

CENTRAL HUDSON GAS & ELECTRIC CORPORATION

CASE 23-E- & CASE 23-G-

CUSTOMER EXPERIENCE PANEL

SCHEDULE OF EXHIBITS

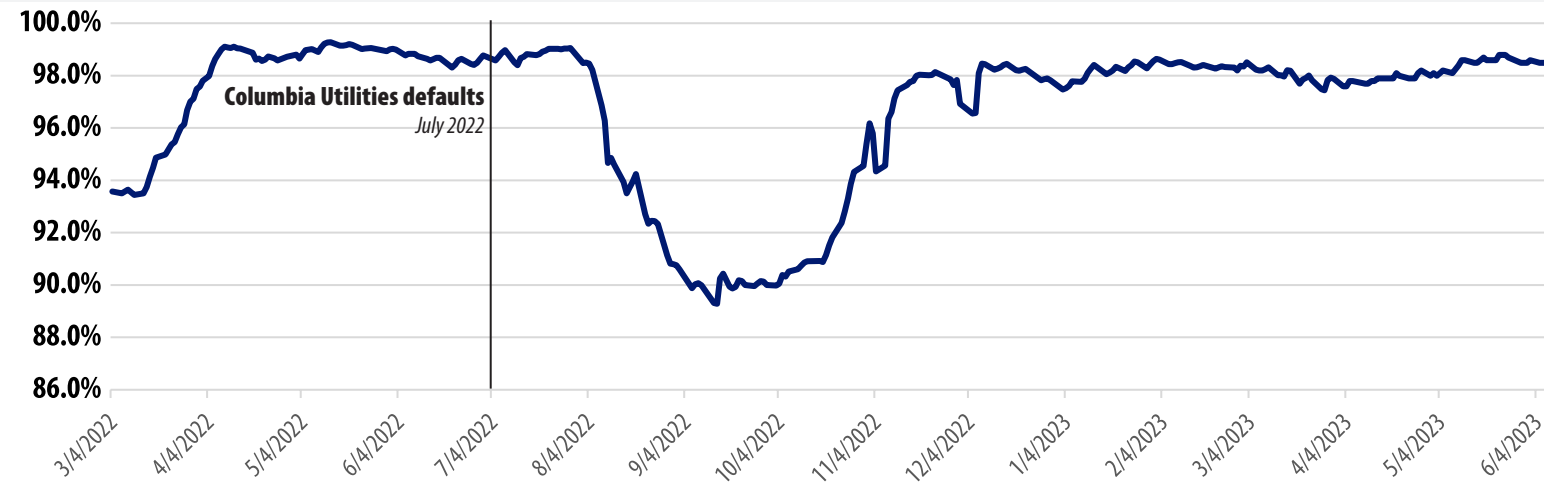
SYSTEM PERFORMANCE AND CUSTOMER SERVICE DASHBOARD	(CEP-1)
DIGITAL CUSTOMER EXPERIENCE (“DCX”) PORTFOLIO	(CEP-2)
CUSTOMER SATISFACTION SURVEY	(CEP-3)
COLLECTIONS EFFORTS IMPLEMENTATION	(CEP-4)



