022 and 2023,
25 Tampa Electric donated over \$1 million in shareholder-

1 funded assistance through the Share program. In
2 partnership with our program administrators, Salvation
3 Army and Catholic Charities, we expanded guidelines
4 to allow more customers to receive assistance.
5 Additionally, we expanded our customer assistance
6 team to address the higher demand.

7
8 Longer term, the company is re-engineering its processes
9 to ensure they are efficient and can be more easily
10 followed by the available labor force, increasing the use
11 of automation and information technology resources, and
12 increasing our training activities for Customer Experience
13 team members.

14
15 To do this, we are organizing a specialized team in
16 Customer Experience focused on enhancing the operational
17 efficiency of our organization. This team aims to
18 streamline processes, elevate service quality, and
19 ultimately, improve the overall customer and employee
20 experience. The team will dedicate the next 24 to 30 months
21 to this program, working diligently to achieve these
22 objectives.

23
24 **Q.** How are the company's metrics trending so far since late
25 2023?

1 **A.** The company's metrics in the contact center have improved
2 slightly in early 2024 primarily due to cooler weather.
3 However, we are looking to the specialized team focused on
4 improving the operational efficiency of our organization
5 to identify ways we can make it easier for our customers
6 to do business with us as we approach the summer months.

7

8 **Q.** How has the company performed in Commission customer
9 complaints since 2021?

10

11 **A.** The company had its lowest ever number of Commission
12 escalations in 2021. Since 2021, escalations increased,
13 but remain below 2019 numbers. Increased rates, fuel
14 adjustments, and record high temperatures have contributed
15 to higher energy costs, which in turn caused increased
16 escalations. These statistics are shown in my exhibit on
17 Document No. 5.

18

19 **Q.** How do you rate the company's overall level of customer
20 service?

21

22 **A.** Tampa Electric provides excellent customer service. As
23 noted by our President and CEO Archie Collins in his
24 testimony, the company has improved its solid safety
25 record, invested in technologies that have reduced fuel

1 costs for our customers, improved its system heat rate by
2 20 percent, and improved its overall service reliability
3 index scores by 32 percent.

4
5 **(4) FUTURE CUSTOMER EXPERIENCE ENHANCEMENTS**

6 **Q.** Does the company's Customer Experience strategy reflect
7 the changing nature of customer expectations?

8
9 **A.** Yes. Our customer experience strategy continues to evolve
10 to align with the changing expectations and needs of our
11 customers. This includes adopting a more personalized
12 approach to service, using data analytics to gain insights
13 into customer preferences, and using technology to enhance
14 interaction and service delivery. The company is also
15 focusing on streamlining processes for greater efficiency
16 and responsiveness and investing in training our staff to
17 better understand and anticipate customer needs. By doing
18 so, we aim to not only meet but exceed customer
19 expectations.

20
21 **Q.** Is Tampa Electric planning any future Customer Experience
22 initiatives?

23
24 **A.** Yes. In 2025, we are planning a broad range of capital
25 investments to elevate service quality and customer

1 satisfaction. These investments include programs in three
2 areas, which I describe below.

3
4 1. Customer Digitalization: We intend to further enhance
5 our digital platforms to provide customers with a
6 convenient and efficient way to access services,
7 information, and support anytime, anywhere. One
8 example is that we plan to add new features to the
9 Interactive Bill, such as more granular usage data,
10 personalized insights based on usage and patterns,
11 additional weather details, and comparisons to other
12 customers with similar sized homes. The company will
13 invest \$4.4 million on these projects in 2025.

14
15 2. Operational Efficiency: As I previously explained,
16 Customer Experience is organizing a specialized team
17 focused on enhancing the operational efficiency of our
18 organization. This effort will continue in 2025. Some
19 efficiency tools Tampa Electric is considering include
20 Artificial Intelligence ("AI") and machine learning,
21 advanced data analytics, and customer segmentation.
22 Customer segmentation divides our customer base into
23 distinct groups or segments based on certain
24 characteristics, behaviors, or demographics. The goal
25 of customer segmentation is to better understand the

1 diverse needs, preferences, and behaviors of different
2 customer groups to effectively meet their specific
3 needs. By segmenting customers into meaningful groups,
4 we can improve customer service, enhance customer
5 satisfaction, and ultimately increase efficiency.
6 Customer segmentation will enable us to deliver a more
7 personalized experience that resonates with different
8 segments of our customer base. These tools will help
9 the company to proactively recognize specific customer
10 needs, such as support for low-income individuals, or
11 identify the likelihood of serving electric vehicles
12 in a certain area. This benefits our customers by
13 allowing the company to offer customer assistance
14 options before any service disconnection occurs, or
15 proactively plan for additional infrastructure to
16 improve reliability and deliver uninterrupted service.
17 Furthermore, AI can be employed to detect high energy
18 consumption patterns and thresholds, enabling us to
19 proactively present energy management solutions to our
20 customers, giving them more control over their energy
21 usage, and ensuring a more efficient and responsive
22 service experience. The company will invest \$4.1
23 million on these projects in 2025.

24
25 3. Optional Customer Programs: We will improve the

1 company's portfolio of optional programs by providing
2 customers more choice and flexibility in how they use our
3 services. Such programs are intended to cater to the
4 diverse needs and preferences of our customer base,
5 enhancing their overall experience and satisfaction with
6 our services. The company plans to invest \$4.9 million into
7 projects in 2025 that aim to benefit our entire customer
8 base.

9
10 **(5) 2025 CUSTOMER EXPERIENCE RATE BASE AND O&M EXPENSES**

11 **Q.** How much capital did the company invest in Customer
12 Experience during the three-year term of the 2021 Agreement
13 from 2022 through 2024?

14
15 **A.** For the period 2022 through 2024, the company invested
16 approximately \$39.5 million in capital projects for the
17 Customer Experience area, of which \$34.8 million is rate
18 base expenditures. The projects associated with this
19 spending and their dollar amounts by year are reflected in
20 Document No. 6 of my exhibit. The 2022 and 2023 amounts on
21 this schedule are actual numbers, and the 2024 amounts are
22 forecasted based on the company's 2024 budget. I previously
23 described the groups of capital projects that represent
24 the key areas of capital investment.

25

1 Q. How much capital does the company expect to invest in 2025?

2

3 A. In 2025, the company expects to invest approximately \$15.1
4 million in capital projects for the Customer Experience
5 area, of which \$13.4 million is rate base expenditures.
6 The projects associated with this amount are shown on
7 Document 6 of my exhibit. I previously described the
8 capital projects that make up this total and explained why
9 they are prudent.

10

11 Q. What is the total capital investment in the Customer
12 Experience area between 2022 and 2025?

13

14 A. The total capital investment in the Customer Experience
15 area between 2022 and 2025 is expected to be \$48.2 million.

