1	Q.	Please provide copies of all reports, memos and studies in the possession or
2		control of Hydro pertaining to its staffing levels and/or staff productivity that
3		have been generated in the last 5 years.
4		
5		
6	Α.	Please see the following reports attached:
7		1. Meter Reading Route Optimization Study dated December 2002, and:
8		2. Wabush and St. Anthony Area Offices Review dated May 2003.
9		
10		Hydro is in possession of three other reports pertaining to staffing levels that
11		are proprietary, third party documents. In these cases, the owners of the
12		documents have refused Hydro permission to disclose them. These reports
13		are:
14		Rapid Assessment for IT Overview Analysis, Gartner, dated June
15		2004;
16		JD Edwards IT Cost Benchmarking, Gartner, dated December 2005;
17		and
18		Power Generation Comparative Performance Analysis Operating Year
19		2003, Solomon Associates.
20		
21		Hydro is also in possession of memoranda and internal communications
22		pertaining to staffing and human resource matters but, in Hydro's view, these
23		pertain to management issues and personnel matters and are not within the
24		scope or purview of regulatory consideration.

CA 126 NLH 2006 NLH GRA Attachment 1



# Meter Reading Route Optimization Study



# Final

Prepared By: Customer Services December 2002

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# Introduction

Newfoundland and Labrador Hydro serves approximately 35,000 customers in 242 communities (see map page 4) throughout Newfoundland and Labrador. Such a wide spread and diverse area offers many challenges to providing an acceptable level of customer service. One of these challenges is conducting the Billing Process in a timely and cost effective manner.

To conduct the in-field activities associated with the Billing Process, Hydro currently employs eighteen (18) full-time meter readers, fourteen (14) part-time meter readers, and twenty (20) Diesel System Representatives. These employees read meters and perform billing related tasks such as collections, name changes, read verifications and Government Retest Orders (GROs), on a monthly basis.

Prior to the implementation of Hydro's Utility Customer Information System (UCIS), meter reading and the other related functions were a time consuming manual effort. With UCIS, Hydro introduced the Radix System for electronic meter reading. Each Meter Reader with 200 meters or more was provided with an electronic handheld unit for downloading data, keying readings, and uploading data to the main billing system.

With the UCIS System also came easier access to customer information and the automation of work orders. To assist in keeping up with the faster processing of billing information, full-time meter readers were provided with fax machines for faster communications. Five of the full-time meter readers working from Regional Offices were also given direct access to the UCIS System via in-office computers.

In 2003, the option to access customer account information directly via telephone and/or Internet will be available for all meter readers. The manner in which each meter reader can access this information is yet to be determined. As well in 2003, a pilot project will be undertaken to determine if Automatic Meter Reading (AMR) will be cost effective in any of Hydro's service areas.

With technology and changes in process comes efficiency. This report looks at options for maximizing this efficiency by optimizing reading routes.

# **Executive Summary**

Since the formation of the Customer Services Department and implementation of the Utility Customer Information System (UCIS), a key initiative of the Customer Services Group has been Business Process Improvement (BPI). All main processes have been identified, mapped and the improvement process initiated. One of the key sub-processes identified was Meter Reading. A number of improvements to this sub-process (i.e., electronic meter reading units, use of fax machines, centralized reporting) have already been implemented. With the availability of a full year of workload and cost information through JDE, we were now able to take our BPI initiatives a step further with the Meter Route Optimization Study.

A detailed assessment of the reading routes and the associated costs, using 2001 as the base year, pointed to a number of areas where cost savings could be realized without any adverse affect on customer services. These are as follows:

- Amalgamation of Read Areas;
- Adjustment of Hours of Work to match workload; and
- Utilization of Diesel System Representatives in Ramea and the Labrador Straits.

In 2001, the cost for Meter Reading Services was approximately \$1,209,000 or \$34.60 per meter, most of which is direct salaries and benefits. The "read" only part of this cost, based on time coded to the Meter Reading Work Order – 1801, was approximately \$653,000 or \$18.67 per meter. Statistics were unavailable for 2001 to make a comparison of our cost per meter figures to other Utilities. In 2000, however, Hydro participated in a CEA Customer Benchmarking Study. The results of this study showed Hydro with the highest per customer cost out of the thirteen participating Utilities. Hydro's 2000 reported customer cost was \$15.67, which may have excluded some of costs included in the \$18.67 calculated for 2001.

