

Exhibit No.:
Issue: Customer Service
Witness: Charles A. Caisley
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Sponsoring Party: KCP&L Greater Missouri Operations Company
Case No.: ER-2016-0156
Date Testimony Prepared: September 2, 2016

MISSOURI PUBLIC SERVICE COMMISSION

CASE NO.: ER-2016-0156

SURREBUTTAL TESTIMONY

OF

CHARLES A. CAISLEY

ON BEHALF OF

KCP&L GREATER MISSOURI OPERATIONS COMPANY

**Kansas City, Missouri
September 2016**

SURREBUTTAL TESTIMONY

OF

CHARLES A. CAISLEY

Case No. ER-2016-0156

1 **Q: Are you the same Charles A. Caisley who pre-filed direct testimony in this matter**
2 **on behalf of KCP&L Greater Missouri Operations Company (“GMO” or the**
3 **“Company”)?**

4 **A: Yes.**

5 **Q: What is the purpose of your surrebuttal testimony?**

6 **A: I will respond to the rebuttal testimony of Ms. Lisa Kremer submitted in this proceeding**
7 **on behalf the Staff of the Missouri Public Service Commission (“Staff”) and Mr. Charles**
8 **Hyneman submitted on behalf of the Office of the Public Counsel (“OPC”) as they relate**
9 **to customer service issues. When I refer to “KCP&L” in this testimony, I mean Kansas**
10 **City Power & Light Company and GMO.**

11 **CUSTOMER SERVICE**

12 **Q: In Ms. Kremer’s rebuttal testimony she indicates that Staff does not “place**
13 **particular emphasis on” a company’s relative ranking in JD Power surveys; rather,**
14 **Staff relies more heavily on objective “established and accepted performance**
15 **metrics.” Do you have any response to that assertion?**

16 **A: I am glad that Staff places significant emphasis on established and objective performance**
17 **metrics, because KCP&L does too. In fact, in Schedule CAC-1, pages 2, 3, 5, 6, 8 and 9,**
18 **my direct testimony covers multiple years of objective performance data in the areas of**

1 customer service and reliability and more. In almost every case, those metrics have
2 stayed at consistently high service levels or improved.

3 Nowhere in my direct testimony did I ever assert that JD Power surveys are
4 exclusively what KCP&L uses to establish our level of customer service. Rather, JD
5 Power is one of many instruments and methodologies that we use to get as much
6 information as we can about customer service and our customers' perception of the
7 service they receive from KCP&L.

8 **Q: What value does KCP&L receive from JD Power surveys?**

9 A: As I indicated, KCP&L's objective service metrics have stayed the same or in most cases
10 improved over the last four to five years. And in her testimony, Ms. Kremer
11 acknowledges this fact and further asserts that she and Staff are not concerned with
12 KCP&L's level of service to customers at this time, based on that information. However,
13 as I noted in my direct testimony, our ranking on the JD Power survey has fallen relative
14 to some of our peer utilities in the Midwest. If other utilities are improving customer
15 perceptions of their service quality faster than we are, that is important information. As a
16 result, we will inquire to see what customer programs and practices they have
17 implemented that have improved how customers feel about their service level. We will
18 also use the questions asked on JD Power to form an opportunity index for us to work on
19 at KCP&L. This index looks at discreet parts of a service process where customers may
20 feel underserved and address those issues. This is exactly the type of process Ms.
21 Kremer advocates in her rebuttal testimony where she encourages KCP&L to review and
22 analyze with the goal of seeking opportunities to provide cost-effective service.

1 **Q: In your opinion, does the fact that JD Power surveys deal with customer perception**
2 **rather than actual, objective performance metrics invalidate them as a useful tool?**

3 A: No. If JD Power was the only survey instrument or metric that KCP&L was using to
4 analyze and improve customer service levels, I would agree with Ms. Kremer that it was
5 insufficient to have a full picture. However, KCP&L has never once intimated that this is
6 what it solely relies on for measuring whether or not we do a good job at servicing our
7 customers. Rather, it is just one instrument that we use.

8 Further, to discount it, as Ms. Kremer does in her testimony, is to completely
9 misunderstand its use and value. First, it is a nationally recognized benchmark for
10 numerous industries. Ms. Kremer may accord it very little value, but her opinion would
11 be in the significant minority. In addition, customer perception IS an important
12 barometer and customer perception is at the very heart of customer experience. If Staff
13 believes that service levels are acceptable only based on objective and established metrics
14 set by the Commission and historically used by the Commission, yet customers do not
15 perceive they are getting high-quality service or value for their dollar, who is right?
16 KCP&L does not believe it is enough to meet objective metrics set by what utilities or
17 commissions think are important; in addition, it is incumbent on us to ask our customers
18 what THEY think is important.