16

17 Q. What is the total amount of 2025 rate base attributable to
18 the Customer Experience area?

19

20 A. The total amount of 2025 rate base capital for the Customer
21 Experience area is \$13.4 million.

22

23 Q. Is this amount of 2025 rate base for the Customer
24 Experience area reasonable and prudent?

25

1 **A.** Yes. This amount represents the Customer Experience rate
2 base that will be in service and used and useful by the
3 company to provide safe, reliable electric service to our
4 customers. It also reflects the capital investments since
5 2021 described previously in my testimony, which are
6 prudent for the reasons I described.

7
8 **Q.** What is the forecasted amount for 2025 Customer Experience
9 O&M expenses, and is this amount reasonable?

10
11 **A.** In 2025, the company plans to spend approximately \$108.1
12 million in O&M expenses for Customer Experience, of which
13 \$45.4 million is related to base rates.

14
15 **Q.** How have the company's Customer Experience operating
16 expenses changed since its last rate case? What items are
17 causing the increase in operating expenses?

18
19 **A.** The 2025 budgeted Customer Experience O&M expenses are
20 approximately \$31.9 million higher than 2022, of which \$7.9
21 million is related to base rates. This is 21 percent
22 greater compared to 2022, largely due to a rise in bad debt
23 expense and meter reading. The meter reading increase is
24 attributed to the annual software maintenance fees for the
25 AMI software and data management solution.

1 **Q.** What is the performance against the O&M benchmark for 2020
2 in each of the Customer Experience functional expense
3 groups?
4

5 **A.** As shown in MFR Schedule C-37, Tampa Electric is well below
6 the benchmark in all Customer Experience functional areas.
7 Customer Accounts \$6.5 million under
8 Customer Service and Information \$2.4 million under
9 Sales Expenses \$0.02 million under
10

11 **Q.** What are the main causes of the company's Customer
12 Experience O&M expenses?
13

14 **A.** The main causes of the company's Customer Experience-
15 related O&M expenses include labor, outside services such
16 as augmented staffing, and other operational expenses. The
17 operational expenses include but are not limited to: (1)
18 customer billing fees (vendor fees and postage); (2)
19 processing fees associated with customer payments; (3)
20 high-volume call answering ("HVCA") fees; (4) IVR virtual
21 hold fees; and (5) other expenses associated with
22 maintenance of our systems.
23

24 **Q.** What steps has the company taken to reduce O&M expenses in
25 the Customer Experience area?

1 **A.** The company has taken the following actions to reduce
2 Customer Experience O&M expenses.

3
4 1. Outsourcing Staffing for Contact Center: The company
5 engaged third-party service providers to temporarily
6 augment the staffing in our contact center. This
7 allowed us to adjust the company's workforce based on
8 demand without incurring the fixed costs associated
9 with full-time team members. This outsourcing enabled
10 the company to maintain service levels during peak
11 periods while controlling labor costs.

12
13 2. Process Re-engineering: We are conducting a
14 comprehensive review of the company's business
15 processes to discover ways to eliminate
16 inefficiencies. This will help to streamline
17 workflows and improve service delivery.

18
19 3. Adoption of Technology and Automation: Tampa Electric
20 is investing in technology and automation to
21 streamline operations. This includes implementing
22 digital capabilities to help customers self-serve.
23 These technologies will help to improve efficiency
24 and reduce the need for customers to call.

25

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4. Vendor Contract Renegotiations: We are renegotiating contracts with vendors and service providers to secure more favorable terms. The company has been successful in reducing the costs of goods and services by exploring competitive options.

5. Training and Development: The company provided training and development programs for existing staff to improve productivity and reduce errors. This initiative has enhanced employee performance, leading to more efficient operations and reduced costs.

These steps have collectively contributed to a substantial reduction in O&M expenses, enabling the organization to operate more efficiently and cost-effectively.

Q. How many team members were employed in the Customer Experience area in 2022 and 2023?

A. The average number of team members in 2022 was 407, and in 2023 it was 393.

Q. How many team members do you expect to employ in the Customer Experience area in the 2025 test year?

1 **A.** We expect to employ an average of 379 team members in the
2 Customer Experience area in 2025. This is a reasonable
3 number of team members to perform the work in the Customer
4 Experience area.

5
6 **Q.** How have uncollectible account expenses varied in 2023 and
7 2024 and is the company's proposed level of uncollectible
8 expenses reasonable for the 2025 test year?

9
10 **A.** As highlighted in my testimony, customers have faced
11 difficulties in paying their utility bills, underlining
12 the critical need for flexible customer assistance options.
13 In 2023, we observed a significant increase in bad debt
14 expense, more than doubling due to the aftermath of COVID-
15 19 and inflationary pressures. However, we anticipate a
16 downward trend in bad debt expense beginning in 2024,
17 driven by improving inflation rates and the company's
18 sustained commitment to offering adaptable customer
19 support options. The company's proposed level of bad debt
20 expense for the 2025 test year is \$5.8 million, which is
21 reasonable based on past experience and expected economic
22 conditions for the test year.

23
24 **Q.** What is the company's proposed level of advertising expense
25 for 2025?

1 **A.** Advertising expense for customer education is shown in MFR
2 Schedule C-14 and it equals to \$3.8 million.

3

4 In developing the company's advertising budget for 2025,
5 the company considered changes in our customers' demands
6 for information, as well as the cost dynamics of the
7 advertising market in our service territory.

8

9 **Q.** Please describe the changes in customer demand for
10 information.

11

12 **A.** Our customers are seeking more information and guidance
13 from Tampa Electric regarding programs and services,
14 specifically as it relates to energy efficiency,
15 conservation, and reducing their overall energy bill.

16

17 The company's advertising decisions are also influenced by
18 our research, which shows that the non-English speaking
19 population in our service area is growing. As this
20 population increases, Tampa Electric needs to make sure we
21 are communicating with these customers effectively. This
22 likely will require translating advertising materials into
23 multiple languages and placing ads in new channels.

24

25 **Q.** How are the cost dynamics in Tampa Electric's advertising

1 market changing?

2

3 **A.** The competitive nature of the Tampa market, with its rapid
4 growth and a limited amount of advertising space on
5 billboards and television, poses a significant challenge
6 for our business. Digital advertising is also expensive in
7 our market - Tampa ranks as the 13th most expensive city
8 in the nation in which to buy digital advertising.