SYSTEM PERFORMANCE KPIS

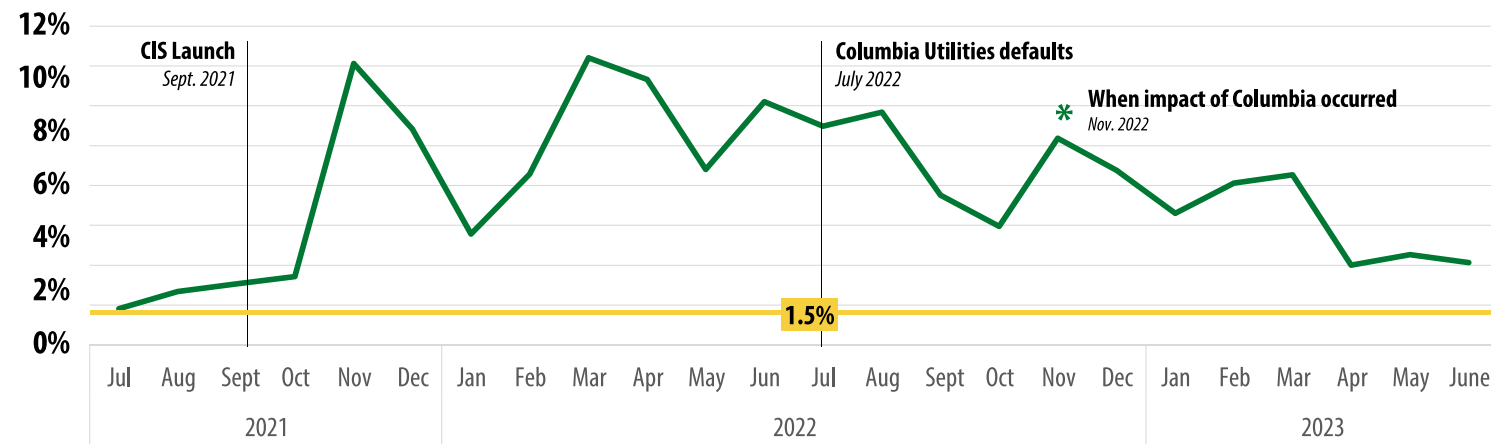
Current Bills

Today, a little over 98% of bills are current. In July 2022, bills were delayed following Columbia Utilities' default.



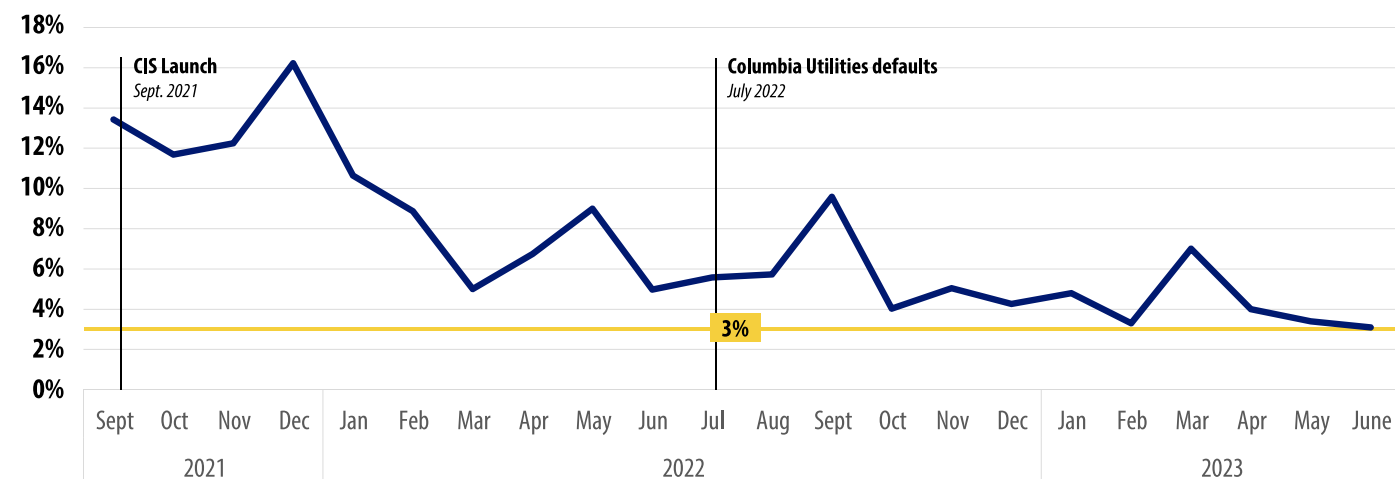
% Bills Requiring Adjustments

Bill adjustments reached a high of 10.81% at the end of Q1 2022 but declined after that. By June 2023, adjustments dipped to 3%.



