

January 2019

Dear CMP Customer,

The Maine Public Utilities Commission (MPUC) recently released the findings of an independent audit conducted by the Liberty Consulting Group into our new SmartCare billing system installed a year ago. The audit was conducted following complaints from some customers that their bills seemed too high.

This extensive audit included intensive data-gathering and system testing. The Liberty Group report concluded that all systems from meter to bill are working as intended and bills are accurate.

However, the report did identify a shortcoming regarding our response. Specifically, the audit determined that following CMP's implementation of this complex system we did not dedicate enough staff, training or management oversight to ensure that subsequent customer service responses would be satisfactory. This was not acceptable.

More than anything, the report confirms that we failed to deliver the level of service that you expected and deserved when we introduced SmartCare. While we will continue to work with the MPUC on next steps of this process, we hope the conclusions in the report provide you with a measure of confidence in the information contained in your bills, and I assure you we are taking steps to address our shortcomings.

To date we have:

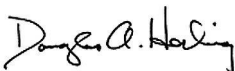
- hired and trained extra employees in our call centers so that calls are answered promptly and our representatives are better equipped to help customers with their questions.
- created management positions within the billing and collections area and the customer contact center to increase management oversight and support.
- created a task force of experts to resolve outstanding issues that remain following the conversion to SmartCare.
- launched a new cmpco.com website with enhanced functionality, easier access for customers and improved search-functions.
- implemented our customer-service guarantee when customer bills are delayed, offering a \$10 credit to each bill that is late for each month that it is late, ceasing all credit and collection activity for an extended period of time, and offering payment plan arrangements.

We are also working to:

- increase the automation of routine functions to free up staff to address more complex customer issues.
- enhance training for all customer service staff to ensure they have the tools to address customer issues more proactively.

I am a lifelong Mainer, and as the leader of CMP, I pledge to you that we will do better in the future. Our goal is that you will see a big difference in the way we serve you moving forward.

Sincerely,



Douglas Herling
President & CEO