9

10 Tampa Electric also competes for advertising space -
11 physical and digital - with much higher-margin industries,
12 such as tourism and other Fortune 500 companies, that are
13 willing to pay top dollar to place their advertisements.
14 The rising cost of high-quality advertising is impacted by
15 increasing labor, technology, and media expenses, and
16 creates cost pressure for the company. Tampa Electric
17 addresses these pressures by exploring innovative methods
18 of delivering updates and communications to ensure our
19 customers remain well-informed and engaged across their
20 channels of choice.

21

22 **Q.** Is the company's proposed level of advertising expense in
23 2025 reasonable?

24

25 **A.** Yes. The company is increasingly focused on meeting and

1 exceeding evolving customer expectations, which includes
2 educating our customers on services and solutions that will
3 meet their needs. The company makes sure our customers
4 receive updates and communications through various
5 delivery methods including printed communications, social
6 media, and online platforms. We also work to maximize our
7 advertising efficiency and ensure our messages are
8 delivered to the right audience with a targeted, strategic
9 approach.

10
11 **Q.** Is the company's proposed overall level of Customer
12 Experience related O&M expense for 2025 reasonable?

13
14 **A.** Yes. The overall level of Customer Experience related O&M
15 expense for 2025 is reasonable. The company remains focused
16 on prudently investing in strategic functions that will
17 enhance the customer experience while keeping overall
18 expenses relatively flat as compared to 2023 and 2024.

19
20 **(6) PROGRAMS FOR LOW-INCOME CUSTOMERS**

21 **Q.** Has the company implemented new processes or programs to
22 assist low-income customers?

23
24 **A.** Yes. The company implemented new processes to assist low-
25 income customers and has additional plans to enhance the

1 level of support in this area. For example, the company
2 has established a direct referral process with external
3 community partners who are only able to provide partial
4 assistance. This process includes: (a) following up with
5 customers on the remaining balance and ensuring service is
6 not interrupted, (b) coordinating financial assistance
7 with third-party assistance agencies, and (c) arranging
8 installment payment plans.

9
10 **Q.** Have these efforts been successful?

11
12 **A.** Yes, but we would like to do more. In 2023, we were able
13 to secure assistance for approximately 28,000 Tampa
14 Electric customers for a total of approximately \$12 million
15 dollars. However, Tampa Electric was only able to provide
16 approximately seven percent of our low-income population
17 with low-income energy assistance funds due to a decrease
18 in funding at the state level. Since federal assistance
19 dollars have declined significantly since 2021, Tampa
20 Electric updated the customer assistance referral process
21 to ensure customers who were unsuccessful in obtaining
22 assistance can be referred to the company's internal team
23 to discuss other financial options.

24
25 Tampa Electric continues to advocate for the Low-Income

1 Home Energy Assistance Program ("LIHEAP") funding through
2 its participation in the LIHEAP Action Day and through the
3 National Energy & Utility Affordability Coalition
4 ("NEUAC").

5
6 **Q.** Is Tampa Electric proposing any new programs for low-income
7 customers in this rate case?

8
9 **A.** Yes. Tampa Electric is proposing a new program for low-
10 income seniors known as Senior Care. This program would be
11 available for Tampa Electric customers over the age of 65
12 who are enrolled in Medicaid. Participating customers will
13 receive a monthly credit of \$10 to help them pay their
14 Tampa Electric bill. Additional details regarding the
15 design and operation of this program are provided in the
16 direct testimony of Mr. Williams.

17
18 **Q.** Why is Tampa Electric proposing this program?

19
20 **A.** Offering a senior low-income discount is a beneficial and
21 socially responsible practice. Energy is essential for
22 daily living and providing our low-income seniors with
23 access to electricity at an affordable rate ensures that
24 our most vulnerable population is not left behind.

25

1 Many of our low-income seniors already live on fixed
2 incomes, and often these incomes are not sufficient to
3 cover all expenses, including utilities. Providing a senior
4 low-income discount can help to alleviate the financial
5 strain and reduce risk of our low-income seniors having to
6 choose between paying their energy bill and paying other
7 essential items (e.g., medicine).

8
9 Lastly, offering a low-income senior discount reduces the
10 likelihood that a senior might fall behind on their utility
11 bill and face disconnection of service. This practice
12 benefits both the customer and the utility company as it
13 prevents interruption of service and keeps administrative
14 costs associated with managing delinquent accounts low.

15
16 **(7) PROPOSED TARIFF CHANGES**

17 **Q.** Is the company proposing tariff changes in this proceeding
18 to better meet the needs of customers and improve the
19 customer experience?

20
21 **A.** Yes. Tampa Electric is proposing the following tariff
22 changes:

- 23 • Economic Development Rider
- 24 • Alternative Payment Arrangements for Contribution in
25 Aid of Construction Process

- 1 • Increasing Lighting Wattage Percentage
- 2 • Updating Deposits Language for Sponsors
- 3 • Senior Care Program

4 These changes are discussed in Mr. Williams's direct
5 testimony.

6
7 **(8) SUMMARY**

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

9
10 **A.** Tampa Electric continues to provide excellent service to
11 its customers. We have thoughtfully and deliberately
12 invested in information technology to ensure that our
13 customer billing systems are up to date and interact with
14 AMI and other Electric Delivery systems to improve service
15 to our customers. We continue to enhance our ability to
16 communicate with our customers using multiple channels so
17 they can communicate with us using their preferred method.
18 Although hot weather, higher usage, fuel and storm costs,
19 and general economic conditions challenged our customers
20 and Customer Contact Centers in 2023, we responded quickly
21 and are improving our processes for the future.

22
23 We are prioritizing financial discipline, digital and
24 process innovation, and support for customers facing
25 hardship. We will continue to streamline our operations

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and to offer customers more convenient and efficient ways to interact with us. Our proposed levels of Customer Experience capital investment and O&M expenses for 2025 are reasonable and prudent and should be approved so we can continue to provide high-quality service to our customers.