Actual Bills Replaced with Estimates

The gold represents the historical baseline for that metric of 3%. Following the CIS launch, we have worked to return to our historical baseline and have tracked near that metric for the past two months.



Central Hudson Gas & Electric System Performance and Customer Service Dashboard

This document outlines Central Hudson Gas and Electric's progress along several key performance indicators, System Performance KPIs and Customer Service KPIs. Progress was temporarily slowed in July 2022 following the default of Columbia Utilities, which generated an unexpected influx of over 25,000 customers. This can be seen in each performance KPI from July through September of 2022. Since then, Central Hudson has adapted and worked to resolve the effects of the integration of Columbia customers and have made improvements since Q4 2022 metrics.

WHAT WE HAVE DONE TO IMPROVE PERFORMANCE

Significant internal allocation of resources, including:

- We have added more than 100 additional team members, including a new billing group to ensure bill accuracy.
- We are hiring 36 new call center personnel to better address customer needs.
- We have augmented our training to ensure more meaningful and effective interactions with our customers.

PROGRESS TO DATE

- In April 2022, 98% of bills were current, but temporarily fell following Columbia Utilities' default. It has since recovered to greater than 98% today.
- Bill adjustments declined to about 3% of monthly bills. This metric typically moves with a lag.
- Biweekly meeting cadence established with elected officials to review progress and related issues.

NEXT STEPS

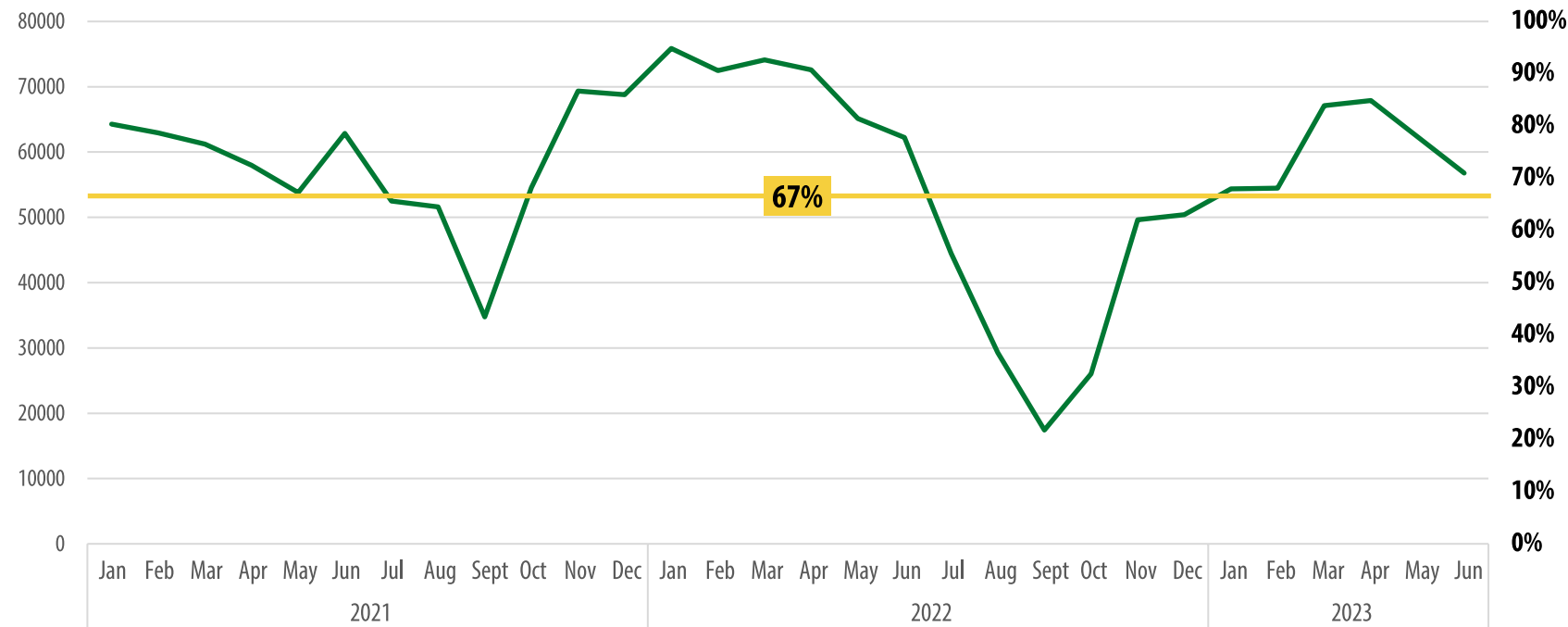
- Continue engaging customers through regional open houses.



