



October 23, 2017

**BY E-PORTAL**

Ms. Carlotta Stauffer  
Commission Clerk  
Florida Public Service Commission  
2540 Shumard Oak Boulevard  
Tallahassee, FL 32399-0850

**Re: DOCKET NO. 20170179-GU - Petition for rate increase and approval of depreciation study by Florida City Gas.**

Dear Ms. Stauffer:

Attached, for electronic filing, please find the testimony of Florida City Gas's witness Emeka Igwilo. (Document 9 of 14)

Sincerely,

A handwritten signature in blue ink that reads "Beth Keating". The signature is written over a horizontal line.

Beth Keating  
Gunster, Yoakley & Stewart, P.A.  
215 South Monroe St., Suite 601  
Tallahassee, FL 32301  
(850) 521-1706

MEK

ATTACHMENTS

cc:// PSC (20 Hard copies)

Office of Public Counsel (Kelly)

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Before the Florida Public Service Commission

Docket No. 20170179-GU: Petition for rate increase by Florida City Gas.

Prepared Direct Testimony of Emeka Igwilo

Date of Filing: October 23, 2017

Q. Please state your name and business address.

A. My name is Emeka Igwilo. My business address is Ten Peachtree Place, Atlanta, Georgia 30309.

Q. By whom are you employed and what is your position?

A. I am employed by Southern Company Gas as Managing Director of Resource Management.

Q. What are your responsibilities as Managing Director of Resource Management at Southern Company Gas?

A. I lead a team that uses our process and technology to make sure we find the right resource, with the right training, to perform work at the right time and to the right regulatory standards all the while ensuring that we are treating our customers the right way. In my role, I oversee the daily scheduling and fulfillment of all field orders, ensuring that regulatory compliance, cost management, customer satisfaction, and system integrity activities are performed according to company standards and within prescribed timeframes. It is a shared service that has a significant influence on operational efficiency and effectiveness for The Southern Company and its affiliates, including Southern Company Gas and Florida

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1 City Gas ("FCG" or "Company"). I first undertook these responsibilities in  
2 November 2016.

3

4 Q. Please describe your educational background and professional  
5 experience.

6 A. I began my career in 2000 with Southern Company Gas and have held  
7 progressive leadership roles in Geographical Information Systems, Supply  
8 Chain, Asset Data and Analytics, Compliance and Technical Services,  
9 Field Operations, and Resource Management. Prior to my current role, I  
10 served as the Regional Director of Field Operations for the East Georgia  
11 territory of Atlanta Gas Light.

12 Throughout my experience with Southern Company Gas, I have led and  
13 participated in multiple enterprise-level transformative technology  
14 implementations, strategic initiatives and process re-engineering efforts  
15 including SENTRi (enterprise ticket management system), Geographical  
16 Information System ("GIS"), Data Analytics, Distribution Integrity  
17 Management Program ("DIMP"), Workforce Optimization etc.

18 I have an Executive Master of Business Administration Degree from the  
19 Georgia Institute of Technology and a Bachelor's of Science in Computer  
20 Information Systems from DeVry University.

21

22 Q. Are you sponsoring any exhibits in this case?

23 A. I will be sponsoring the following minimum filing requirements ("MFRs") as  
24 part of this testimony:

- 25
- MFR Schedule E-3

- 1 • MFR Schedule I-1 p.1
- 2 • MFR Schedule I-2 pp.1-2
- 3 • MFR Schedule I-3(a) p.1
- 4 • MFR Schedule I-3(b) p.1
- 5 • MFR Schedule I-3(c) p.1

6

7 Q. What is the purpose of your testimony?

8 A. My testimony will detail the improvements that have been undertaken by  
9 the Company to better serve its customers over the recent years. The  
10 changes advance the Company's philosophy to keep the customer at the  
11 center of everything we do and reinforced by our safety first culture. All of  
12 these things drive our constant focus to provide our customers with safe  
13 and reliable natural gas service. My testimony will outline the  
14 improvements and developments in our **people, processes** and  
15 **technology** which have allowed us to execute toward fulfillment of these  
16 goals.

17 As part of my testimony, I will discuss the examples and impacts of these  
18 improvements across three major groups/organizations that interact most  
19 directly with our customers

- 20 • Customer Care
- 21 • Resource Management
- 22 • Field Operations

23 Generally, Southern Company Gas's Customer Care Center organization  
24 collaborates with Resource Management and Field Operations to provide  
25 communication, services and support to FCG's customer operations and

1 ensure a consistent delivery of safe and reliable natural gas service. This  
2 testimony will highlight how this is done and the value it continues to  
3 provide to FCG's customers.  
4

5 Q. What is FCG's quality of service?

6 A. FCG's quality of service is excellent. My testimony will demonstrate the  
7 improvements that have been made within FCG's operations in alignment  
8 with our philosophy to keep the customer at the center of everything we  
9 do. I will outline some remarkable improvements that have resulted since  
10 our last case that will further demonstrate how we have kept our focus on  
11 making sure we provide excellent service to FCG's customers.  
12

13 Q. What is the Company's customer care philosophy?

14 A. For The Southern Company ("Southern") and its subsidiaries, the  
15 customer is at the center of everything we do. Expanding from that, the  
16 philosophy of the Company's Customer Operations is to deliver  
17 convenience and service options to customers resulting in an outstanding  
18 customer experience. With this philosophy in mind, I strive to develop and  
19 retain **people** that support these objectives, drive **process** improvements,  
20 and implement **technology** which continuously enhance the customer  
21 experience and facilitates the Company's achievement of these stated  
22 goals and objectives.