Q. Does this conclude your direct testimony?

A. Yes, it does.

EXHIBIT

OF

KAREN SPARKMAN

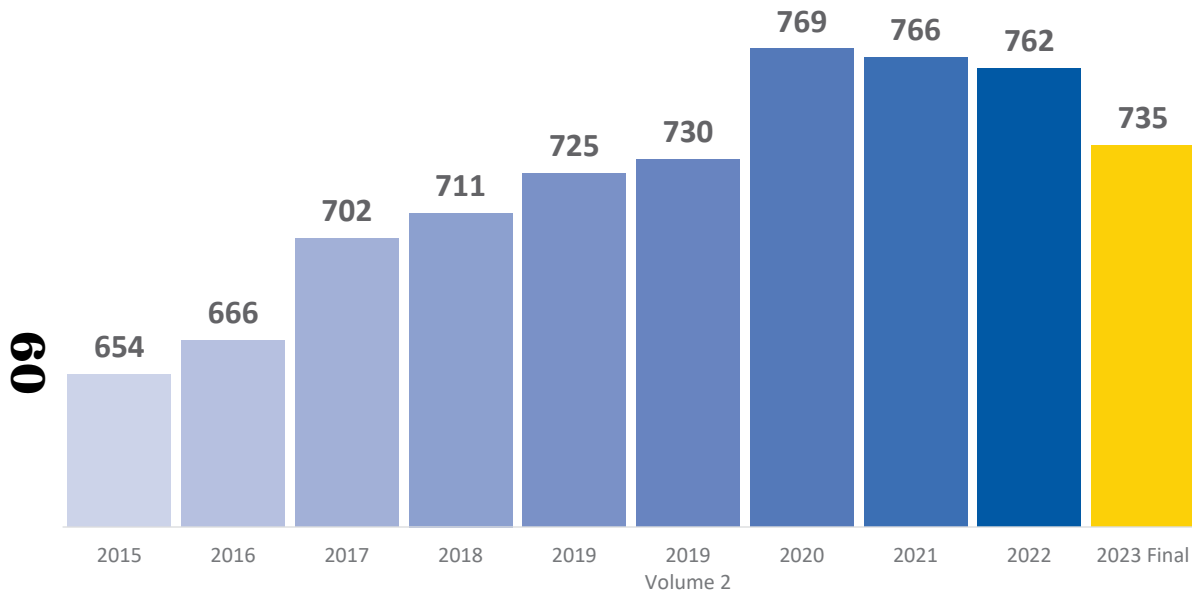
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LIST OF MINIMUM FILING REQUIREMENT SCHEDULES
SPONSORED OR CO-SPONSORED BY KAREN SPARKMAN

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

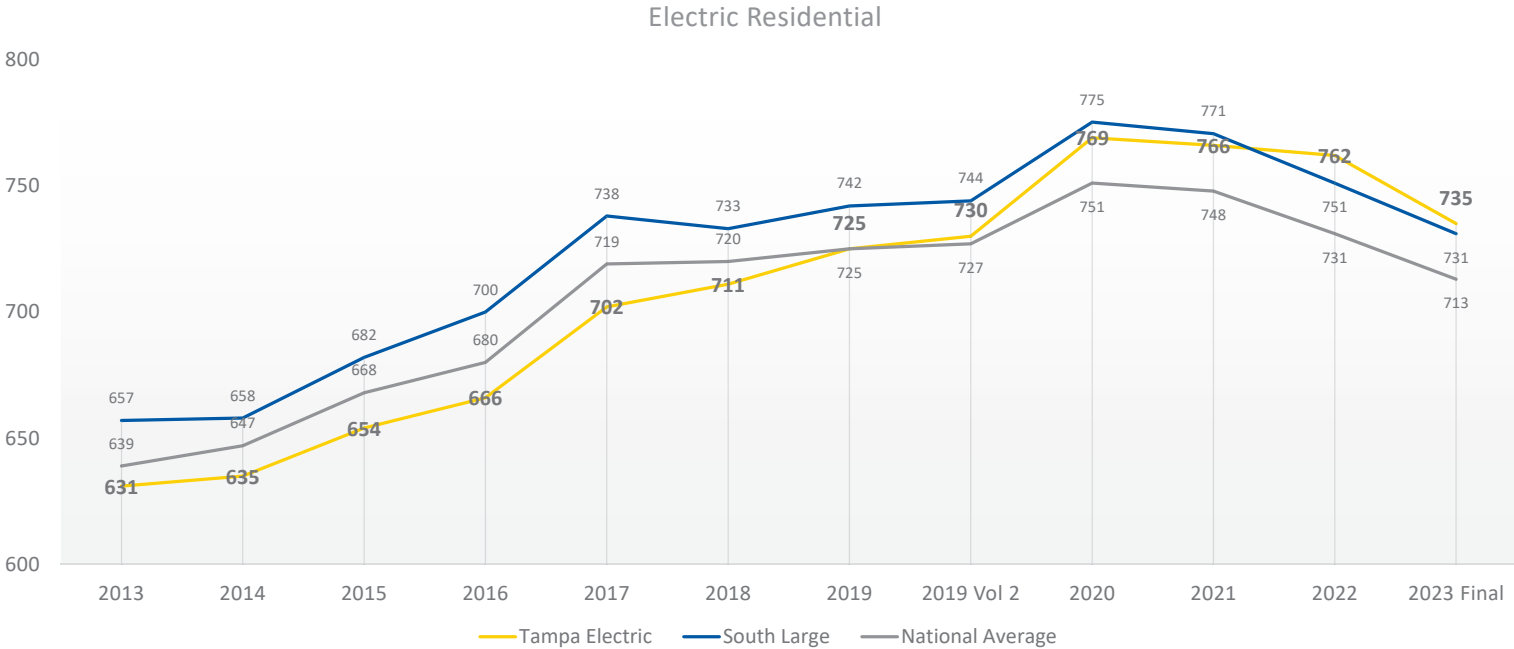
Tampa Electric Residential Overall Customer Satisfaction



Year	Quartile	Industry Rank	Segment Rank	Florida Rank
2015	Third	101/140	12/13	10/11
2016	Third	101/137	12/13	9/11
2017	Fourth	103/138	12/13	9/11
2018	Third	97/138	11/13	10/11
2019	Third	81/142	10/13	9/12
2019 Volume 2	Third	71/141	9/12	6/12
2020	Second	40/143	7/12	5/12
2021	Second	44/145	5/12	6/12
2022	First	29/145	3/12	4/11
2023 Final	Second	46/149	5/12	6/11