CUSTOMER SERVICE KPIs

Call Service Level

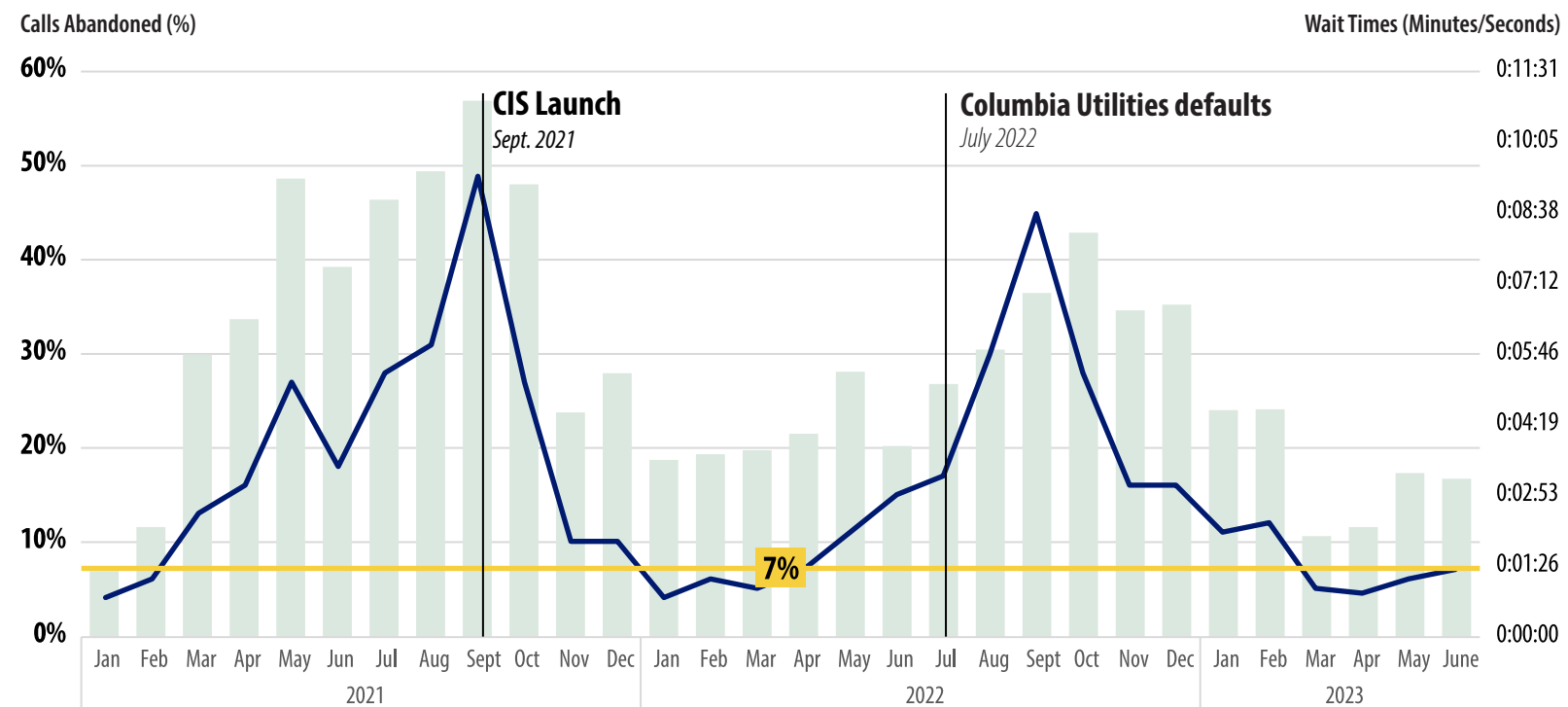
Our call service level remained above the target 67%, only dipping twice: following the CIS launch in September 2021 and Columbia Utilities defaulting in July 2022. With our investments in staff hirings, it now remains above the target.