19 For example, according to JD Power surveys, KCP&L routinely ranks in the top
20 of our industry nationally on both power quality and reliability, as well as on restoration
21 of power during an outage. Yet, in JD Power surveys our scores have not kept pace with
22 our peer utilities in the Midwest. Our customers perceive that our reliability and
23 restoration efforts are not improving at the same pace as our peers. When we drill down

1 into the cause of this, we find out that this is driven primarily by communication during
2 an outage. Customers today want significantly more communication during an outage
3 than they did just five to ten years ago. Just like Ms. Kremer suggests, we then analyze
4 this data and use it to improve service. We are now looking to do automated
5 communications to customers through text messages and email during an outage. We
6 have also revised several other outage practices. All because of information received
7 about what is important to customers in an outage situation (their perception of our
8 service, not an objective metric). In addition to changing our processes to align with
9 service areas customers think are important, we can then develop a new set of objective
10 measures once a practice is in place to measure our performance in the future.

11 KCP&L's reliability, outage restoration and call center metrics have all generally
12 improved over time. Simply looking at and emphasizing those measures, as suggested by
13 Ms. Kremer in her rebuttal testimony would have short-changed the customer by not
14 uncovering what was important to them. JD Power surveys show what customers think is
15 important. We never claimed it wasn't based on perception. However, we value our
16 customers' perceptions of our service and will continue to place emphasis and concern in
17 that area—not with JD Power surveys, but with WPA research, focus groups and online
18 panels.

19 KCP&L is disappointed that our ranking relative to peers has dipped in recent
20 years. However, we are encouraged that our customers' overall perception of our service
21 quality has steadily improved over the same time period and will continue to use JD
22 Power surveys as an important barometer of customer perceptions.

1 **Q: In Ms. Kremer’s rebuttal testimony she expresses concerns over survey questions**
2 **dealing with political party affiliation and politically-oriented questions. Can you**
3 **address those concerns? Why does KCP&L have political party and other**
4 **politically-oriented questions on surveys?**

5 A: Yes, I think it is very important to address these issues as referenced in Ms. Kremer’s
6 testimony. First of all, I find it interesting that this concern is being raised now for the
7 first time. As part of our WPA surveys and other research conducted by KCP&L, we
8 have asked political affiliation as well as other policy and political questions dating back
9 to 2006. To my knowledge, this is the first time that this issue has been raised by any
10 party as a concern in nearly ten years.

11 Second, the fact that Ms. Kremer and Staff are concerned if this customer
12 information is “sold, given or used in any manner” by entities outside of KCP&L
13 demonstrates a fundamental misunderstanding of what the WPA surveys are, what they
14 are used for and what types of information is gathered.

15 WPA surveys are conducted anonymously. This means KCP&L does not ever
16 see any of the information collected at an individual customer level, nor is that
17 information collected or maintained by WPA. The survey data is presented at an
18 aggregate level and not tracked back to an individual name, address or even telephone
19 number. In addition, there is no guarantee that the respondents to the surveys are record
20 customers of KCP&L. In order to conduct the survey, KCP&L provides the boundaries
21 of its service territory and WPA conducts the survey using publicly available
22 information. This means that while KCP&L knows that the premises surveyed are
23 located within our service territories, the respondent to a survey may not be a KCP&L

1 record customer but rather a member of that customer's household. As such, there is no
2 individual customer information to sell or transfer.

3 With respect to why KCP&L surveys party affiliation, political questions and
4 policy issues, there are several important points. First, political affiliation is a
5 demographic and segmentation sort used in the significant majority of customer
6 segmentation and opinion research. The fact that other regional utilities may not use it,
7 has no bearing on whether it is a standard question asked in opinion and segmentation
8 instruments employed across the United States. In addition, we serve all customers
9 within our service territory. As a result, KCP&L believes it is important to understand
10 their positions on policy issues and ballot initiatives as it can impact our planning for
11 their service, the cost of energy generally and a host of other items. We also use this
12 information to help inform local civic and governmental organizations, as well as elected
13 officials regarding how customers in our service territory view different policies that
14 could impact our industry, the local economy, the environment or the cost of electricity.