23 I. **PEOPLE**

24 **A. Customer Care Center Improvements**

25 Q. What "People" improvements have been made to support FCG?

1 A. In accordance with Southern' s culture of keeping the customer in the  
2 center of everything we do while delivering safe and reliable natural gas  
3 services to our customers, we have organized our Customer Care Center  
4 (CCC) into specialized groups that have been trained extensively to  
5 address all customer service issues effectively.

6 The CCC generally serves as the initiation point for most customer  
7 interactions, which would include emergency notification, billing and  
8 payments, on-boarding, issues resolutions and general inquiries. To  
9 address these, the CCC is organized into five groups that specialize in the  
10 above-mentioned disciplines; these include the:

- 11 • Emergency Response Team which operates 24/7 and is specially  
12 trained to receive emergency calls from customers that include  
13 potential gas leaks, or improperly operating appliances that may be  
14 caused by the disruption of the normal flow of gas (internally known  
15 as no-gas calls).
- 16 • Energy Connection Center (“ECC”), which deals primarily with  
17 processing calls with new and prospective customers that either  
18 want to initiate or re-establish gas service. These customers  
19 include, but are not limited to, builders, developers, commercial,  
20 industrial or residential customers etc.
- 21 • Customer Service (“VECF”) deals primarily with customer issues  
22 around billing and payments, starting and/or stopping gas services,  
23 and general inquiries about charges on bills, and any other  
24 customer questions. This group may at times transfer calls from the  
25 customer to another more appropriate group after interacting with

1           the customer and identifying the appropriate group to actually  
2           process the request.

- 3           • Customer Verification Team (“CVT”) deals with customer issues  
4           that usually emanate from an initial interaction with the previously  
5           mentioned VECF group. These are non-phone agents which means  
6           that they do not take in-bound calls but rather interact with  
7           customers after an initial interaction with a prior group that then  
8           transfers the customer to them. They primarily deal with  
9           authentication of a customer’s information in scenarios like start of  
10          service, and perform credit checks, account verifications etc. This  
11          group is unique because they operate as a turnkey operation  
12          eliminating the need for a customer to call back once they have  
13          engaged with the primary respondent during their in-bound call.
- 14          • Workforce Planning group is essential to all the other previously  
15          mentioned groups even though they do not directly interact with  
16          customers. This group functions as the resource management  
17          organization for the CCC and ensures that there is an adequate  
18          complement of personnel to perform the CCC functions on a daily  
19          basis. This group, plans, forecasts and schedules the work and  
20          availability of Customer Service Representatives (“CSRs”) based  
21          on historical and projected workloads and also performs the  
22          monitoring of the critical Service Levels Agreements (“SLAs”) that  
23          the CCC is accountable for. The primary tool this group uses is the  
24          AVAYA Workforce Optimization Suite which includes functionality  
25          for performing the aforementioned functions.

1 Employees in these groups receive extensive training as part of their initial  
2 on-boarding prior to actually performing their job functions. In addition to  
3 this however, they receive on-going refresher and development training to  
4 reinforce and introduce new concepts or process changes as the business  
5 needs and customer care requirements evolve.

6  
7 Q. How have these Improvements benefitted the customers of FCG?

8 A. As a result of the training and development invested in the people that  
9 support FCG, there have been significant improvements in the metrics  
10 related to the CCC. These include

11 • Customer Satisfaction - The initiatives and enhancements mentioned  
12 above have resulted in customer satisfaction levels of 89% for CSR  
13 Courtesy, 85% for CSR Knowledge and 83% for overall Customer  
14 Satisfaction. While these results are good, FCG is committed to  
15 working to continuously improve its Customer Care operations by  
16 keeping the customer central to everything we do. FCG measures  
17 these improvements primarily by performing after-call surveys, and  
18 tracking feedback via its multiple customer interaction channels.

19 • Customer Complaints - Since the acquisition of NUI by Southern  
20 Company Gas (then AGL Resources) in 2004, we have seen a  
21 dramatic reduction in customer complaints of 88% (from 145 in 2005 to  
22 17 in 2016) due to the process changes, personnel training and  
23 development, and systems implementation described above.  
24 Additionally, one of the areas of concern specifically mentioned in the  
25 2004 FCG rate case order was the number of complaints per 1000

1 customers. We have also seen a dramatic reduction in this metric of  
2 89% over the same time period (from 1.41 in 2005 to 0.16 in 2016).  
3 This performance exceeds the industry average and we will keep  
4 working to sustain and improve this metric.

5 • Handle Times - Our Average Handle Times (“AHT”) refer to how long it  
6 takes on average for a CSR to resolve an issue presented by a  
7 customer during a call. We have been able to maintain this metric and  
8 it has remained consistent at about 5½ minutes at year to date. This  
9 performance exceeds the industry average and we will keep working to  
10 sustain and improve this metric

11 • Service Levels –The configuration of the Interactive Voice Response  
12 (“IVR”) and aligning it with the aforementioned groups within the CCC  
13 allows for the customer to reach the most appropriate representative  
14 that can resolve their concern quicker and most effectively. These  
15 process improvements have resulted in a 64% improvement of our 80-  
16 30 metric since the acquisition (52% in 2005 compared to 85% YTD  
17 2017). This metric refers to our ability to respond to over 80% of our  
18 incoming calls within 30 seconds.