% of Calls Abandoned

Customer service levels improved markedly from Q4 2021 on, with the abandon rate falling to 4% by January 2022. Following Columbia's default, wait times and the call abandon rate rose again in late 2022, though both have moved back towards our historic baseline by March 2023.

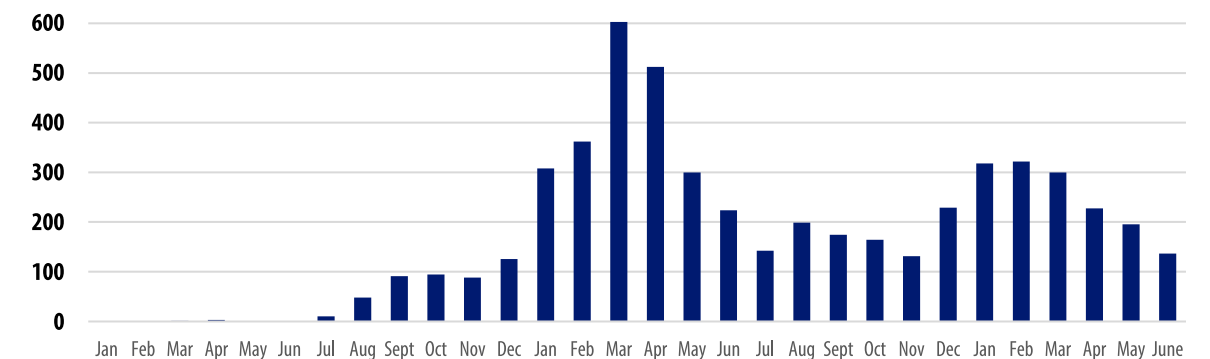
■ AVERAGE WAIT TIME
 ■ % OF CALLS ABANDONED



Large Volume of PSC Complaints Driven By High Supply Costs

In January 2023, Central Hudson Gas & Electric began categorizing PSC complaints at a granular level. Around three-quarters of complaints received are unrelated to issues with the billing system. The majority are attributed to customers affected by high commodity prices, or have a dislike of estimated billing or another issue unrelated to billing. Among the one-quarter of complaints potentially related to CIS, many of the underlying issues are resolved or are on the path toward being resolved. Our current backlog of PSC complaints is around 100 complaints, which represents a decrease from more than 475 complaints five months ago.

PSC COMPLAINTS RECEIVED



APPROXIMATELY 75%

of PSC complaints are not directly related to CIS issues.

120%

increase in electric supply costs*.

126%

increase in natural gas supply costs*.

*Based on the most recent 12 month average as of July 2023 as compared to 12 month average as of July 2020.