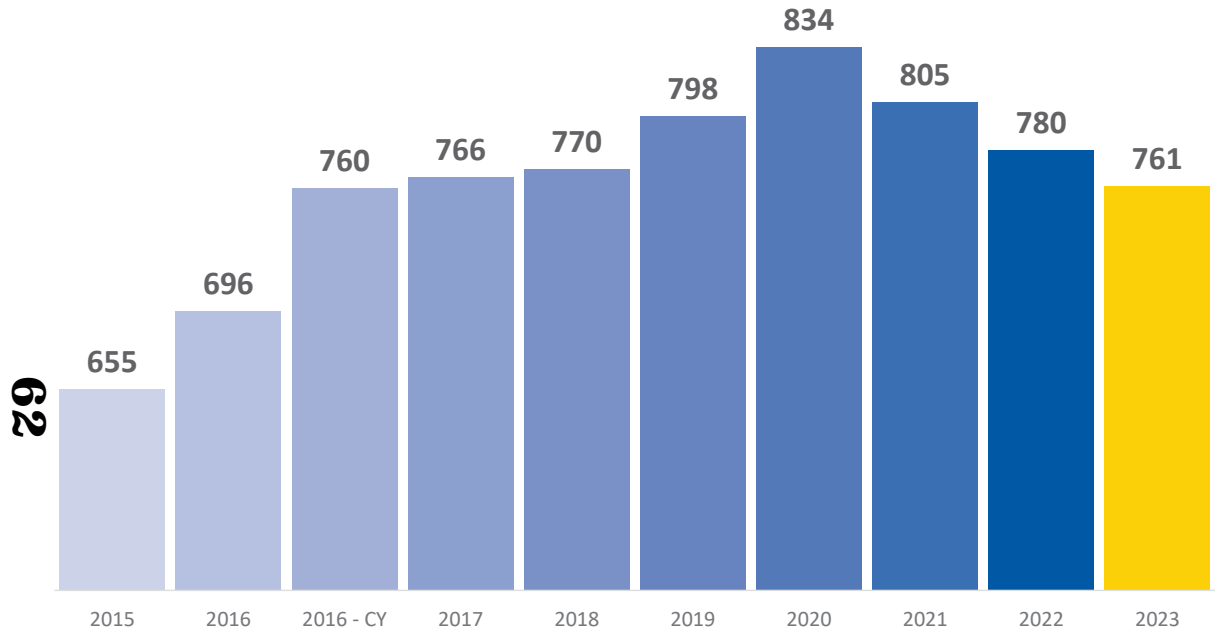
Electric Residential Overall Customer Satisfaction Trending



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Tampa Electric Business Overall Customer Satisfaction

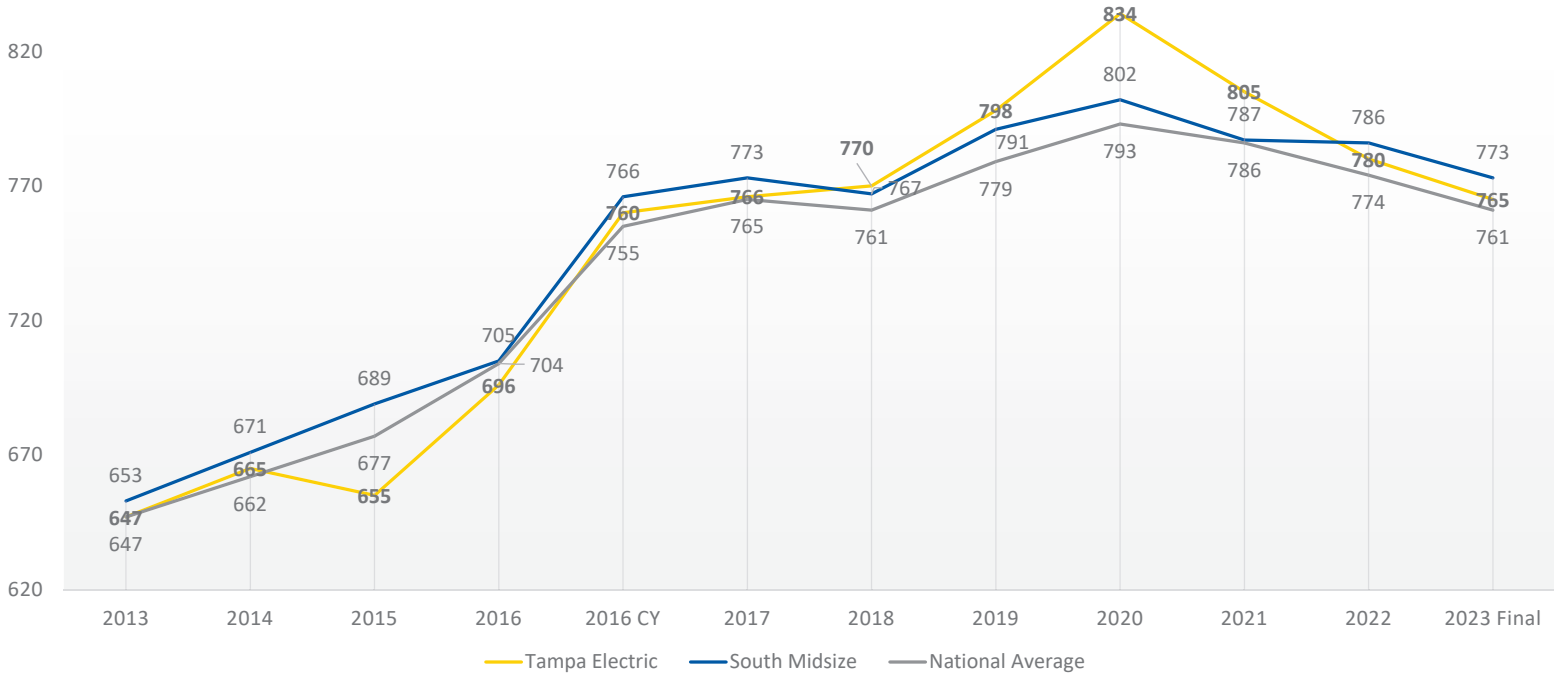


Year	Quartile	Industry Rank	Segment Rank	Florida Rank
2015	Second	69/87	10/11	6/6
2016	Third	57/86	9/12	6/6
2016 - CY	Second	26/87	9/13	6/6
2017	Second	36/86	7/11	5/5
2018	Second	29/85	6/12	4/5
2019	First	18/87	6/12	3/5
2020	First	4/80	2/11	2/5
2021	Second	20/67	2/7	3/4
2022	Second	36/76	4/8	2/3
2023	Third	38/77	6/7	4/4

