

## Liberty Utilities

### Customer Satisfaction Action Plan - 2016

#### Overview:

Liberty Utilities' 2015 customer satisfaction survey results were below the 80% baseline target. Overall customer satisfaction came in at 73% for Energy North and 64% for Granite State Electric. The following Action Plan has been developed to address primary issues driving customers' dissatisfaction in 2015.

ID	Area of Improvement	Description	Assigned To
1.1	Expand employee knowledgebase and reinforce customer-centric behaviors	<u><b>Topic-specific training focused on customer bills</b></u> **Accuracy of meter readings -Provide in-depth overview of system applications and insight into meter data collection; will build confidence with reps when discussing energy use with customers **Understanding bill components -Training workshops to review each bill component and how calcs work -Development of call handling guides as reference for talking w/customer **Rates understanding -Training Workshops designed for Gas & Elec -Liberty Web Site – Geek Link -Rate reference guides (Rate Classes, FPO, Fuel assistance)	Contact Center
1.2	Expand employee knowledgebase and reinforce customer-centric behaviors	<u><b>Business-Specific Training</b></u> -System Overview – Gas & Elec -LDS – Meter Reading System functionality -Field Ops – ERT, Index & Meter Exchanges -Energy Efficiency -Energy Procurement - Suppliers -Rates -Finance	Contact Center
1.3	Expand employee knowledgebase and reinforce customer-centric behaviors	<u><b>Rewards &amp; Recognition Programs</b></u> Quality Management -Highest score for the month is recognized -Any account without “ <b>Notes</b> ” automatically disqualifies CSR for the competition for the month Attendance -100% adherence to the work schedule -Top performer is recognized **Challenge is to hit both goals **New programs will be offered quarterly	Contact Center
1.4	Expand employee knowledgebase and reinforce customer-centric behaviors	<u><b>Prepare Employee Reference Guides and Tools for Key Issues</b></u> -Explanation of rate/price changes -Energy savings tips and seasonal energy efficiency promotions -Access to online energy calculators via e-newsletters -Household appliance and device energy charts -Bill payment options -Budgets -Fuel Assistance -Dial “211” –Charitable assistance -Neighbor Helping Neighbor	Contact Center
2.1	Perform More In-Depth & Regular Education to Customers about Bills and Ways to Save Energy	<u><b>Energy Bills "101 Series</b></u> -Topic focused communications regarding bill details, including: **Energy supply, 3rd party suppliers, blended rate, budget billing, term defs **To be communicated via customer newsletters, Web site & social media	Communications & Billing

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>Improve presentment of bills with a Special Payment Arrangement (SPA) or a Levelized Budget Plan (LBA)</u> -Adjust account activity section on SPA bills to display the current month's Payment Arrangement Installment as well as a line showing the Remaining Payment Arrangement (ie. remainder on the plan) -Adjust account Activity section on LBA bills to show current month's Budget Installment as well as a line showing the Budget Settlement Amount (ie. balance if the customer were to come off of the budget) -Adjust Payment Coupon – all the boxes (balance forward, void/misc charge/credits, installment & current charges) to add up to the Amount due	Communications & Billing
2.3	Perform More In-Depth & Regular Education to Customers about Bills and Ways to Save Energy	<u>Increase Communications about Price Changes</u> -Highlight both price increase and decreases when they occur -Clearly explain factors causing price changes in simple terms -Leverage additional channels, such as print and e-newsletters, social media and targeted mailings	Communications
2.4	Perform More In-Depth & Regular Education to Customers about Bills and Ways to Save Energy	<u>CSR Energy Efficiency promotions and Energy Calculator Tools</u> -CSRs to promote Energy Efficiency programs -Provide brochures and links to e-newsletter tools when interacting with customers via email -Household appliance and device energy charts will be used to discuss energy use with customers and e-mailed to them	Contact Center
2.5	Perform More In-Depth & Regular Education to Customers about Bills and Ways to Save Energy	<u>Utilize IVR On-Hold to Promote Programs</u> -Script and record several short messages that can be uploaded to IVR -Potential topics: Rates, Budget billing, Energy Efficiency	Communications & Contact Center
2.6	Perform More In-Depth & Regular Education to Customers about Bills and Ways to Save Energy	<u>Add Topic-Specific Blog on Web Site</u> -Create blog on Web site -Re-purpose existing content and Liberty customer case studies. -Topics to be added/changed monthly	Communications
3.1	Increase Customer Awareness of Reliability Activities & Planned Service Interruptions	<u>Ensure Planned Outage Notification Process Functioning as Intended</u> -Improve process to provide consistent notifications to customers of planned outages	Community Relations
3.2	Increase Customer Awareness of Reliability Activities & Planned Service Interruptions	<u>Implement Dedicated Web Site Area &amp; Leverage Email Blasts</u> -Announce planned service interruptions via Web site, email blasts, and social media	Communications
3.3	Increase Customer Awareness of Reliability Activities & Planned Service Interruptions	<u>Messaging at, and about, Construction Project Sites</u> -Messaging: "Gas expansion project", "Service improvement underway", etc. -Leverage social media, Web site and customer newsletters (bill inserts)	Communications
4.1	Better Leveraging of Existing Web Tools & Resources	<u>De-Clutter NH Web Content</u> -Better prioritize relevant content and organization -Review Web pages and identify items to prioritize -Move more value-added content to top-levels, such as rates and money-saving tips -Remove redundant information	Communications
4.2	Better Leveraging of Existing Web Tools & Resources	<u>Obtain More Customer Email Addresses</u> -Capturing of customer email addresses from all communications **Contact Center general mailbox replies **E-newsletter registrations	Contact Center
4.3	Better Leveraging of Existing Web Tools & Resources	<u>Integrate Energy Calculators into Web Site</u> -Link from existing energy efficiency pages to energy tools available **Appliance calculator, Home energy analyzer, heating & cooling systems comparison	Communications
4.4	Better Leveraging of Existing Web Tools & Resources	<u>Increase Usage of Social Media Channels</u> -Post community, energy efficiency and rates info on social media sites	Communications

ID	Area of Improvement	Description	Assigned To
5.1	Increase Visibility of Participation in Community Events/Activities	<b>Promotion of Company-Relevant Items</b> -Post community events calendar that lists recent and upcoming events that Liberty is attending: **Home and trade shows, seminars, etc. -Liberty Day events / community outreach with descriptions and pictures of employees working in the community -Company awards and achievements -Charities that Liberty has contributed to recently or annual basis -Employee contributions (ex. United Way) -Cumulative employee volunteer hours and organizations	Community Relations & Communications
5.2	Increase Visibility of Participation in Community Events/Activities	<b>Identify Additional Value-Add Community Event Activities to Participate in or Sponsor</b> -Continue to work with state & local non-profits to identify additional volunteer opportunities -Organize annual “community involvement fair” to bring in organizations that will offer volunteer opportunities to employees -Identify charities and volunteer efforts that peer utilities sponsor	Community Relations