19

20 B. Resource Management Improvements

21 Q. Have changes been made in Resource Management to better support  
22 FCG?

23 A. Yes. We organized our Resource Management Organization into  
24 specialized roles to support the FCG customers, CCC and Field

1 Operations. These roles allow for both specialization and job progression  
2 in support of FCG customers. These specialized roles are as follows:

- 3 • Dispatchers – these are personnel trained in working directly with  
4 field personnel to effectively distribute/dispatch the daily workload  
5 to the most appropriate trained and qualified personnel. This  
6 process is enabled by supporting technology which ensures that  
7 each technician’s workload and route is efficient and optimized. In  
8 addition to work assignment, dispatchers play a critical role in the  
9 emergency notification process. Part of their primary functions is to  
10 receive notification from the Emergency Response Team about  
11 customer emergencies and identify the appropriate field resources  
12 to dispatch the order to. This work assignment process and  
13 execution is highly tracked to ensure that performance against the  
14 response time and quality mandated by regulatory and internal  
15 measures are met consistently (average leak response time,  
16 percentage of leaks over 60 minutes etc.)
- 17 • Schedulers – – these are personnel trained to analyze all of the  
18 types of work that need to be completed in the near term (mostly  
19 within a week’s time frame). They are also trained to identify the  
20 best resources to assign the work while interacting with the  
21 systems that provide insight to the availability of trained resources.  
22 This is to ensure that there is capacity to perform all work, and all  
23 assignments are completed within the expected timelines (per  
24 regulatory compliance directives or internal company goals).  
25 Schedulers meet on a weekly basis with Field Operations to

1 discuss any issues that may impede the operational area's ability to  
2 meet the monthly targets and devise ways to bridge that gap.  
3 Schedulers work closely with Asset Repository (the Company's  
4 internal compliance tracking system) and other systems that  
5 contain customer requests to ensure that those requests are  
6 fulfilled within an expected timeline based on company and  
7 regulatory standards. These systems include CC&B, Asset  
8 Repository, Click Scheduler, and Click Web.

9 • Planners – these are personnel with a more strategic view of all the  
10 work that is expected to be completed by field resources over  
11 longer time-frames (month and longer). They are primarily  
12 responsible for creating the monthly plans referenced above which  
13 the schedulers and dispatchers execute against. They work closely  
14 with the planning and forecasting group to assess the fluctuations  
15 of different work volumes and historical trends to ensure that the  
16 capacity and availability of trained and qualified field resources is  
17 matched with the forecasted workload.

18 • Centralized Back Office (“CBO”) – these resources support the  
19 entire field operations organization with back-end processing  
20 functions for work types that can be performed remotely from a  
21 centralized location to achieve performance efficiencies. This group  
22 has allowed for better standardized processes and training to be  
23 applied to work types thus driving consistency and performance  
24 improvements. These processes include damage bill processing,  
25 support functions for meter reading, processing, and exception cue

1 handling. They also handle validation of meter locations to ensure  
2 accurate billing for end customers and other back-end processing  
3 functions to support customer requests and other  
4 compliance/regulatory activities.  
5

6 Q. How have these People Improvements benefitted the customers of FCG?

7 A. As a result of the training and development invested in the people that  
8 support FCG, there have been significant improvements in the operational  
9 metrics and efficiencies driven by the resource management organization  
10 which ultimately benefits FCG's customers. These include:

- 11 • Leak Response - FCG is able to provide excellent emergency  
12 response to its customers. This metric commonly tracks the time it  
13 takes from the receipt of an emergency call from a customer to the  
14 time a first responder from FCG arrives at the scene. FCG is currently  
15 averaging 28.59 minutes response time. The Federal Pipeline and  
16 Hazardous Material Agency ("PHMSA") also requires that all gas  
17 utilities including FCG report the percentage of leaks responded to that  
18 took 60 minutes or less and FCG's current performance is at about  
19 98%. Operationally, leak response times may sometimes fluctuate  
20 when conditions that prompt higher than normal leak calls to be made  
21 by customers or driving conditions are degraded significantly thus  
22 impeding the technician's ability to respond. These instances include:
  - 23 ○ Release of natural gas-like substances by industry that prompt  
24 calls by customers
  - 25 ○ Regularly scheduled odorization of pipelines at stations

- 1           ○ Natural disasters that create hazardous conditions for
- 2           employees to easily respond to emergencies (hurricanes,
- 3           earthquakes, flooding etc.)
- 4           ○ Large incidents (damages by excavators, system outages etc.)
- 5       • Dispatcher Efficiency - The benefits of these improvements to FCG
- 6       customers are quantifiable and are demonstrated in two major
- 7       performance categories. These include number of orders processed by
- 8       dispatcher (1 dispatcher to 417 orders), and number of Field Customer
- 9       Service Techs (“FCST”) per dispatcher (1 dispatcher to 33 FCST).
- 10       These performance levels both exceed the industry average and we
- 11       will keep working to sustain and improve this metric.
- 12       • Appointment Attainment – This metric tracks what percentage of
- 13       customer requests are scheduled and completed within three days of
- 14       when the request came in. FCG is currently able to meet 98% of its
- 15       appointments within 3 days of the customer request.

16

17       C. Resource Management People Improvements

18   Q.   What People Improvements have been made in FCG?

19   A.   FCG as part of Southern Company Gas has applied significant focus on

20   ensuring that we train and develop our workforce to ensure that we have

21   the most prepared and qualified workforce possible to support FCG’s

22   customers. This strategy has resulted in the development of multiple

23   people strategies. These include:

- 24           ○ Career Development Process
- 25           ○ Employee Home-Basing Strategy

1           o Centralized Training and Gas Town

2

3   Q.    What is Career Development Process (“CDP”)?

4   A.    CDP is a career development framework for Field Operations personnel to  
5        provide a clear pathway to their career goals in alignment with the  
6        company’s business needs. It focuses on specific skills and training  
7        required for each step in the progression that employees can acquire  
8        before attaining increasing levels of specialization and competency within  
9        the Company. This framework, allows employees to clearly map out, what  
10       additional training is required to progress to higher levels within Field  
11       Operations and most importantly, the required training and certifications  
12       that must be completed to achieve those goals. This progressive path  
13       must however, be based on business needs that must be present for the  
14       employee to attain the progression. In practice it maps out paths for an  
15       employee to achieve specialization in either Below Ground, Above Ground  
16       or Cross-Functional competencies.