Digital Customer Experience (DCX) Portfolio - 2024-2028 Forecast (\$000s)

Exhibit (CEP-2)

Projects	Descriptions	Items	2024	2025	2026	2027	2028	5-Year Total	Proposed Rate Year 1
IVR Modernization	* Replace existing on-prem Interactive voice response (IVR) with Genesys cloud platform to provide more flexibility, better work force management, less dependency on vendor for management, increase IVR call containment rate through expanded self service functions, enable customer to transition to other channels seamlessly, expand customer analytics and to reduce call volume to CSRs, Visual IVR, Voice Recognition and Voice Bots	IVR Modernization - Including Visual IVR, Voice Recognition and VoiceBots	528	2,516	-	-	-	3,044	1,712
Upgrade Workforce Management System	* Give Contact Center management more tools to manage and monitor the Customer Service Representatives and call volume allocation	Calabrio/Teloipti workforce scheduling software Replacement	317	-	-	-	-	317	-
Accessibility and performance	* Engage vendors to analyze and update our digital products and ensure ADA compliance on web & mobile and to monitor performance of our mobile application	ADA Assessment (Web/Mobile)	106	-	-	-	-	106	106
		MobileBox (like Session Cam but for Mobile App - a Glassdoor Product)	106	-	-	-	-	106	106
Centralized Preferences Notifications	* Upgrade Text and Email alerts platform and consolidate all customer communications in one place where they can access.	Centralized Preferences Notifications	290	296	-	-	-	587	587
Payment Experience improvements	Work with vendor to implement APIs to update payment statuses (scheduled, processes, posted, etc.) every 10 minutes instead of current overnight process.	Payment Posting API	317	-	-	-	-	317	158
Billing Experience improvements	* Customer Bill Redesign * Spanish Customer Bills, Forms and letters * Ability to make changes inhouse without need for vendor	Customer Bill Redesign	158	-	-	-	-	158	158
		Spanish Customer Bill	-	108	-	-	-	108	108
		Spanish Forms and Letters	-	107	-	-	-	107	-
		eBills Biller Direct API Updates	-	-	111	-	-	111	-
Website enhancements	* My Account Customer Portal redesign * Implement more Energy Calculators to promote Energy Efficiency programs * GIS Map - Streetlight out Reporting * Upgrade municipal portal / storm reporting to allow customers to report incidents	Website and MyAccount Portal refresh	-	108	-	-	-	108	108
		Street Light Out Reporting (GIS Map)	-	-	222	-	-	222	-
		More Online Energy calculators	-	108	-	-	-	108	108
		Muni Portal Upgrade & Enhancements	-	321	-	-	-	321	161
		Feedback tab on the website	79	-	-	-	-	79	-
		Digital Welcome Kit for new Customers	-	134	-	-	-	134	54
		Email form for updating account owner name	-	80	-	-	-	80	-
		-	-	-	-	-	-	-	-
Business Customer WEB Experience with a Business Account Portal (B2B-X)	* Create a new on-line experience for all Business Customers (commercial, industrial, landlord, contractors, developers) * Develop an on-line form for contractors to request new Job Numbers (J-Logs) and get statuses * Bulk enrolling / unenrolling in Programs & aggregated usage * Develop an on-line form for CDG Hosts to submit monthly allocation	Landlord, Business, Contractor, Developer Experience	-	214	-	-	-	214	108
		CDG Developer Portal	-	-	278	-	-	278	-
		J Log Auto Creation (Form)	-	-	111	-	-	111	-
		J Log Portal	-	-	111	-	-	111	-
Mobile Application enhancements	* To manage Customers' expectations that we enhance and further optimize the Mobile App channel to drive digital customer engagement	Delete Profile / Register new	-	65	-	-	-	65	65
		Push & Email Notifications	-	135	-	-	-	135	135
		Account Settings / Contact Info	63	-	-	-	-	63	-
		App Tutorial for new users	132	-	-	-	-	132	132
		Chatbot for App	-	134	-	-	-	134	81
		DPA Application	106	108	-	-	-	213	213
		EE Promos	-	65	-	-	-	65	65
		Report Streetlights Out Email form	-	107	-	-	-	107	-
		Web Chat from App	-	134	-	-	-	134	81
New Payment and Billing experience	* Print and mail bills, forms and letters. provide in-person payment processing, ACH, credit/debt card and digital wallets with real time payment processing. A 3rd party solution that is PCI compliant and has call center support. Document management that is configurable, cloud-based archive to centralize all documents and are securely and easily accessible by agents. Electronic bill presentment, secure document delivery by Email or SMS and customer notifications along with reporting/analytics capabilities. One-time payment, one-click payments, auto-pay and securely stored payment methods. Multi-channel touch points to include web, mobile app, IVR, SMS, agent, email, smart speaker, chatbot.	Kubra Replacement/Assessment - Payment Experience vendor. eBill, Bill Presentment and Bill Print	-	1,071	2,225	-	-	3,296	538
CIS/CX Emergent	CIS/CX Emergent	CIS/CX Emergent	-	1,069	1,110	488	508	3,175	537
Totals:			2,202	6,877	4,169	488	508	14,245	5,319