Implementation of all cost saving options identified in this report will reduce the total meter reading cost by approximately \$128,000 per year. All of these savings can be realized without any policy or regulatory change, i.e. reduced read frequency. Savings were calculated based on the assumption that any full-time meter readers reduced to part-time status will be compensated on a contractual (cost per meter) basis as per the current practice.

Recommended changes to the current Read Areas are based on alternatives assessed from 2001 actual costs and meter reading route and work statistics. Consultation with the meter readers, especially in areas where large-scale changes were identified, is recommended to insure any change is achievable from a practical perspective. As well, consultation with TRO will be required with regard to the DSR's in Ramea and L'anse au Loup.

The labour impact of implementing the cost saving options identified in this report is the elimination of one (1) full-time meter reader collector position, five (5) part-time meter reader positions and the reduction of four (4) full-time meter reader collector positions to part-time status. There is, however, some flexibility in the system. Currently, there are three permanent Meter Reader / Collector positions held by term employees, two of

which will be available to be filled on a permanent basis and one which will be available to be filled on a part-time basis. There is also one full-time meter reader who has the eligibility requirements for retirement and one full-time meter reader who will reach the age of 65 in December 2003. Human Resources have been consulted with respect to the impact on employees of the cost saving initiatives outlined in this report. The labour impact may also be politically sensitive as it will remove or reduce employment opportunities in some small rural communities where meter reader jobs have existed for some time.

In considering the cost saving options identified in this report, it is important that the issue of communications with meter readers also be addressed. Most meter readers are removed from the day-to-day activities of the Company by fact of the job they do and the remote locations in which they work, yet they are required to carry out their job without standard communications tools such as computers and cell phones. To maximize use of technology and to improve the meter reading process good communications is required. Brief discussions on availability and budgeting for these items have been held with IS&T and will be followed up further in 2003.

A number of other potential cost saving opportunities are identified in this report but further study, testing and measurement of results would be required to identify these savings. Other saving opportunities will require policy or regulatory change (i.e. estimate reading to minimize requirement for relief). A full list of these opportunities is provided on page 24.

A large portion of the total savings identified in this report have been factored into Customer Services 2003 operating budget and will be required to meet budget commitments.

.....

# Purpose of Study

The purpose of the Meter Route Optimization Study was to:

- ✓ Review all meter reading routes and their associated costs and
  - identify route optimization options;
  - detail each option; and
  - identify the savings associated with each option.



# **Reading Route Analysis**

#### **References**

This study was conducted using the following data references:

- ✓ 2001 Actual Meter Reader Costs and time as coded to work orders 1801, 1802 & 1803;
- ✓ 2001 Work Order Statistics from JDE;
- ✓ Meter Route Statistics from JDE as of June 2002;
- ✓ Vehicle Allowances as per collective agreement effective to March 31, 2002;
- ✓ Billing Rates effective in 2001;
- ✓ Meter Reader Read Schedule; and
- ✓ Dept. of Works, Services & Transportation Mileage Book.

#### **Overview of the Meter Reading Process**

In 1997, a Customer Services Department was formed at Head Office with the amalgamation of the Customer Services, Rates and Accounts Receivable groups. Following this move a Co-ordination of Customer Services initiative was undertaken to align customer services related work processes performed in the field with the new customer service initiatives occurring at Head Office.

One process change that occurred at this time was the reporting structure for meter readers. Meter readers in Wabush, Happy Valley-Goose Bay and St. Anthony who were then reporting to the Regional Offices would now report to Head Office. This was to insure consistency in the way meter reader activities were performed, as well as to align meter-reading activities with changes to the Collections, Work Order, and Customer Communications processes.

With the implementation of the Utility Customer Information System in 1999 as part of the JDE Suite, electronic meter reading was introduced. All meter readers who read 200 or more meters were provided with an electronic meter-reading unit which eliminated the meter reading books. The UCIS System also provided for the electronic transfer of information directly from the units to Head Office for billing.

The UCIS System also provided an automated process for generating customer work orders. To complement this process, all full time meter readers outside Regional Offices were provided with fax machines for faster turn around time for work orders. Work orders for meter readers stationed at a regional office were assigned to these offices.

The UCIS System and this realignment provided significant improvements to the Customer Service Processes. The overall JDE System has also provided us with the information and technology to record and monitor the Meter Reading Process both

from a workload and a cost prospective. It was the availability of this information that made this study possible.

