

Post TSA Customer Service and Support and Customer Service Staffing Contingency Plan

In accordance with the Terms of Agreement in Settlement docket DG 11-040, sections V.D.3.a. and V.D.3.b., Liberty Utilities provides the following as a status report updating Commission Staff on how it intends to conduct Customer Service operations after transition from National Grid support. On February 7, 2013 a two month Motion for Extension of Time for Certain Customer Service Filings had been granted. In addition, this report is intended to supplement information previously provided to the Commission on February 11, 2013.

V.D.3.a. Customer Service

- a. "The Company will submit detailed plans that explain how customer service operations and support functions will be operated and maintained after the relevant TSA services are finished."*

Staffing timetables are highly integrated with the IT Meter to Cash Implementation schedule. Conversion of gas customer information from National Grid's CRIS system to Liberty Utilities' Cogsdale Customer Service Management (CSM) system is scheduled for Labor Day weekend 2013 with a contingency of Veteran's Day weekend in November 2013. A phased approach to implementing the gas business prior to the electric business allows the management to:

- Minimize, and effectively manage, any changes in experience customers may encounter
- Focus resources to sustain timely cutover and minimal disruption to customer service
- Apply lessons learned through continuous best practices adoption

Customer Service has six full time management employees: one Customer Service Supervisor; one Collections Supervisor, two Customer Service Billing Analysts, and one Customer Service Analyst. All staff noted here report to the Customer Service Manager. (See Customer Service Organization Chart dated February 11, 2013).

The Customer Service Analyst is currently dedicated full time to their post-TSA role and responsibilities. As the lead point of contact for PUC Staff member inquiries, the Customer Service Analyst also compiles data for regulatory reporting and responds to customer inquiries received from the Liberty Utilities (NH) website.

Remaining management staff and 3 local Quality Assurance testers have been working closely with the Liberty Utilities Quality Assurance team based in Oakville, Ontario. They participate in system conversion activities for all test cycles which includes data validation, system functional testing and interface integration verification. The final test cycle will focus on User Acceptance testing.

Supervisors and Manager are focused on the development of business process documentation detailing, policies, procedures, and training materials. A customer communications plan is being developed to ensure customers understand the nature of the transition from National Grid to Liberty Utilities, and to make them aware of changes that will affect them. The implementation of a staffing plan, and oversight of day to day activities such as:

- Addressing or escalating customer inquiries,
- Maintaining working relationships with National Grid,
- Low Income outreach efforts, and
- Performing storm restoration assignments continues to be focus for Liberty Utilities management, and supervisory staff.

Management participation in all test phases will continue. The first phase of Customer Service Reps (“CSRs”) recruitment will begin in early April 2013. A second phase of CSRs will begin in July 2013. CSRs will receive training in:

- Operational, policies and procedures
- Cogsdale CSM navigation and usage
- Telephone and soft skills
- Work place safety and as related to their job functions

Training material previously developed by other Liberty Utilities regions will be adopted and customized where needed for the New Hampshire region.

On Day N, CSRs will be assigned to answer all incoming telephone calls. Additional recruitment of temporary CSRs will be considered. These staff members would provide support during the initial transition period to ensure service levels are met. If the need arises, management staff will be assigned to answer calls as well. Liberty Utilities’ Telecom and Integrated Voice Response (IVR) solutions will have the ability to route calls to specific staff members based on their skill or functional level. This will allow flexibility in temporary staffing and allow for an abbreviated training program based on demand.

Any back office work will be performed by management and support staff through the transition phase. Meter reading uploads and billing routines will be closely monitored to ensure accuracy before sending to Fiserv, Liberty Utilities’ bill print service provider. Back office operations will be migrated to CSRs as transition call volumes decrease and a steady operating state is achieved. Collections activities will also be temporarily suspended throughout the transition phase. We expect this to be a short term solution. It will resume once all back office support tasks are migrated to the CSRs. Additional support will be provided as described in V.D.3.b customer service staffing contingency plan.

V.D.3.b. *“The Company will develop and submit a customer service staffing contingency plan that will govern the event of failures during the cutover from National Grid to the Companies.”*

The IT Meter to Cash implementation plan will contain a number check points throughout the conversion weekend which will govern “go/no go” decisions. To ensure adequate support levels during each of the gas and electric conversions, a support team consisting of Liberty Utilities head office management; project managers, technical staff, business process leads, and regional customer care staff will be on-site at Liberty Utilities New Hampshire Headquarters during cut-over weekend and the weeks immediately following. In addition to local support, New Hampshire will have support from vendors like Cogsdale, Fiserv, Data Dimensions, ITRON, and Gas Star.