17

18   Q.    How has CDP benefitted the customers of FCG?

19   A.    Prior to CDP, employees would occupy roles that included skills and  
20        competencies that they would rarely utilize based on the availability of  
21        work requiring those skills within their reporting locations. This led to  
22        inefficient utilization of resources and training effectiveness. With the  
23        deployment of CDP and subsequent focus on training for skills relevant to  
24        the work required by location’s needs, FCG has experienced:

- 1           ○ Improved Technician efficiency – the implementation of CDP has  
2           allowed for specialized training aligned to specific tasks which also  
3           led to increased efficiency for the field personnel. This in addition to  
4           other improvements in processes and technology has resulted in an  
5           86% improvement from 2009 to 2016 of the number of orders per  
6           employee (1352 distribution/service orders per Equivalent  
7           Employee (“EE”) in 2009 to 2512 distribution/service orders per EE  
8           2016).
- 9           ○ Improved employee development – the implementation of CDP has  
10          allowed for a more streamlined process to develop employees by  
11          clearly mapping out all the required training an employee would  
12          need to progress to each role. Historically, it takes about 3 years for  
13          a new employee to become fully skilled. Due to the critical need to  
14          ensure that the inventory of skilled and qualified employees is  
15          always matched with the resources needed to support and serve  
16          our customers, CDP allows FCG to map out the training and  
17          development needed to develop personnel to support its functions.  
18          This is done in alignment with resource forecast around succession  
19          planning, employee promotions, retirements and attrition, and  
20          anticipated customer growth or regulatory requirements. This clear  
21          roadmap and platform has been a critical part of Field Operations  
22          success at FCG.

23

24 Q.     What is the Employee Home-Basing Strategy?

1 A. The home-basing strategy was developed to allow a significant portion of  
2 FCG employees to take their work vehicles home and use their home  
3 location as their base for starting their work. This policy was developed  
4 with clear guidelines around employee conduct and expectations to  
5 ensure that accountability and strict adherence to company policies are  
6 upheld by employees participating in the program.

7  
8 Q. What processes and technology has the Company's implemented to  
9 support the successful implementation of home-basing?

10 A. As part of Field Operations, FCG technicians are all provided with Mobile  
11 Data Terminals ("MDTs"). Like the rest of FCG technicians, home-based  
12 field personnel connect and receive digital work orders on their MDTs over  
13 a Verizon Wireless secure network connection using dedicated Internet  
14 Protocol ("IP") and a wireless virtual private network ("VPN"). Southern  
15 Company Gas contracts with Verizon for this secure, wireless network  
16 option to ensure security, scalability and flexibility. The benefit to the end  
17 FCG customer is a very cost-effective and secure connection using  
18 Verizon infrastructure. As opposed to maintaining a private radio system  
19 (towers, routers, etc.), FCG has the flexibility to add additional mobile data  
20 terminals at a fraction of the cost versus a private radio network, while still  
21 relying on Verizon's wireless security and infrastructure. This allows FCG  
22 to seamlessly extend its resources as new customers are added and  
23 ensure that all the benefits of home-basing that our current customers  
24 enjoy are also provided to the new ones as well.

1 Q. How has the Employee Home-Basing Strategy benefitted the customers of  
2 FCG?

3 A. The home-basing policy has positively impacted the ability of FCG on-call  
4 personnel to respond more efficiently to emergencies, because of their  
5 ability to quickly proceed to a customer's location upon receipt of an  
6 emergency call from Resource Management. This has facilitated our  
7 maintaining good emergency metrics mentioned previously (i.e., leak  
8 response average of 28.59 minutes) and only 2.2% of leaks over 60  
9 minutes response time. In addition to these metrics, the improvements  
10 have also led to increased efficiency for the field personnel leading to an  
11 86% improvement from 2009 to 2016 of the number of orders per  
12 employee (1352 distribution/service orders per EE in 2009 to 2512  
13 distribution/service orders per EE in 2016).

14  
15 Q. What is Centralized Training?

16 A. As part of its efforts around training and developing its employees to better  
17 serve FCG, Southern Company Gas has developed a centralized training  
18 group that is also part of the Customer Operations Organization. This  
19 group is made up of trainers, instructional designers and writers that work  
20 closely with multiple groups to ensure that employees are effectively  
21 trained in accordance with local, state and federal regulations. The training  
22 also embodies the Company's focus on the customer, its commitment to  
23 keeping the customer at the center of everything we do, and a dedication  
24 to customer service to ensure that the employees are all aligned around

1 the company goals of delivering safe and reliable natural gas service to  
2 our customers.

3

4 Q. What is Gas Town?

5 A. To achieve its goals of ensuring that all of its employees receive a  
6 consistent amount of training across its footprint, Southern Company Gas  
7 constructed a facility called Gas Town in Atlanta that allows for FCG  
8 employees to attend and receive training in an environment that models  
9 the same ones they will encounter in the field. The facility models a  
10 prospective residential area with homes, appliances and other below and  
11 above ground facilities to provide more realistic scenarios for employees  
12 to prepare and train within.

13

14 Q. How has Centralized Training and Gas Town benefitted the customers of  
15 FCG?

16 A. The combination of centralized training and Gas Town have provided FCG  
17 with the ability and resources to deliver consistent and effective training for  
18 its employees. This combination benefits the customer because they are  
19 served by FCG employees who have been effectively trained to provide  
20 safe and reliable natural gas service. The result of this is improved  
21 customer interaction with employees who receive customer service  
22 coaching as part of their training and are supported by a centralized  
23 training organization that can quickly adapt its training regimen to new  
24 regulations and customer preferences.



1 groups and other service providers to deliver a consistent service to its  
2 FCG customers.