#### Meter Reader Classifications

Currently, Hydro has four classifications of meter readers:

- Permanent Full-time
- Part-time
- Diesel System Representatives (DSRs)
- Relief

#### Permanent Full-Time

There are currently 18 permanent full-time meter readers all of which are members of the Office Workers Collective Bargaining Unit under the classification Meter Reader / Collectors. Monetary compensation for these employees as per the Collective Agreement is as follows:

- Salary Group 07
- Monthly Car Allowance as per Collective Agreement (for reading only)
- Mileage Allowance 36.6 cents per kilometer traveled for non-reading activities. Paid on a per usage basis

Full-time meter readers receive full company benefits.

#### Part-time Meter Readers

There are currently 14 part-time meter readers. These employees are non-union and are compensated based on a per meter basis. The current per meter rate is \$2.90 per meter per month with a minimum of \$232 (80 meters times \$2.90 per meter).

In addition, part-time meter readers receive 6% in lieu of vacation pay and 5% toward their pension plan.

#### Diesel System Representatives (DSRs)

There are currently 20 Diesel System Representatives who carry out meter reading functions as part of their duties and responsibilities. These employees are members of the Operations Collective Bargaining Unit and report to the Regional Offices. Monetary compensation for these employees as per the Collective Agreement is as follows:

- Salary Group 08
- Monthly Car Allowance (where applicable)

DSRs receive full company benefits.

#### Relief Meter Readers

Each year 16 to 25 people are hired at various intervals to carry out meter reading functions on a relief basis. These employees are non-union and are compensated at a current hourly rate of \$11.67.

Relief meter readers receive 6% in lieu of vacation.

#### Meter Reader Duties and Responsibilities

#### Permanent Full-Time

Permanent full-time meter readers perform the following duties:

- Read meters
- Do active collections
- Disconnect for non-payment
- Work order generated tasks (i.e.: read verifications, name changes, Government Retest Orders)
- Related customer services tasks (i.e., customer communications, training).

#### Part-time

Part-time meter readers perform the following duties:

- Read meters
- Do active collections
- Work order generated tasks (i.e. read verifications, name changes).

Part-time meter readers <u>do not</u> perform disconnections

#### **Diesel System Representatives**

DSRs perform the following duties:

- Read meters
- Do active collections
- Disconnect for non-payment
- Work order generated tasks (i.e.: read verifications, name changes, Government Retest Orders)
- Related customer services tasks (i.e., customer communications, training).

#### Relief Meter Readers

Relief meter readers read meters and perform work order generated tasks only.

#### Meter Reading Workflow

The meter reading process consists of two main functions

- Reading Meters •
- **Processing Work Orders** 0

These processes are currently done both manually and electronically depending on the size of the read area. The process maps for these functions are as follows:



M - Functional Area / Activity Measures PM - Process Measures/ Goals .



M • Points of Measure

# Meter Reading Statistics

Table 1 lists all permanent and part-time employees who currently perform meter reader duties, the community or area in which they read, and the number of meters. This information is current to June 2002.

The table also provides reading statistics and read area statistics for the full-time meter readers. The read days shown is a calculation based on timesheet hours submitted for work order 1801 – Meter Reading in 2001.

The Read Area kilometers shown is mainly the cumulative distance from community to community and does not accurately reflect the distance traveled around each community while reading. The purpose of this exercise was to estimate the average meter density for each Read Area. This exercise was not done for the highly populated areas of Wabush-Labrador City, Happy Valley-Goose Bay and Burgeo/Ramea.

