

2015 Liberty Utilities Customer Satisfaction Action Plan

Liberty Utilities' 2014 Customer Satisfaction Survey results were below the 80% baseline target. Overall customer satisfaction came in at 69% for Energy North and 66% for Granite State Electric. The following Action Plan has been developed to address root causes driving customers' dissatisfaction in 2014.

1. **High Energy Costs** – Efforts are focused on improving rate change communication to customers to provide a better understanding of key factors driving these changes.
 - **Electric Energy Supply Communications Plan** was developed and put into place in Q4 2014.
 - Home Page Headliner entitled High Winter Electric Rates-Learn How to Control your costs with a link to a dedicated web page
 - http://www.libertyutilities.com/east/electricity/about/news_09-22-14.html
 - Newsletter communications (bill insert & web)
 - http://www.libertyutilities.com/east/electricity/my_account/documents/bill_inserts/Newsletter_Electric_Nov_Dec_14.pdf
 - Direct mail letter and energy savings guide to all electric customers acknowledging rate increase , and invitation to the 3 Button Up events which included a discussion on the rising cost of energy supply
 - Customer Workshops were conducted to explain and discuss a) changes in energy supply costs, b) how customers could reduce their energy costs, and c) how customers could better manage their electric bills. These were very well attended and customer feedback was positive.
 - **Gas Distribution Rate Communications Plan** was developed and put in place in Q4 2014.
 - Home page In the News topic Rate Increase – UPDATE: PUC approves temporary rate increase with a link to a dedicated web page
 - http://www.libertyutilities.com/east/gas/about/news_09-05-14.html
 - Bill Inserts and Newsletters communications
 - http://www.libertyutilities.com/east/gas/my_account/documents/NewsletterGasJanFeb15.pdf
 - http://www.libertyutilities.com/east/gas/my_account/documents/bill_inserts/LU_Gas_RateCase.pdf
 - Effective January 2015, a monthly bill message containing a Cost of Gas price effective the 1st of each month for the prior month and the current month.
 - Explanation of rate changes provided on website and on bill inserts. This include an explanation of the gas supply charge and why it changes, when rate changes go into effect, and how rate changes impact a customer's bill using an example. The bill insert will go out annually in October.
2. **Confusion with Billing** – Efforts are focused on streamlining bills so they are easier and more understandable to read, and providing better explanations of bills.
 - New Bill SPA (Special Payment Arrangement) & Levelized bill presentment to be implemented by the end of 2015 Q2.
 - Improved explanation of levelized budget billing and how it works on website and on bill insert. Website enhancement implemented in January 2015. Bill insert schedule to be mailed out in October 2015.

3. **Poor Communication/Response & Poor Unfriendly Customer Service** – Efforts are focused on improving Customer Service by facilitating successful resolution of issues and implementing training staff to increase knowledge.

- Added an additional supervisor to improve supervisor and service quality in Q4 2014.
- Increased the number of Customer Service Representatives to better handle increased call volume in Q4 2014.
- Created a dedicated Training/Quality Monitoring position and implemented in December 2014.
- Developed a Quality Monitoring Plan which began in January 2015 and will be fully implemented in February 2015.
- Developed and implemented monthly topic-specific training classes beginning in January 2015.
- In the process of implementing a system to track the number of escalations to a Supervisor. This will be completed in Q1 2015.

4. **Website Not User Friendly** – Efforts are focused on improving website functionality beyond being a bill pay portal.

- Corporate wide initiative on the website redesign has been developed in 2 phases
- Phase I implemented the end of Q4 2014
 - Home page redesigned
 - Auto territory detection
 - Clearly labeled regional site
 - Key features are more accessible and prominent
 - Clearer path to pay bill & payment options
 - Contact us
 - Footer links provide easy access to all important info
 - Google Search now brings up www.libertyutilities.com & parent company info
- Phase II estimated implementation end of Q4 2015
 - Mobil version
 - My Account Features
 - View account info
 - Payment & Usage info
 - Single sign on
 - Ability to report outage