15 **Q: In her rebuttal testimony, Ms. Kremer goes into a lengthy discussion of KCP&L's**
16 **initiative to improve its rating with the Better Business Bureau (BBB). Can you**
17 **provide any additional or clarifying information regarding the BBB, KCP&L's**
18 **initiative to improve its rating or Ms. Kremer's testimony in that area?**

19 **A:** Yes. First, Ms. Kremer asserts in her rebuttal testimony that "Staff discovered KCP&L's
20 lack of response to the BBB complaints during the course of its investigation in
21 KCP&L's relationship with Allconnect, Inc." and brought that information to KCP&L's
22 attention. This is both factually inaccurate and misleading. Using the word "discovered"
23 implies that KCP&L was either unaware or trying to hide the fact that it did not respond

1 to customer complaints brought to its attention by the BBB. This is not correct. Until
2 2013, KCP&L had a policy of responding to all BBB complaints by asking the BBB to
3 refer the complaining party to the Missouri PSC as the proper forum for resolution of the
4 issue or complaint. KCP&L believed the best forum for dealing with complaints was at
5 the Missouri PSC. Second, it was not during the Allconnect proceedings that this issue
6 was first raised by staff. Rather, it was during a quarterly customer service meeting with
7 KCP&L in 2013 that the Commission's Consumer Services Unit's ("CSU") Manager,
8 Ms. Gay Fred, inquired of KCP&L's Senior Manager of Customer Relations and
9 Community Affairs, Lori Shaffer if KCP&L responded to BBB complaints. Ms. Shaffer
10 reminded Ms. Fred that we refer BBB complaints to the Missouri PSC complaint process
11 but did not attempt to resolve them through the BBB process. At that time, Ms. Fred
12 gave no indication that Staff had an issue with our process or policy. Subsequent to that
13 meeting, KCP&L reevaluated its policy regarding BBB complaints and decided to initiate
14 a project to address any complaint raised through the BBB from 2011 onward with the
15 aspiration of improving our BBB rating. In the first quarter of 2014, at another quarterly
16 customer service meeting with Staff, Ms. Shaffer presented this information to Staff
17 (Schedule CAC-2, page 17). All of this took place prior to the Allconnect proceedings.
18 Finally, Staff's main area of focus during the Allconnect proceedings was not, contrary to
19 the indications in Ms. Kremer's rebuttal testimony, KCP&L's BBB rating. Rather, Staff
20 inquired regarding Allconnect, Inc.'s rating from the BBB.

1 **Q: Is there anything else you would like to respond to regarding Ms. Kremer's rebuttal**
2 **testimony with respect to the BBB and KCP&L's initiative to improve their BBB**
3 **rating?**

4 A: Ms. Kremer's rebuttal testimony goes to great length to explain the BBB's rating process.
5 The implication is that my testimony overstates the importance of what it means to have
6 an A rating from the BBB and that just because a customer complaint is characterized as
7 resolved by the BBB, does not mean that the customer is satisfied with the result. Never
8 once in my direct testimony did I claim that KCP&L had made contact with and resolved
9 to the customer's satisfaction the complaint. The intent of my testimony was to say that
10 KCP&L determined having a poor rating by the BBB sent the wrong message that we did
11 not care about customer service or complaints lodged with the BBB. As a result, we
12 undertook to work the BBB process which required an attempt to address the complaint.
13 The mere act of looking into and trying to resolve those complaints raises a company's
14 score. I never claimed otherwise.

15 Finally, Ms. Kremer notes in her rebuttal testimony that the "CSU has no
16 recollection of" KCP&L referring a BBB customer complaint to it. There is a simple
17 answer for that: that is because to my knowledge we have never contacted the CSU to
18 inform it about a complaint brought to us by the BBB. Rather, prior to 2014 we referred
19 the BBB and the complaining customer to the CSU and the Missouri PSC's complaint
20 process.

1 **Q: Is there anything else you would like to address regarding Ms. Kremer’s rebuttal**
2 **testimony?**

3 A: Yes, there is. In her rebuttal testimony, Ms. Kremer asserts that “customer complaint
4 data, public comments and customer testimony at local public hearings serves to
5 demonstrate and may better reveal the company’s service quality performance” than
6 other methods cited in my direct testimony. She further indicates that “Company
7 ‘outreach’ efforts also provide valuable indications of service to customers. I am very
8 glad that Ms. Kremer believes this and am also glad that the record reflects those are all
9 areas where KCP&L both works very hard and has had positive results.