- 3 • Customer Complaint Process – Customer complaints have declined  
4 significantly as a result of the improved operations and focus on  
5 customer service by FCG. When complaints do come in, FCG ensures  
6 that they are handled efficiently using the customer complaint process.

7 These complaints are categorized into 4 major categories

- 8 ○ Regulatory – Florida Public Service Commission (“FPSC”),  
9 Regulatory Agencies and Boards
- 10 ○ Executive – customers requesting intervention by an executive
- 11 ○ Media – traditional media (print, broadcast, and social media)
- 12 ○ Consumer Advocacy – Better Business Bureau.

13 When these complaints are received, they are handled by trained  
14 CSRs who update the information to a designated SharePoint site for  
15 review and classification. This process is completed within an hour of  
16 receipt and the customer is contacted to verify the complaint info and  
17 most importantly provide acknowledgement of our receipt of the  
18 complaint. This lets the customer know that it has been received and  
19 currently being reviewed. The investigation then commences and is  
20 typically completed within 3-5 business days; the resolution is then  
21 communicated to the customer. This process is subsequently  
22 documented to memorialize the outcome of the customer interaction  
23 and then closed. If the customer is unsatisfied with the resolution, they  
24 also have the recourse of being able to refile the complaint for  
25 additional consideration.

- 1           • Warm Transfer Process – To ensure that customers who reach out to  
2           the FPSC about an issue/complaint can gain access to Company  
3           personnel quickly and efficiently, the Company developed and  
4           implemented the Warm Transfer Process. This process generally  
5           allows calls that are initially received at the FPSC to be routed to the  
6           Company where a CSR takes the call and addresses a customer's  
7           inquiry and if necessary, escalates inquiry as appropriate. The key  
8           component of this process is that the customer at no time has to worry  
9           about having to make a separate call or try to figure out who can assist  
10          them at the Company, they remain on the phone with the FPSC until  
11          they are transferred to a Company personnel to address their issue.  
12          This process was initiated in August 2016 and to date has been utilized  
13          110 times.
- 14          • Enhanced Call Routing for customer calls - CSRs interact with  
15          customers, using the voice and customer information systems. As  
16          stated earlier, the Company has implemented an IVR system that  
17          allows it to help guide in-bound calls from customers to the best group  
18          equipped to handle their calls. The information provided by the  
19          customer is updated in the customer information system known as  
20          Customer care and Billing (“CC&B”), which is integrated with other  
21          systems to provide a turnkey service to FCG customers.
- 22          • Emergency Notification – The emergency notification process starts  
23          with the Customer Care Center receiving a call from a customer, local  
24          authority or someone from the public about an emergency situation  
25          that may involve gas. By designating the Emergency Response Team

1 as the specialized group of employees to handle emergencies and  
2 structuring the IVR to streamline the call process, FCG has made it  
3 easier for customers to report emergencies. The IVR is specifically  
4 structured to quickly lead the caller to a member of the Emergency  
5 Response Team who gets the pertinent information from the customer  
6 and records it within CC&B. The data is transmitted from CC&B to  
7 Doodle Web which is actively monitored by dispatchers in Resource  
8 Management 24/7 and allows the dispatcher to quickly identify the  
9 closest technician to the emergency with the requisite skills and  
10 assesses which one would be the most appropriate to assign the call  
11 to. Doodle Web is integrated with Click Scheduler/Web which performs  
12 the actual assignment to the chosen technician. The order is then  
13 transmitted to the technician who also receives communication from  
14 the dispatcher to confirm receipt and imminent departure to respond to  
15 the emergency.

16 • Customer Inquiries – When customers call the Customer Care Center  
17 for different questions ranging from billing, payment options, general  
18 account information and other issues, the Company has made many  
19 process improvements to make this transaction easier for the  
20 customer. The customer can either call the CCC directly and interact  
21 with one of the teams described earlier with the help of the improved  
22 IVR, or they can access most of the same information on the company  
23 website or on the My Account portal which allows them to either chat  
24 with a CCC representative or find important information about their  
25 account in addition to bill payments and other transactions.

- 1           • Customer Experience Council - Internally, Southern Company Gas has  
2           also created a customer experience council tasked with engaging with  
3           the customer to understand how better to serve them and generate  
4           actionable feedback that can be implemented or incorporated into  
5           current or new practices. These efforts will span all customer touch  
6           points to include both frontline field personnel and customer care  
7           employees to ensure a comprehensive feedback mechanism from all  
8           customer interaction. Additional efforts have also been deployed  
9           around increased engagement via social media as part of the overall  
10          strategy of focusing on the customer and creating improved choice and  
11          convenience for them.
- 12          • Customer Feedback - In addition, during customer interactions with the  
13          call Center via phone calls, customers are asked to opt-in to  
14          participation in an after-call survey. After call surveys are evaluated by  
15          Call Center leadership to address and evaluate negative feedback  
16          from customers and recommend actions in response. This process  
17          also benefits the customer because it provides direct insight to  
18          leadership about current customer issues which allows for more  
19          effective response and/or identifying areas for improvements in our  
20          customer care processes.
- 21          • Focus on Customer - As part of the corporate direction towards an  
22          even more customer-centric culture, other initiatives are being  
23          developed and deployed to support this goal. They include  
24          improvements to the My Account web portal, implementation of the  
25          chat function (currently in development and pilot phase) and other

1 process and technology changes based on journey mapping exercises  
2 and industry best practices. The journey mapping exercise allows  
3 Southern Company Gas to observe the customer  
4 experience/interaction from the lens of the customer and leads to the  
5 identification of gaps and opportunities for improvement.