**Central Hudson Gas & Electric Corporation
Cases 23-E-____ and 23-G-____**

CUSTOMER SATISFACTION SURVEY

<u>Response</u>	<i>Proposed</i> <u>Scale Value</u>	<i>Example</i> <u>Total Responses</u>	<i>Example</i> <u>% of total Responses</u>	<i>Example</i> <u>Numeric Score</u>
Very satisfied	5	2000	52%	2.58
Satisfied	4	1000	26%	1.03
Neither satisfied nor dissatisfied	3	500	13%	0.39
Dissatisfied	2	250	6%	0.13
Very dissatisfied	1	125	3%	0.03
Total Score				4.16
<i>Corresponding %</i>				<i>83%</i>

Converting Existing % Results into Score

Statewide Email Survey Results	Score 1-5
2020 Converted	4.21
2021 Converted	3.67
2022 Converted	2.86
Proposed 2024-2025	3.08

Central Hudson Gas & Electric Corporation
Cases 23-E-____ and 23-G-____

Collections Efforts Implementation

<u>Permanent Employees</u>	Area	As of March 31, 2023		As of December 31,		
		<u># of Employees</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
CUSTOMER SVC REPS	502	88	121	114	106	97
CUSTOMER BILLING	683	20	31	31	31	31

<u>Change in FTEs</u>	Area	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
CUSTOMER SVC REPS	502	33	(8)	(8)	(8)
CUSTOMER BILLING	683	11	-	-	-

Collection Related Contacts & Workload

Customers in Arrears ¹	66,214	66,214	49,661	33,107	16,554
Calls due to Collections and Arrears		1,080,670	810,503	540,335	270,168
Total Call Volume	522,290	1,238,504	968,337	698,169	428,002
Calls Answered by 3rd Party	364,456	656,407	484,168	314,176	149,801
Calls Answered by Central Hudson	157,834	582,097	484,168	383,993	278,201
Collection Calls Answered by Central Hudson		424,263	326,334	226,159	120,367
CH % of Call Volume	30%	47%	50%	55%	65%
Incremental Customer SVC REPS - Calls		27	21	14	8
Incremental Customer SVC REPS - Backoffice		7	5	4	2
Annual Change in Customer SVC REPS		33	(8)	(8)	(8)
3rd Party Contact Center Expense		\$ 3,086,624	\$ 2,276,705	\$ 1,477,350	\$ 704,407

Customer Billing Detailed Investigation & Analysis

% of Collections Calls	10%	10%	10%	10%
# of Investigations	108,067	81,050	54,034	27,017
Average Time to Investigate (Min)	15	15	15	15
Incremental Customer Billing FTEs	17	13	9	4
Average Customer Billing FTEs	11	11	11	11
Annual Change in Customer Billing FTEs	11	-	-	-

Historic Collections Related Contacts

	Calls	# Customers in Arrears	Calls Per Customer	Historical Min / Collection Call
2018	384,153			
2019	296,199			
Average	340,176	20,843	16	5.9

General Assumptions

Work Hours Per Day	7.5
Lost Time and Training	25%
Backoffice work vs. Calls	25%
3rd Party Cost / Min	\$ 0.80