



Stephen R. Hall
Director, Rates & Regulatory Affairs
O: 603-216-3523
E: Stephen.Hall@libertyutilities.com

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Via Electronic and US Mail

NHPUC 21MAR'17AM8:57

Debra A. Howland
Executive Director
New Hampshire Public Utilities Commission
21 S. Fruit Street, Suite 10
Concord, NH 03301-2429

**Re: DG 11-040 Liberty Utilities (Granite State Electric) Corp. d/b/a Liberty Utilities
Customer Satisfaction Action Plan - 2017**

Dear Ms. Howland:

In accordance with Section V(D)(3)(e)(II) of the Settlement Agreement approved by Order No. 25,370 in Docket No. DG 11-040, enclosed for filing please find Liberty Utilities' Customer Satisfaction Action Plan.

Thank you for your assistance with this matter. Please do not hesitate to contact me should you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Stephen R. Hall".

Stephen R. Hall

Enclosure

cc: Service List

5024

LIBERTY UTILITIES (GRANITE STATE ELECTRIC) CORP. D/B/A LIBERTY UTILITIES**Customer Satisfaction Action Plan - 2017****Overview:**

Liberty Utilities' 2016 customer satisfaction survey results for Granite State Electric fell just short of the 80% baseline target set forth in Settlement Agreement DG 11-040. Overall customer satisfaction results (including price) came in at 77%, an increase of 14 percentage points from 2015. Overall satisfaction (excluding price) came in at 79%, an increase of 6 percentage points from 2015. The following action plan has been developed to continue our efforts to improve our customer satisfaction in 2017.

ID	Area of Improvement	Description	Assigned To
1	Customer Service		
1.1	Expand employee knowledge base and reinforce customer-centric behaviors	<u>Quality Monitoring and Employee Development</u> <ul style="list-style-type: none"> - E-learning modules to be assigned based upon one-on-one engagement & development meetings. - Instructor lead soft-skills training to occur on an annual basis - Topic-specific training each month through "Weekly-Tips" e-mail communications and formal classroom training - Quality Assurance monitoring through call recordings with a minimum target of 4 calls/month per CSR with an increase in the passing score from 85% to 90% - Supplement Quality Assurance Monitoring with increase live side-by-side monitoring and "on the spot" training - Increase frequency of Interconnects for all staff to increase knowledge and employee engagement - Further refine customer escalation process to ensure customer's complaint is handled by a single point of contact 	Customer Service
1.2	Enhance the technology used to house Customer Service tools such as job aides and work instructions.	<u>Improve availability of resources to ensure timely and consistency in responses</u> <ul style="list-style-type: none"> - Restructure the Community Page to ensure efficiencies for CSRs while resolving customer inquiries - Create a single document as a central repository for the top 20 call types, linking directly to job aides - Continue refinement of escalation processes 	Customer Service
1.3	Enhance bill delivery feature	Enhancement to enable customers with multiple accounts, billed in the same cycle to receive in a single envelope	Billing
2	Communications		
2.1	Perform More In-Depth & Regular Education to Customers about Bills and Ways to Save Energy	<u>New Customer Welcome Package</u> <p>Redesign welcome information for new customers to include rate, billing cycle, payment agencies, how to make payments, assistance programs, energy efficiency programs, understanding usage, budgets, bill components</p>	Communications & Customer Service

ID	Area of Improvement	Description	Assigned To
2.2	Perform More In-Depth & Regular Education to Customers about Bills and Ways to Save Energy	<u>Energy Bills "101 Series"</u> - Continue to improve communications and education - Energy supply, 3rd party supply, price changes, how rates are determined - Communications via customer newsletters, web site & social media	Communications & Billing
2.3	Increase Customer Awareness of Assistance Programs	<u>Fuel Assistance</u> - Utilization of upfront IVR messaging regarding the program income eligibility changes - Outbound call campaign for the beginning and closure of the Fuel Assistance season - Dedicated front page messages for assistance programs	Communications & Customer Service
2.4	Enhanced Efficiency for Upfront Outage Messaging	<u>Outage Updates</u> - Develop prerecorded messages to improve timeliness of customer updates	Dispatch & Customer Service
2.5	Better Leveraging of Existing Resources	<u>Continue to Increase Usage of Social Media Channels</u> - Post community, energy efficiency and rates info on social media sites	Communications
3	RELIABILITY		
3.1	Increase Customer Awareness of Reliability Activities	<u>Continued Education Through</u> - Use of dedicated website area, social media including press releases	Communications
4	COMMUNITY		
4.1	Increase Visibility of Participation in Community Events/Activities	<u>Continued Promotion of Community Involvement</u> - Continue to highlight and promote corporate giving and employee volunteerism through: - Press releases - Social media channels - Company website - Bill inserts - Attendance at trade shows and seminars	Community Relations & Communications
4.2	Increase Visibility of Participation in Community Events/Activities	<u>Identify and Promote Additional Community Event Activities to Participate in or Sponsor</u> - Continue to increase and strengthen partnerships with state & local non-profits and charities to identify additional employee volunteer and sponsorship opportunities. - Increase participation and engagement in local business and non-profit organizations (chambers of commerce, trade associations, etc.) - Continue to promote employee "Liberty Days" program, which allows employees to volunteer up to 3 paid business days per year. - Leverage donations to organizations with volunteer opportunities to ensure that entities requesting assistance from the Company receive some form of support. - Promote partnership with United Way through, corporate giving, increase employee donations and volunteer opportunities - Highlight employee ownership / input into corporate charitable initiatives.	Community Relations