6

7 Q. How have these Process Improvements benefitted the customers of FCG?

8 A. These process improvements within the Customer Care Center has  
9 enabled it to improve its interactions with the customer and integrate with  
10 other organizations that support FCG customers. The processes and  
11 systems interact with the systems used by other organizations to provide a  
12 turnkey service and interaction to FCG customers. These processes have  
13 delivered on the stellar metrics mentioned above and serve as the tools  
14 FCG uses to fulfill its commitment to keep the customer at the center of  
15 everything we do while delivering safe and reliable natural gas service.

16

17 B. Resource Management Process Improvements

18 Q. What Process Improvements have been made in FCG?

19 A. The process improvements primarily deal with optimization of the work  
20 flow that primarily deals with the work scheduling process and systems  
21 utilized by Resource Management to identify the appropriate resources  
22 from Field Operations to assign the work a customer requested. This  
23 assignment process ultimately leads to the transmission of the order to the  
24 work order system, Click Mobile, which finds the most optimized route for  
25 all the work orders assigned to a technician and allows the technician to

1 complete and update any new customer premise info in the system.  
2 Information about the completion is then routed back to CC&B and  
3 becomes part of the customer's record for reference and data enrichment.  
4

5 Q. How have these Process Improvements benefitted the customers of FCG?

6 A. This benefits the customer as they are supported by the efficiency of the  
7 process (appointment attainment, leak response, turnkey interactions) and  
8 real-time update of their information with order completion status. It allows  
9 for historical details about a customer's information to be available to  
10 discuss upon customer request.

11 .

12 C. Field Operations Process Improvements

13 Q. What Process Improvements have been made in FCG?

14 A. With a focus on always looking to improve our customer service by  
15 implementing process changes that keep the customer at the center of  
16 everything we do while ensuring the safety of our people, the public and  
17 our pipeline, FCG made significant process improvements to its damage  
18 prevention processes. These improvements have come in two major  
19 initiatives:

- 20 o Damage prevention resource enhancement
- 21 o Enhanced Ticket Management Technology (SENTRI)

22

23 Damage Prevention resource enhancements - FCG recognized the impact  
24 of the improving economy to the volume of locates requested during  
25 construction activity. To support these efforts and not impede economic

1 progress, FCG added additional trained resources and enhanced their  
2 process of routing locate tickets. These process improvements have  
3 allowed FCG to continue its excellent performance in locate ticket  
4 response even though it has seen a significant increase in ticket volumes  
5 – a 61% increase over the past few years (92,574 in 2013 compared to  
6 149,068 in 2016).

7  
8 Enhanced Ticket Management Process – In February 2015, FCG  
9 implemented its enhanced ticket management application – SENTRi to  
10 replace IrthNet which was the system that was used prior. This new  
11 application allowed FCG to receive tickets from 811 and process it against  
12 the location of their facilities to only respond to tickets that were within  
13 close proximity of their facilities. It is also integrated with the Company's  
14 work management applications to automatically assign the locate request  
15 to a qualified personnel to complete and respond back to 811. This  
16 process has been implemented in other GA utilities and FCG has seen  
17 similar results and success of about 23% of tickets being automatically  
18 screened out in 2015, 24% in 2015 and 27% so far in 2017.

19  
20 Q. How have these Process Improvements benefitted the customers of FCG?

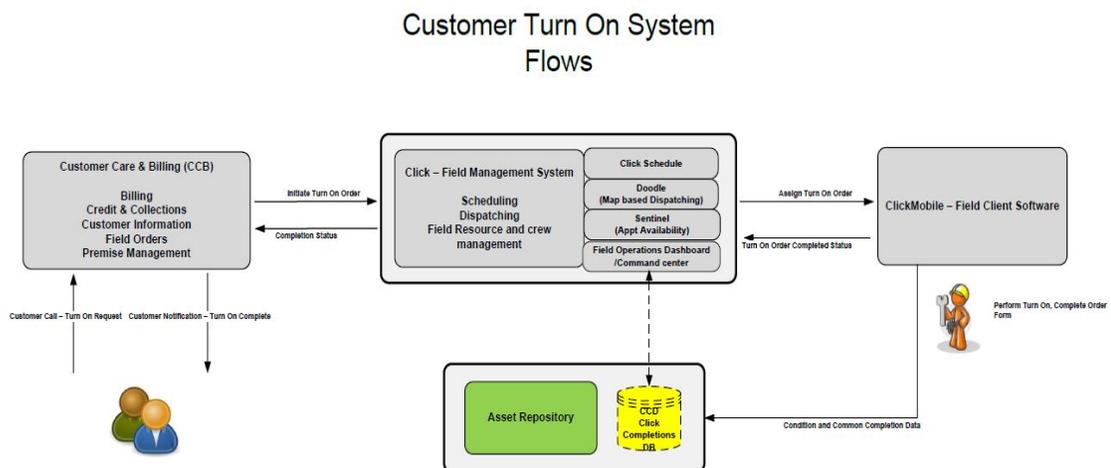
21 A. These process improvements allowed FCG to better screen tickets and  
22 respond effectively to requests leading to excellent damage locate  
23 metrics. Currently FCG ranks first within Southern Company Gas with a  
24 damage rate/1000 tickets of 1.68 per Southern Company Gas 2016 year-  
25 end metrics. This performance exceeds the industry average

1 demonstrating FCG's commitment to keeping the customer central to  
 2 everything we do by performing excellently in its damage prevention  
 3 activities.

4  
 5 **III. TECHNOLOGY**

6 Q. Please provide an overview of Southern Company Gas's approach to the  
 7 deployment of new technologies.

8 A. In general, Southern Company Gas strives to use software that is  
 9 considered best practice in the industry. The major applications mentioned  
 10 here like Click (Web/Mobile), Avaya Workforce Optimization System are  
 11 used by multiple utilities across the nation which allows for best practices  
 12 to be implemented into new versions based on other utilities feedback.  
 13 CC&B and Doodle Web were developed internally by a third party vendor  
 14 for Southern Company Gas using industry standard best practices,  
 15 functionality, and workflows. A brief visual showing a typical customer  
 16 request round trip is depicted below.