10 First, in our public hearings for KCP&L-GMO for this proceeding, the transcripts
11 for those proceedings indicate very few customer service or reliability issues raised by
12 customers. In some of the public hearings, no customer concerns were raised. In several
13 of the public hearings, including the ones held in St. Joseph and Liberty, multiple
14 customers praised KCP&L for their customer service, storm response and community
15 involvement—particularly with at-risk areas of the community. In addition, the number
16 of formal and informal complaints placed with the Commission regarding KCP&L
17 service and reliability has fallen from 2011 to 2015 (Schedule CAC-1, page 10). Ms.
18 Kremer dedicates a significant amount of testimony discussing and attempting to
19 discredit KCP&L’s definition of “justified” or “unjustified” with respect to complaints.
20 Irrespective of one’s categorization of whether or not a complaint was justified, the fact
21 remains that customer complaints are considerably down from 2011. In addition, the
22 number of times Staff has required KCP&L to take corrective action as a result of a
23 formal or informal complaint has also decreased over the same time period.

1 **Q: In his rebuttal testimony, Mr. Hyneman attempts to persuade the Commission that**
2 **KCP&L wants to take credit for JD Power scores and rankings when they are high**
3 **and attempts to discredit them and blame them on forces outside of KCP&L's**
4 **control when they fall. Do you have a response?**

5 A: Yes, Mr. Hyneman's rebuttal testimony in this area is both a red herring and untrue. First
6 of all, Mr. Hyneman attempts to discredit my testimony by pointing out that JD Power
7 scores were higher prior to my joining the JD Power and Associates Utility Customer
8 Executive Advisory Committee in 2012. While his statement is true, its implication is
9 not. Prior to 2012, and during the time period when KCP&L was ranked no lower than
10 3rd in a group of 16, I was either responsible for or significantly involved with JD Power
11 surveys and the customer initiatives resulting from them. JD Power did not create the
12 Utility Customer Executive Advisory Committee until 2012. In addition, as was stated in
13 my direct testimony, KCP&L's raw customer satisfaction score has increased from 2009,
14 when it was ranked 3rd, through 2016 when it was ranked 9th. As such, there has not been
15 a decline in KCP&L customers' perception regarding the customer service they receive.
16 In addition, objective and established metrics used by Staff and OPC regarding customer
17 service and reliability for KPC&L have also increased over than same time period.
18 Finally, because overall perception and actual performance has for the most part
19 increased, when seeking to determine what may cause an overall decline in ranking, we
20 look at other indicators such as bills (caused by extreme hot or cold temperatures), the
21 number of rate cases relative to peers and overall advertising and communications
22 budgets. That said, the mere fact that we continue to use WPA research, focus groups
23 and other survey instruments and online panels to obtain as much information as possible

1 regarding our customers' views on our customer service, is evidence that we do not
2 merely blame outside forces as Mr. Hyneman maintains.

3 **Q: In his rebuttal testimony, Mr. Hyneman raises many similar concerns to those of**
4 **Staff witness, Ms. Kremer, regarding KCP&L's use of JD Power surveys, WPA**
5 **research and questions regarding KCP&L inquiries regarding political affiliation**
6 **and political or policy questions. Do you have any response to those assertions?**

7 A: For the most part, I would refer back to my surrebuttal testimony directed to Ms. Kremer.
8 However, Mr. Hyneman takes issue with WPA's research referring to it is as more "like
9 marketing companies than objective customer research." This is because WPA research
10 performs multiple functions. Their surveys cover policy issues, customer service
11 perceptions and frequently are designed to help us gain information about customers that
12 we use to market products and services like energy efficiency or gain knowledge
13 regarding customer interests in areas like electric vehicles and renewable energy.

14 **Q: Does that conclude your testimony?**

15 A: Yes, it does.

Customer Services Performance Review

KCP&L

Raytown, MO

Monday, April 28, 2014

Meter Reading & Field Service

Julie Dragoo

Director Revenue Management

julie.dragoo@kcpl.com

Key Performance Metrics

2013	Oct	Nov	Dec	YTD 4Q 2013	YTD 4Q 2012
Meter Reads on Time	99.48%	99.53%	99.21%	98.69%	99.6%
Service Orders worked	9,322	9,595	9,060	115,813	111,453
<i>CNPs – disconnected in field</i>	<i>5,027</i>	<i>2,107</i>	<i>879</i>	<i>39,797</i>	<i>52,148</i>
<i>CNPs – tech activity canceled (collected \$\$ or other)</i>	<i>1,901</i>	<i>874</i>	<i>405</i>	<i>15,898</i>	<i>21,478</i>
Reconnects	2,394	1,724	573	22,766	34,864
Total Orders Worked	18,644	14,300	10,917	194,274	219,943
\$\$ Collected in the Field	\$909,374	\$370,179	\$231,430	\$6,342,913	\$7,895,933
# of days eligible for residential CNP work*	22	9	4	162	171