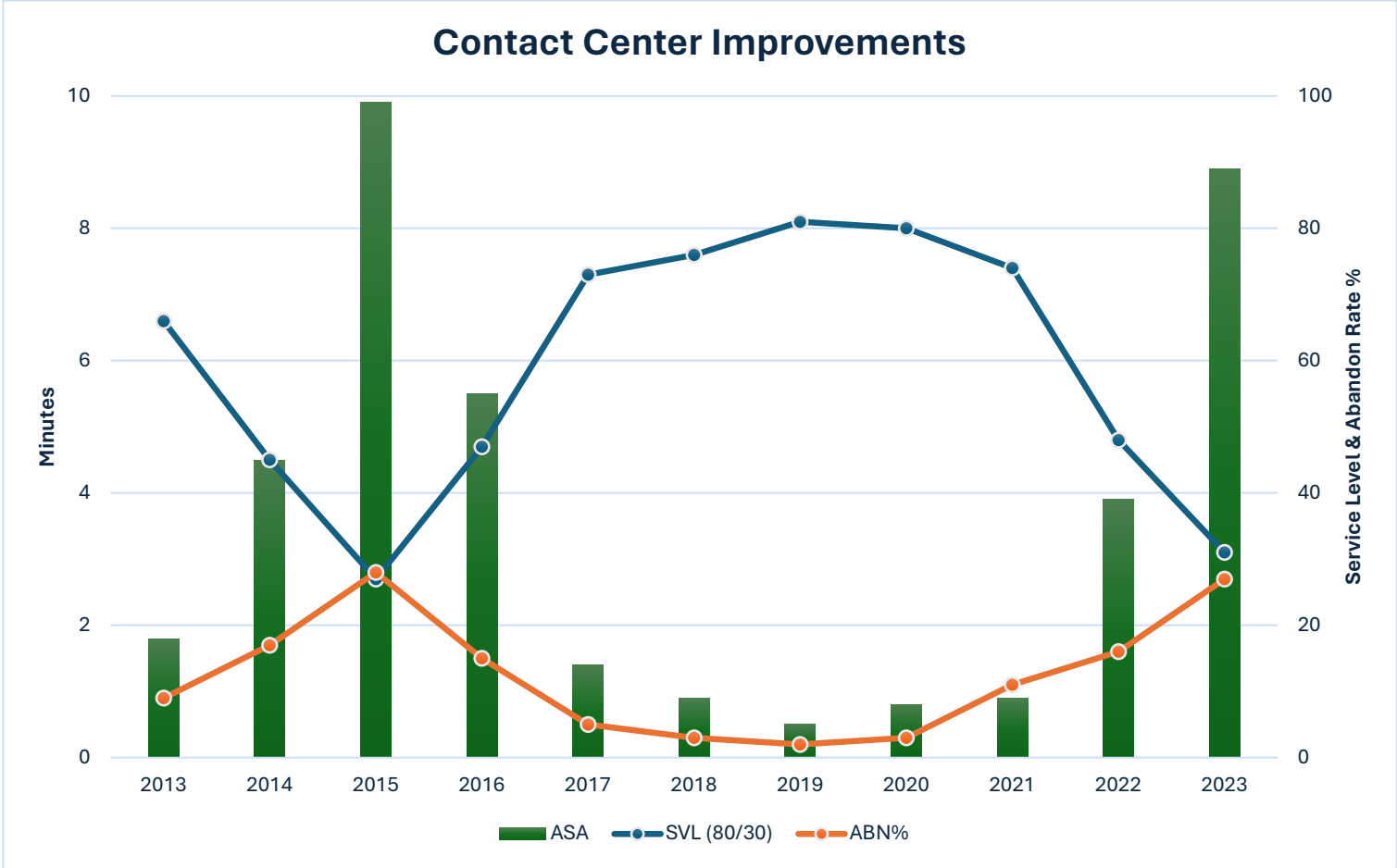


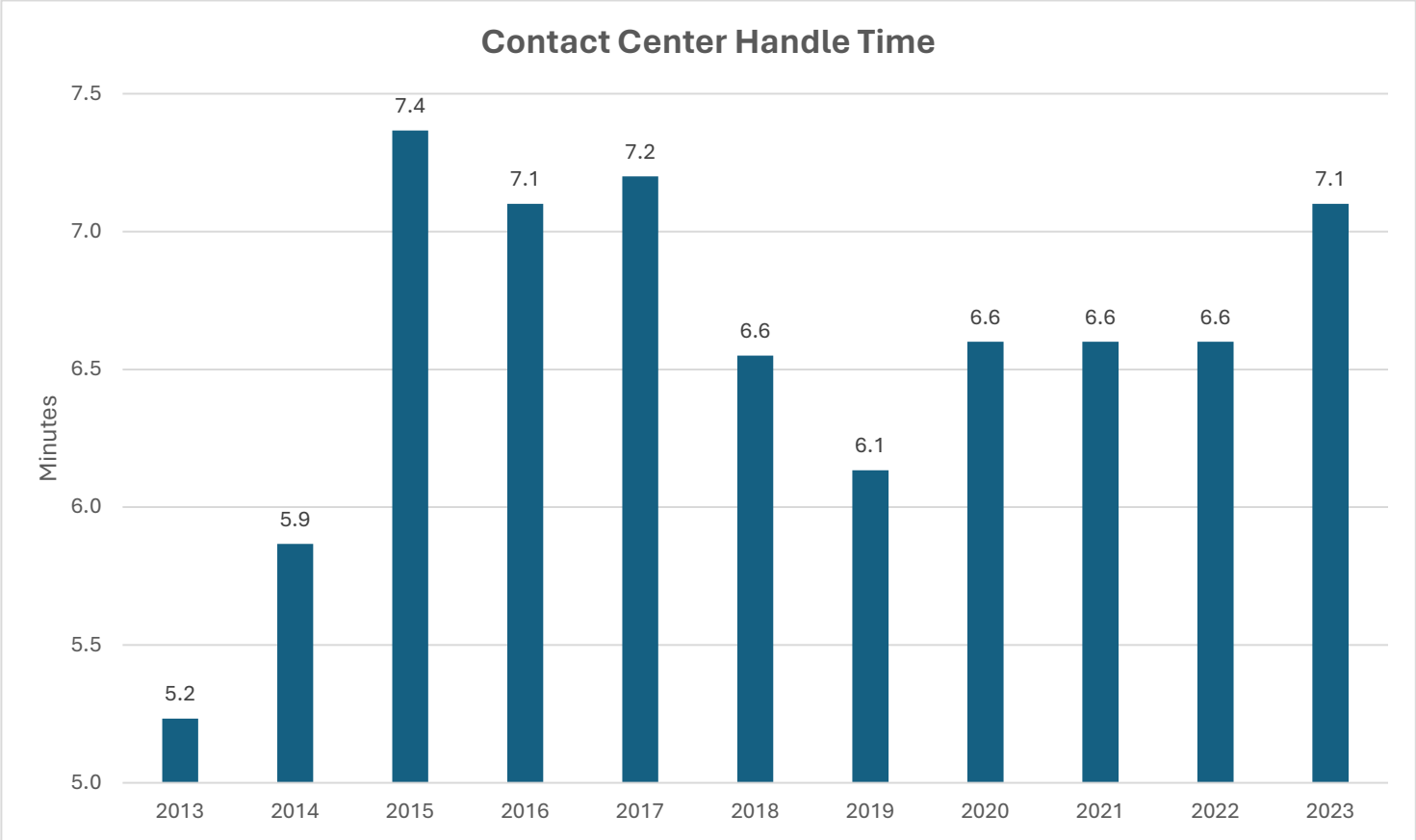
Electric Business Overall Customer Satisfaction Trending