17

18

1            A.     Customer Care Center Technology Improvements

2     Q.     What Technology Improvements have been made in FCG?

3     A.     As part of its continuous and on-going efforts to provide excellent  
4           customer service to fulfill its commitment to keep the customer at the  
5           center of everything we do, the CCC has implemented technology  
6           improvements in support of its FCG customers. These technology  
7           changes include

- 8                    o     CC&B Implementation
- 9                    o     Avaya Workforce Optimization Suite

10

11                    1.     CC&B Implementation

12     Q.     What is CC&B?

13     A.     CC&B is the Company's new customer management system that allows it  
14           to continue focusing on our customers while providing convenience and  
15           choice to them for multiple interactions which include billing, customer  
16           requests, inquiries, transaction details, and other customer information  
17           functions. FCG transitioned from mainframe Customer Information System  
18           to the more modern system named CC&B. CC&B was formally rolled out  
19           to FCG in August 2017. This system is based on more current technology  
20           and is significantly easier to use and allows for a more integrated user  
21           experience for the CSRs.

22

23     Q.     How has the CC&B implementation benefitted the customers of FCG?

24     A.     The implementation has allowed most of the Southern Company Gas  
25           companies to consolidate on one system allowing for more efficient

1 utilization of resources that can be brought to bear to support FCG at peak  
2 periods. By consolidating on one platform, CCC is better able to  
3 standardize training, system improvements and customer interactions to  
4 support FCG.

5

6 2. Avaya Workforce Optimization Suite

7 Q. What is the Avaya Workforce Optimization Suite?

8 A. The Avaya Workforce Optimization Suite (a.k.a. VERINT Recording  
9 System) is a system that provides multiple functions in support of the  
10 Company's CCC operations. These functions include, but are not limited  
11 to, call recording, quality monitoring, e-learning, after-call surveys, work  
12 force management (scheduling and forecasting). Customer service  
13 representative scorecards, real-time adherence etc. Each of these  
14 modules are deployed in the work-flow of the call center to manage, track  
15 and optimize its operations.

16 Q. How has the Avaya Workforce Optimization Suite benefitted the  
17 customers of FCG?

18 The suite of products allows FCG to deliver both timely and consistent  
19 service to FCG customers but also ensure that FCG call center personnel  
20 are adhering to all company policies around customer interactions and  
21 prevailing rules and regulations. The AVAYA Workforce Optimization  
22 System has allowed the call center to improve its major metrics over time  
23 of its deployment. These include the reduction of regulatory complaints by  
24 88% from 2006 to 2016 (145 in 2005 and 17 in 2016).

25

1            B. Resource Management Technology Improvements

2        Q.     What Technology Improvements have been made in FCG?

3        A.     As part of its commitment to keep the customer central to everything we  
4            do while delivering safe and reliable natural gas to FCG customers,  
5            Resource Management has implemented various technology  
6            improvements. These technology changes include:

- 7                    o    Click Scheduler/Web Deployment
- 8                    o    Doodle Web

9

10            1. Click Scheduler/Web Deployment

11        Q.     What is Click Scheduler/Web?

12        A.     This is the system used by Resource Management to allocate work to  
13            Field Resources based on resource skill, workload, and availability. It  
14            allows Resource Management to monitor and apportion the workload in  
15            real-time. It is integrated with Doodle Web in the order assignment  
16            process to move orders to field resources using the Click Mobile  
17            application, as described in further detail below.

18        Q.     How has Click Scheduler/Web benefitted the customers of FCG?

19        A.     Click Scheduler/Web has allowed resource management to better route  
20            orders from customers to field operations. This optimized work flow has  
21            led to improvements in appointment attainment, emergency response,  
22            order volumes worked per field technician and improved reporting and  
23            analytics to drive process changes and better serve FCG customers.

24

25

1                    2. Doodle Web

2    Q.    What is Doodle Web?

3    A.    Doodle Web is an application that provides a graphical view of the location  
4           of each resource relative to a work location allowing the  
5           scheduler/dispatcher to assign work to them and minimize unnecessary  
6           drive-time. This application is a critical component of the emergency order  
7           leak assignment process and allows the dispatcher to quickly identify the  
8           closest resources to an emergency location with the requisite skills and  
9           assess which one would be the most appropriate to assign the call to. It is  
10          integrated with Click Scheduler/Web, which performs the actual  
11          assignment to the chosen technician.

12

13   Q.    How has Doodle Web benefitted the customers of FCG?

14   A.    Similar to Click Web/Scheduler, Doodle Web has allowed Resource  
15          Management to efficiently dispatch emergency calls to the best resource  
16          to ensure the most efficient response time. This has led to the  
17          achievement of the leak response results mentioned earlier.

18

19                C. Field Operations Technology Improvements

20   Q.    What Technology Improvements have been made in FCG?

21   A.    As part of its commitment to keep the customer central to everything we  
22          do while delivering safe and reliable natural gas to FCG customers, Field  
23          Operations has implemented various technology improvements. These  
24          technology changes include

- 25                ○ Encoded Radio Transmitters Deployment

1                   o Click Mobile Deployment

2

3                   1. Encoder Receiver Transmitters (“ERTS”)

4   Q.   What are ERTS?

5   A.   ERTs are packet radio protocol transmitters developed by Itron for  
6       automated meter reading. The technology is used to transmit data from  
7       utility meters over a short range so a utility vehicle can collect meter data  
8       without a worker physically inspecting each meter.