*26 cold weather restricted days in 4th Qtr 2013 vs. 15 in 4th Qtr 2012

Key Performance Metrics

2014	Jan	Feb	Mar	YTD 1Q 2013	YTD 1Q 2012
Meter Reads on Time	99.38%	94.58%	99.65%	97.87%	96.41%
Service Orders worked	9,738	8,544	9,247	27,529	30,096
<i>CNPs – disconnected in field</i>	498	712	3,179	4,389	2,825
<i>CNPs – tech activity canceled (collected \$\$ or other)</i>	392	524	1,226	2,142	1,948
Reconnects	292	436	1601	2,329	1,768
Total Orders Worked	10,920	10,216	15,253	36,389	36,637
\$\$ Collected in the Field	\$184,367	\$208,181	\$531,434	\$923,983	\$919,704
# of days eligible for residential CNP work*	1	2	9	12	12

*50 cold weather restricted days in 1ST Qtr 2014 vs. 49 in 1ST Qtr 2013

Focus Areas/Accomplishments

- AMI Update – started refresh in KS Feb 2014
- One Mobile – completed 4th Quarter 2013
- Other technology updates

Billing Services/Revenue Assurance

Paul Myers

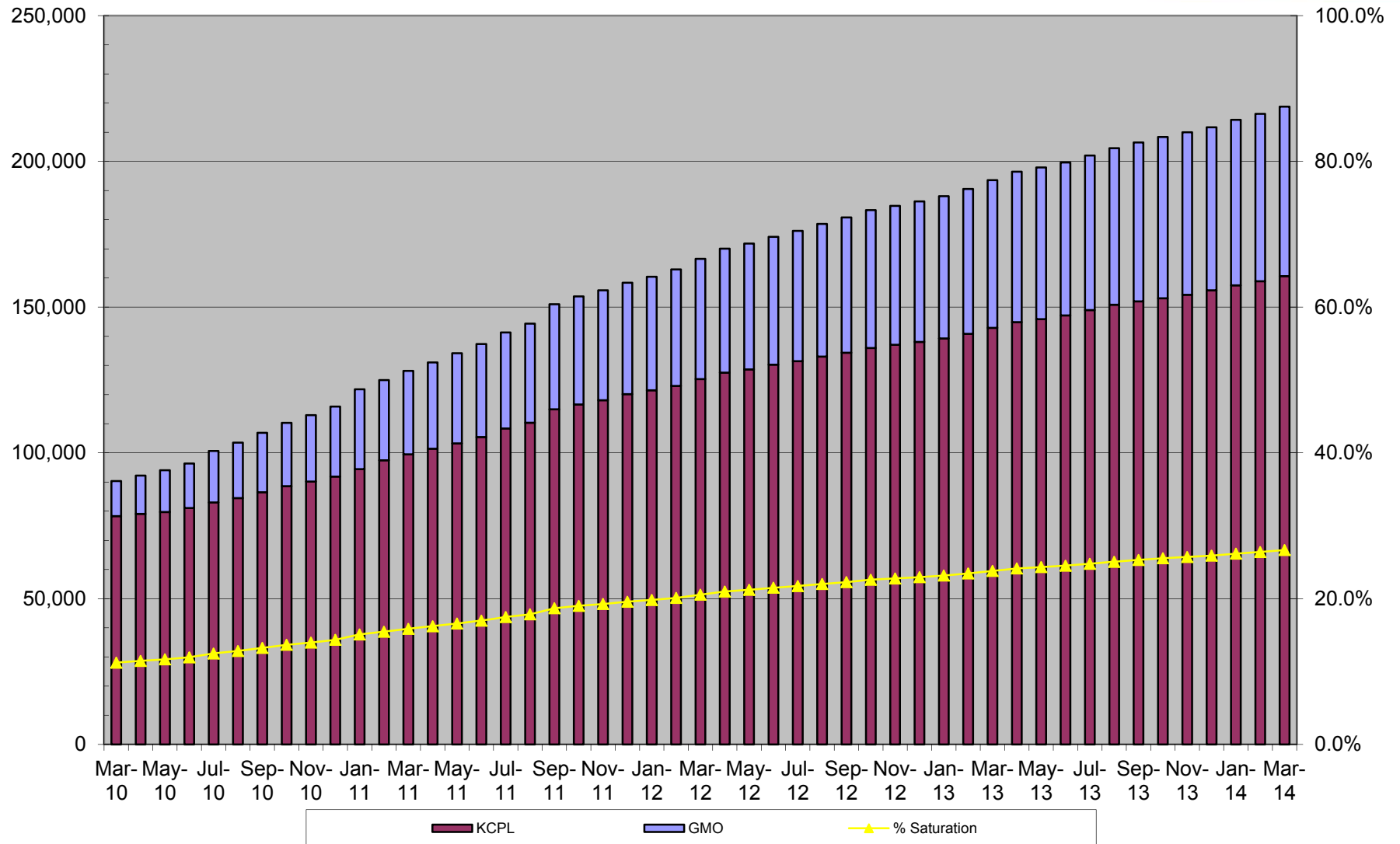
Sr. Manager Revenue Assurance & Billing

paul.myers@kcpl.com

Key Performance Metrics

- Bills Printed on Time:
 - % of Bills on time @ YTD 03/31/2014 – 100%
 - % of Bills on time @ YTD 03/31/2013 – 98.60%
 - YE 2013 99.46%
 - Target 99%
- Billing Accuracy
 - % of Total Active Accounts not Adjusted @ YTD 03/31/2014 – 99.51%
 - % of Total Active Accounts not Adjusted @ YTD 03/31/2013 – 99.64%
 - YE 2013 99.65%
 - Target 99%
- Customer Enrolled in E-Bill YTD as of 03/31/2014
 - KCP&L 160,622 (31.3% of total customers)
 - GMO 58,151 (18.9% of total customers)
 - Total 218,773 (26.7% of total customers)
- Note: YE 2013 25,463 new customers enrolled in 2013
- March 2014 2,461 customers enrolled in paperless
- YTD March 2014 7,053 customers enrolled in paperless (net enrollments)

Paperless Bill - Enrollment Summary



2013-2014 Initiatives

- Bill Print
 - Outsourced Bill Print solution