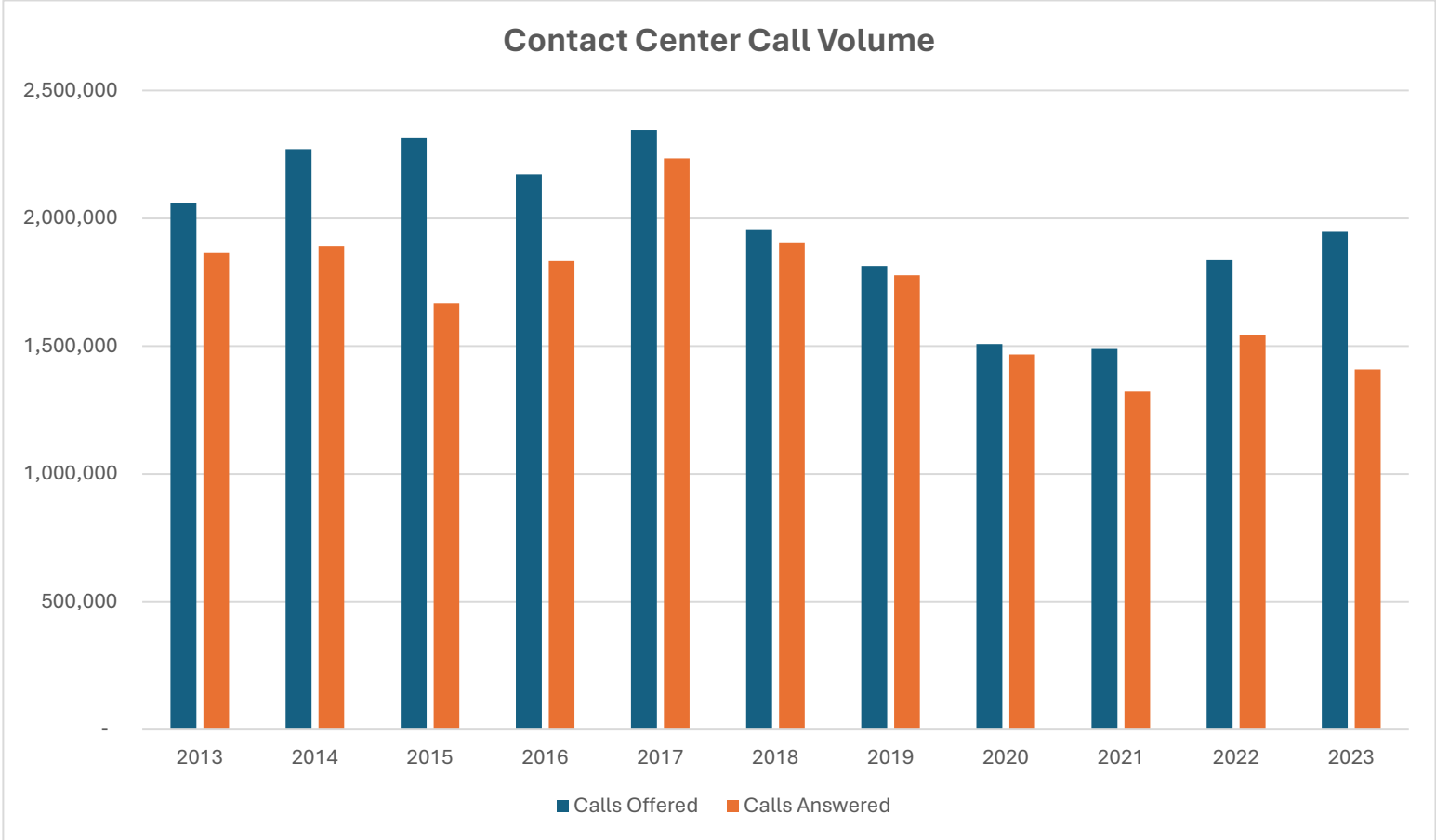
63

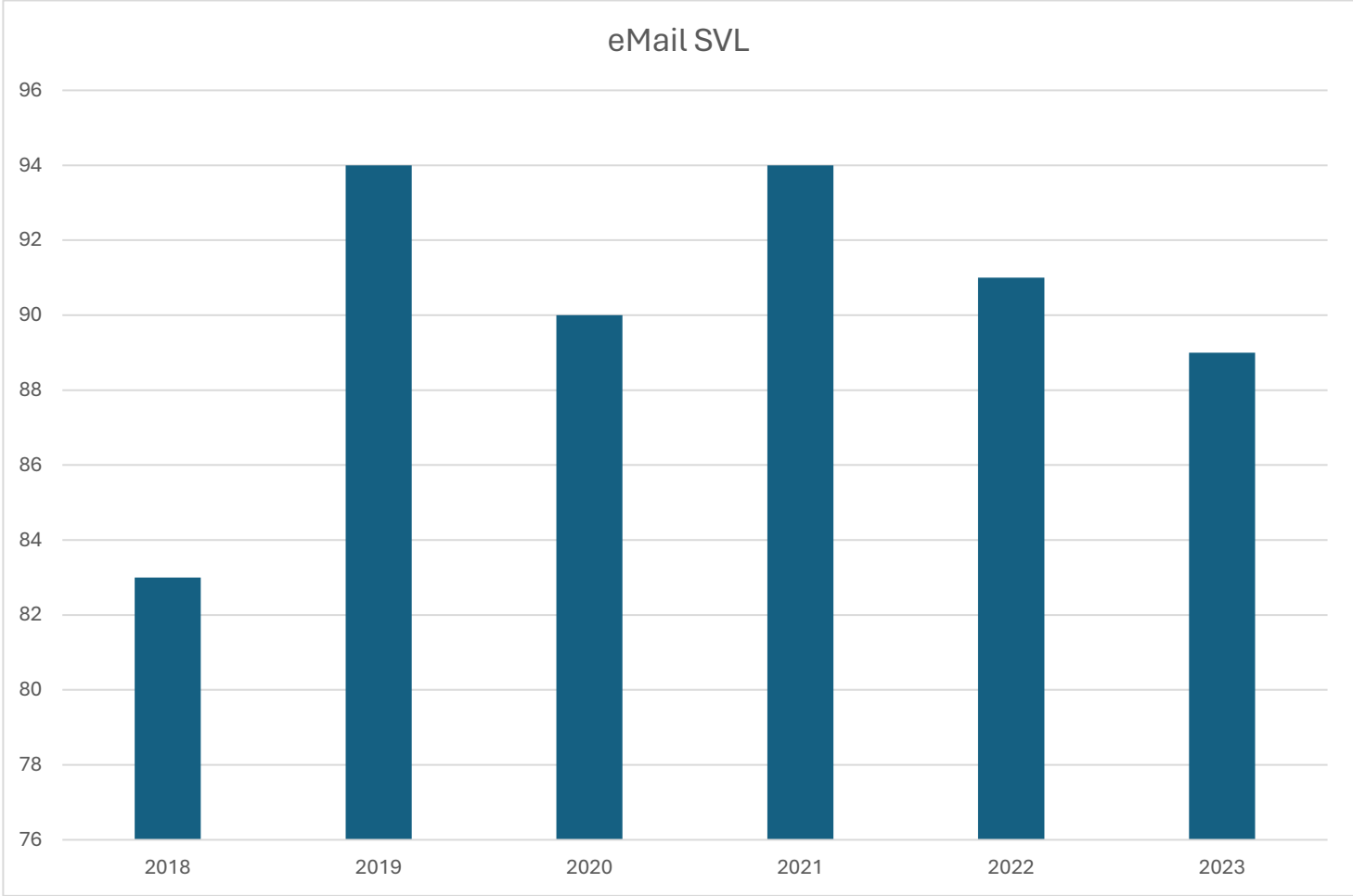


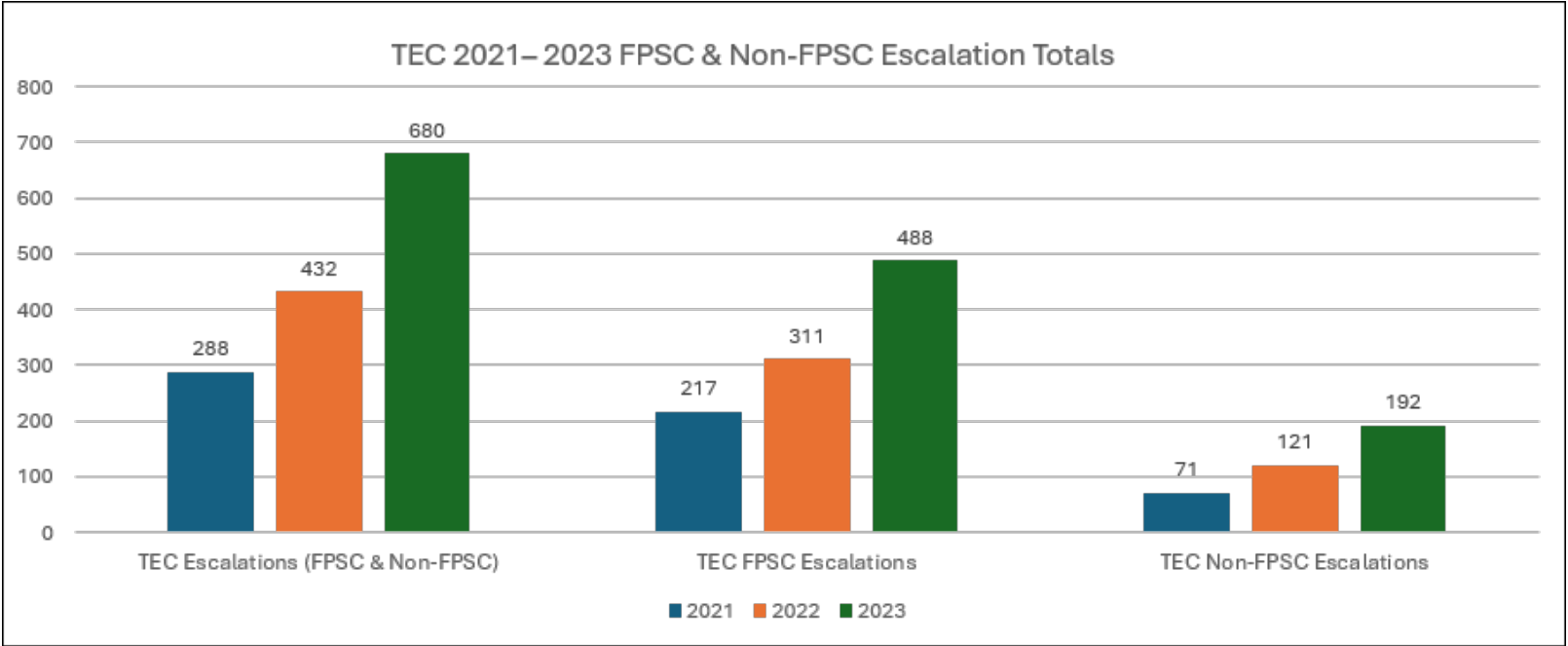
Tampa Electric - Contact Center Metrics											
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
SVL (80/30)	66	45	27	47	73	76	81	80	74	48	31
Calls Offered	2,061,436	2,270,895	2,316,491	2,173,256	2,345,415	1,957,583	1,813,545	1,508,389	1,488,958	1,836,625	1,947,366
Calls Answered	1,866,095	1,890,310	1,667,533	1,833,709	2,234,759	1,905,619	1,777,736	1,467,246	1,322,809	1,544,199	1,408,821
ABN%	9	17	28	15	5	3	2	3	11	16	27
AHT	5.2	5.9	7.4	7.1	7.2	6.6	6.1	6.6	6.6	6.6	7.1
ASA	1.8	4.5	9.9	5.5	1.4	0.9	0.5	0.8	0.9	3.9	8.9
eMail SVL (24 Hrs)						83	94	90	94	91	89











Tampa Electric
CUSTOMER EXPERIENCE

	2022	2023	2024	Total 2022-2024	2025	Total 2022-2025
Total Capital	11,188,853	13,889,020	14,400,644	39,478,516	15,095,580	54,574,096
CONSERVATION	-	-	-	-	-	-
AFUDC	-	-	-	-	-	-
BTL	(1,532,990)	(1,439,402)	(1,708,475)	(4,680,867)	(1,730,911)	(6,411,778)
Base Rate	9,655,862	12,449,618	12,692,169	34,797,649	13,364,669	48,162,318
<u>Base Rate Projects</u>						
Customer Digitalization	4,426,624	7,113,728	2,257,500	13,797,852	4,355,000	18,152,852
Operational Excellence	3,432,637	2,998,649	3,990,000	10,421,286	4,074,000	14,495,286
Optional Customer Programs	408,570	1,648,551	5,109,669	7,166,790	4,935,669	12,102,459
Outage Enhancements	1,050,000	258,480	500,000	1,808,480		1,808,480
Voice of Customer / Data	338,030	430,211	835,000	1,603,241		1,603,241
				-		-
TOTAL	9,655,862	12,449,618	12,692,169	34,797,649	13,364,669	48,162,318

TAMPA ELECTRIC COMPANY
DOCKET NO. 20240026-EI
EXHIBIT NO. KKS-1
WITNESS: SPARKMAN
DOCUMENT NO. 6
PAGE 1 OF 1
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