9

10   Q.   When did FCG implement these devices in its distribution system?

11   A.   As explained in some greater detail in the testimony of witness Ron  
12       Muller, FCG began the installation of ERT devices in January 2005 and  
13       was concluded across FCG in July 2010.

14

15   Q.   What benefits has FCG seen as a result of implementing these devices?

16   A.   The implementation of ERT technology at FCG has yielded measurable  
17       improvements for the 3 key meter reading metrics. These metrics are  
18       meter reading timeliness, meter reading accuracy and meter reading  
19       estimates. Since the deployment of ERTs, FCG has seen an 8%  
20       improvement in meter reading timeliness (from 92% to almost 100%), an  
21       increase of approximately 9% in meter reading accuracy (from 91% to  
22       almost 100%), and an almost 690% reduction in meter reading estimates  
23       (from 6.9% to 0.0024%). During FCG’s last rate case, the frequency of  
24       meter reading estimates was one of the major complaints by customers  
25       and this dramatic reduction confirms the efforts the Company has focused

1 on making sure it is addressed, further demonstrating its resolve to  
2 ensuring that we operate with the mindset that customer is at the center of  
3 everything we do. Additionally, the deployment of these ERTs has allowed  
4 FCG to achieve increased efficiencies by, in turn, re-deploying former  
5 meter-readers to other functions due to a decreased need for the physical  
6 walking of meter reading routes.

7

8 Q. Have these efficiencies translated into benefits for FCG's customers?

9 A. These improvements have allowed FCG to deliver to our customers an  
10 accurate and timely monthly bill with an extremely high level of  
11 confidence. The dramatic reduction in the number of estimates allows the  
12 customer to avoid bills that are estimated, which reduces the risk that  
13 there may be bills that need to be recalculated in the future. This also  
14 creates additional efficiencies by eliminating visits to customer premise  
15 required to physically re-read meters.

16

17 2. Click Mobile Deployment

18 Q. What is Click Mobile?

19 A. Click Mobile is a System used by field resources to receive work  
20 assignments, perform and document work completions, view real time  
21 updates to scheduled work, and modify assignment details. It also allows  
22 field resources to record non-order related activities.

23 The previously mentioned systems, CC&B and Click Scheduler/Web, are  
24 part of the group of systems that are integrated with Click Mobile to ensure  
25 that customer work is efficiently routed to field Personnel.

1 Q. How does Click Mobile work?

2 A. When a customer calls the CCC to request an order (e.g. "I need my gas  
3 turned on"), the information is recorded within CC&B by the CSR and the  
4 information is transmitted to Click Web/Schedule where Resource  
5 Management personnel can identify the most efficient resource to assign  
6 the request to. The Click Web/Schedule application transmits this request  
7 and any others to the Click Mobile application. It also looks at all the  
8 orders assigned to the technician for the work day and optimizes the route  
9 to ensure that the technician's route for the day is as efficient as possible  
10 (least drive time to meet all appointments and complete assigned work).  
11 The Click Mobile application, which is accessible through the technician's  
12 Mobile Data Terminal, allows the technician to transmit back order  
13 completion detail and status, which is ultimately reflected in the customer's  
14 record in CC&B.

15

16 Q. How has the Click Mobile Deployment benefitted the customers of FCG?

17 A. The deployment of Click Mobile in tandem with the other field systems has  
18 allowed FCG field personnel to perform work more effectively and  
19 efficiently. The most notable benefit to FCG customers has been the  
20 improvement in the number of orders completed by a technician which has  
21 been driven largely by the ability of Click Mobile to devise the best route  
22 and sequence for a technician to work orders in to ensure that we deliver  
23 safe and reliable natural gas service to our customers. This benefit has  
24 directly led to our improved appointment attainment numbers (98% of  
25 appointment in 3 days or less).

1 VI.

**SUMMARY**

2 Q. Please summarize your testimony.

3 A. Our commitment, as a part of The Southern Company, to keep the  
4 customer at the center of everything we do at FCG, is demonstrated by  
5 the investment we have made in our people, processes, and technology.  
6 We work daily to ensure the safety of our people, the public and our  
7 pipeline as we deliver safe and reliable natural gas service to our  
8 customers. FCG's investment in its people, processes and technology has  
9 allowed it to attain very good performance in its overall operational metrics  
10 and customer service. Each of the groups that deal directly with our  
11 customers, work collaboratively through standardized training and  
12 development of its people, continuous process improvements and  
13 implementation of integrated technology, to provide superior safe and  
14 reliable service to its FCG customers. These improvements have helped  
15 three core areas of our organization provide superior customer service to  
16 our customers: the Customer Care Center; Resource Management  
17 Group; and Field Operations. These improvements will need continued  
18 investment to build upon our stated successes (for example, our excellent  
19 leak response numbers, appointment attainment, operational metrics and  
20 significant reductions in customer complaints and customer service  
21 feedback) and keep providing convenience and choice to our customers  
22 and keep delivering safe and reliable natural gas service. This  
23 commitment to our customers is demonstrated daily in our interactions  
24 through our Customer Care Centers and on-going engagement between  
25 our well-trained employees and customers. During major emergencies,

1           these principles of always keeping our customers central to everything we  
2           do is further exemplified as demonstrated by awards like 2015 Corporate  
3           Communications Award by the Southern Gas Association as a result of  
4           our outstanding customer communication during the Port St. Lucie outage,  
5           which is addressed in the testimony of witness Bermudez.

6           The major improvements we have made to FCG's quality of service since  
7           FCG filed its last rate case in 2003 have enabled us to maintain excellent  
8           customer service and safe, reliable natural gas service to our FCG  
9           customers, and we are asking that the Commission reach the same  
10          conclusion in this proceeding.

11

12   Q.     Does this conclude your testimony?

13   A.     Yes.

14