 - Implementation was successful
 - Householding bills and notices
 - Phase 2 Full Color and in-line inserts
- Net Metering
 - 30-40 new KCP&L - MO enrollments a month
 - Automate KCP&L Net Meter Billing – Implement End of May
 - KCP&L- MO total net metering customers
 - 180 MO KCP&L March 2013
 - 396 MO KCP&L March 2014
 - GMO total net metering customers
 - 372 March 2013
 - 1,022 March 2014

Credit & Collection

Allyson Erickson

Manager Credit & Collections

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Key Performance Metrics

Metric - YTD 12/31/13	Performance	Target
% of Write-offs to Revenue	0.56%	0.61%
Default Ratio (1)	4.5%	4.6%

Metric – YTD 3/31/14	Performance	Target
% of Write-offs to Revenue	0.31%	0.61%
Default Ratio (1)	4.68%	4.6%

(1) Default Ratio: (Write-offs + 90 Day Money) Divided by Total Receivables

Payment Profile - Channel

By Payment Channel	Dec 2013	Mar 2014
Lockbox	35.1%	35.1%
KCP&L Website (AccountLink, other portals)	19.0%	19.3%
Third Party/Web (PC home banking, payment services)	18.8%	18.3%
Auto Pay	13.5%	13.1%
Pay by Phone	9.9%	10.6%
Pay Station (walk-in)	2.3%	2.4%
Collections / Social Service Agencies / Other	1.4%	1.3%

Payment Profile - Tender

By Tender Type	Dec 2013	Mar 2014
ACH	49.0%	48.1%
Check	35.2%	35.4%
Credit/Debit Card	12.6%	13.3%
Cash	2.3%	2.4%
Other	0.9%	0.7%

Focus Areas/Initiatives

- POS ID Business Process Improvements
 - Increased Pass Rate resulting in 1st call resolution
 - Decrease requests for customer documentation
 - CSR training February 2014
- Energy Assistance Funding
 - Additional LIHEAP funding of \$14.9 million released in February
 - 45% increase in Energy Assistance \$\$ compared to same period last year
 - Provided assistance for a 30% increase in number of customers
- Cold Weather Exit Plans
 - High Winter Bill Payment Arrangement Offers

Customer Relations

Lori Shaffer

Sr. Manager Customer & Community Affairs

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Key Performance Metrics

- Complaints 4th Quarter 2013
 - Total 50, decrease of 58% (118 in 2012)
 - GMO - 20; KCP&L - 30
 - Predominant categories: disconnections, denial of service, tampering and fraud
 - Formal: 1 dead-meter rebilling; settled
- Complaints 1st Quarter 2014
 - Total 56, same as last year
 - GMO - 31, KCP&L - 25
 - Predominant categories: solar installation and rebates, disconnections, high bills for electric heat
 - Formal: 1 denial of service due to outstanding debt; pending
- Medical
 - Total: 238
 - GMO - 122; KCP&L - 116
- Gatekeeper
 - Total: 55

Focus Areas/Initiatives

- Connections Outreach
 - Community-wide events
 - Reached approximately 5,000 families
 - Partnering opportunities
 - Five events, connecting with approximately 100 families directly
- Update Faith-based Outreach
 - Targeted communities in St Joseph and Warrensburg to reach customers through church channels
 - 112 churches in St. Joe; 14 in Warrensburg
- Better Business Bureau
 - Pursuing accreditation
 - Responded to 67 BBB complaints from 2011 – 2014
 - Application in process of review at BBB
 - Future BBB inquiries will be handled within Customer Relations

Customer Contact Center

Jeanie Trueit

Sr. Manager Customer Care Center

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Key Performance Metrics

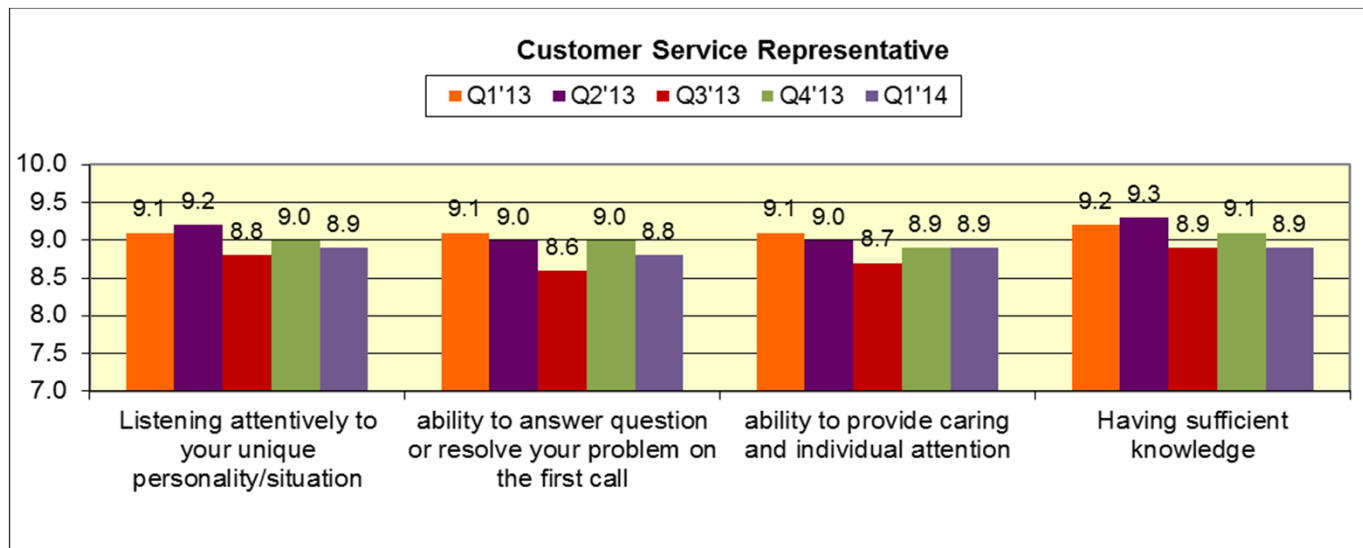
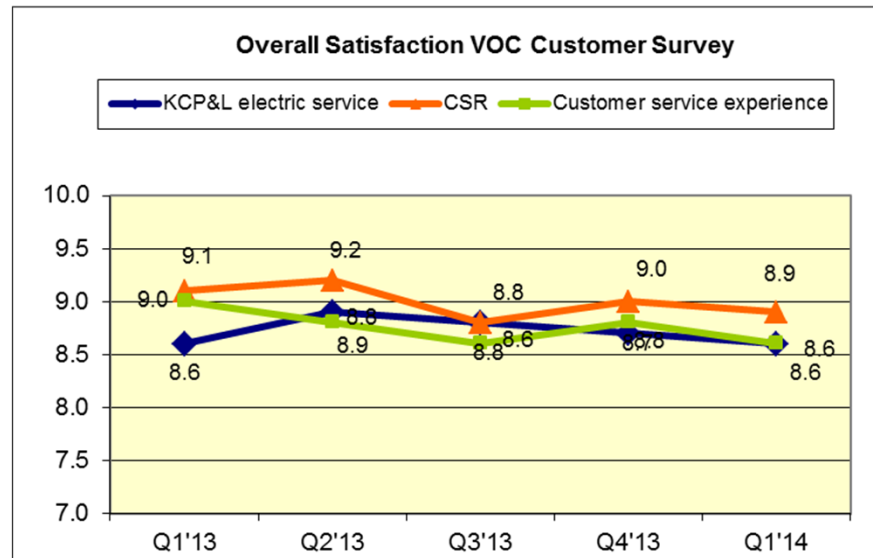
YTD 2013	Gross Calls	Agent Calls	Service Level	Abandons	Blocked Calls	ASA
January	254,344	127,180	80%	2.0%	0.3%	:21
February	309,606	120,168	74%	3.4%	0.5%	:36
March	274,804	130,925	73%	3.8%	0.2%	:41
April	277,728	141,897	76%	2.7%	0.6%	:30
May	350,880	154,010	65%	6.0%	1.6%	:60
June	329,287	154,116	47%	8.1%	0.3%	:94
July	319,759	163,599	59%	4.6%	0.4%	:51
August	354,495	176,290	64%	3.9%	0.6%	:43
September	343,709	163,990	70%	3.9%	1.2%	:40
October	336,779	167,667	66%	4.7%	1.3%	:54
November	274,510	126,891	76%	3.0%	0.7%	:33
December	244,908	120,000	84%	1.7%	0.6%	:20
2013 YTD	3,670,809	1,746,733	69%	4.1%	0.7%	:45
YTD 2014	Gross Calls	Agent Calls	Service Level	Abandons	Blocked Calls	ASA
January	281,294	130,725	68%	4.3%	0.3%	:48
February	255,647	117,568	70%	3.8%	0.4%	:45
March	277,439	132,914	68%	3.2%	0.3%	:41
2014 YTD	814,380	381,207	69%	3.8%	0.4%	:45

*Service Level depicts % of answered calls within 20 seconds.

Virtual Hold

Month 2013	Total Calls	Return call Option	Hold option	Agent Calls	% of calls offered	% of calls using VH
Jan-13	4668	2362	2306	127,180	3.67%	1.86%
Feb-13	7570	4181	3389	120,168	6.30%	3.48%
Mar-13	9048	4954	4094	130,925	6.91%	3.78%
Apr-13	7852	4232	3620	141,897	5.53%	2.98%
May-13	14466	8326	6140	154,010	9.39%	5.41%
Jun-13	28101	15731	12370	154,116	18.23%	10.21%
Jul-13	19263	9813	9450	163,599	11.77%	6.00%
Aug-13	16661	8216	8445	176,290	9.45%	4.66%
Sep-13	12024	6481	5543	163,990	7.33%	3.95%
Oct-13	16532	8744	7788	167,667	9.86%	5.22%
Nov-13	7632	4120	3512	126,891	6.01%	3.25%
Dec-13	5039	2746	2293	120,000	4.20%	2.29%
Total	148856	79906	68950	1,746,733	8.52%	4.57%
Month 2014	Total Calls	Return call Option	Hold option	Agent Calls	% of calls offered	% of calls using VH
Jan-14	10588	5561	5027	130,578	8.11%	4.26%
Feb-14	10264	5681	4583	117,452	8.74%	4.84%
Mar-14	11311	5798	5513	132,914	8.51%	4.36%
Total	32163	17040	15123	380,944	8.44%	4.47%

Voice of Customer Feedback



Focus Areas/Initiatives

- Chapter 13 – Denial of Service

- Staffing
 - Plans for 2014

- Partner with Allconnect
 - Q4 2013
 - CSAT: 81.1%
 - Conversion rate: >33%
 - Q1 2014
 - CSAT: 81.8%
 - Conversion rate: 33%