Meter Reader	Read Area	Reads	Read Days	Area Km	/km	Avg. Reads/ Day
	Full-Time	e Meter Re	aders			
A Contraction of the second	GNP - South	1799	14.6	115	16	12
	GNP - Central	1777	10.9	156	11	16
	Burgeo - Ramea	1220	9.0	N/A	N/A	13
	Happy Valley-Goose Bay	2330	13.0	N/A	N/A	17
	Baie Verte Peninsula	1972	9.1	115	17	21
	Labrador City-Wabush	2374	15.5	N/A	N/A	16
	Baie Verte Peninsula	1774	8.0	170	10	2.
	St. Anthony Area	2307	11.4	150	15	20
	Fogo	1518	11.5	64	24	13
to the state of the	English Hr. W Area	706	4.3	71	10	18
	Labrador Straits	949	8.5	80	12	11
	Hermitage Area	1377	9.5	/ 73	19	14
	Labrador City-Wabush	2373	15.4	N/A	N/A	15
<u> </u>	Roddickton & Area	1185	4.b	118	10	25
	White Bay - Kings Pt.	1409	9.8	205	/	14
78 4	Happy Valley-Goose Bay	1664	13.3	N/A		
	St. Alban s-Milltown Area	1530	9.2	b/ 102	23	
	GNP - North	1764	11.5	102	17	1. 15
Subtotal		30034	189	1486	20	16
Part-Time Meter Readers	Part-Time	Meter Rea	aders			
<u> </u>	Davis Inlet	168				
	Postville	104				
	Grand Bruit	49				
- to the second s	Mud Lake	35				
	Change Islands	50 120		······································		
	Coochmone Cy/Elour Do Luc	230				
	Monkotown	204 79				
	South East Bight	40 54				
	Beaumont	170				
	La Poile	67				
	Port au Choix	537				
and the second se	New Ferrole Area	158				
	Westport Area	189				
	1					
Subtotal		2119				
	Diesel Sys	stem Repre	esentative	1		
<u>j</u> &	Hopedale	214				
	Paradise River	25				
* to a flair give the	Francois	76				
	Makkovik	174				
Sector Sector	Petites Place Table	20				
	Diack lickle	102				
	Vvilliams Harbour	39				
	Little Bay Jelando	120				
	St Lowis	138				
	Mary's Harbour	130				
· · · · · · · · · · · · · · · · · · ·	Nain	200		······		
	Rencontre East					
	Rigolet	144				
*	St Brendan's	142				
	Cartwright	312				
	Charlottetown	159				
F	Port Hope Simpson	211				
	Norman Bay	21				
ALL ALL X LINE TO A	Grey River	72				
Subtotal		2803		1	1	
		-		and a substance of the second s		

### **Table 1 - Meter Reader Statistics**

#### 2001 Cost Breakdown

The year 2001 was the only full year available in JDE where all meter reading functions performed in the field were coded to specific work orders. The only exception was work performed by the DSRs. The DSR costs were estimated based on the following assumptions:

- Read rate of 100 meters per day,
- Work Order & Collections cost 2% of read cost.

As the purpose of this study was route optimization, costs incurred for meter reading functions at Head Office and Regional Offices were not taken into consideration.

Although some costs do vary somewhat from year to year depending on workload, particularly work order-generated workload, we are confident that the costs for 2001 are fairly representative of the annual cost for meter reading. The cost associated directly with meter reading will remain stable from year to year with the only substantial variance being salary and cost per meter adjustments.

Table 2 shows the various costs for 2001 by individual meter reader group...full-time, part-time, relief and DSRs.

Part Time Meter Readers         Notes         Note		Meter	# of	Paid	Car	Cost	Cost Code	Cost	Cost	Total	Total	
Gut Time Meter Readers         1726         152.26         147.20         151.29         154.64         152.21         152.46         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.64         152.91         154.71		Readers	Meters	Meters	Expenses	Code 6015	bUJS (Billing Rate	6840	Other	2001 Cost	Cost / Meter	
Part Time Mater Readers         1777         6,677         40,200         65,202         65,202         65,203         65,12         65,13         6	Full Time Meter Readers		1799		\$2,248	0010	\$47,280	\$13,719	\$549	\$63,796	\$35.46	
120         50         97/20         86/20         57/20         87/2			1777		\$5,437		\$47,280	\$5,233	\$512	\$58,462	\$32.90	
Part Time Mater Reader         120		1	1220		\$0		\$47,280	\$649	\$2,522	\$50,451	\$41.35	
222         14/23         15/40         15/21         100         155/25         12/26           2007         14/25         14/25         14/26         15/27         100         15/25         12/26         12/27         13/26         12/27         13/26         14/26         14/26         14/26         14/26         14/26         13/26         12/27         13/26         14/26         14/26         14/26         13/26         12/27         13/26         14/26 <td>S</td> <td>-</td> <td>2330</td> <td></td> <td>\$6,66/</td> <td></td> <td>\$51,440</td> <td>\$181</td> <td>\$548</td> <td>353,554</td> <td>\$25.25</td>	S	-	2330		\$6,66/		\$51,440	\$181	\$548	353,554	\$25.25	
Part Time Meter Readers         1774         44 /831         54 /280         1973		1	2374		\$4,332		\$51,440	\$0 \$0	\$205	\$55,679	\$23,45	
Part Time Meter Readers         158         170         157.20         172.20			1774		\$4,831		\$47,280	\$3,079	\$1,073	\$56,263	\$31.72	
Part Time Mater Readers         15/18         E / 2/21         47/280         17/24         97/24         97/27         97/28         97/28         97/28         95/28         97/28         97/28         97/28         97/28         97/28         97/28		(h)	2307		\$5,950		\$47,280	\$366	\$843	\$54,439	\$23.60	
Part Time Meter Readers         10			1518		\$2,121		\$47,280	\$704	\$613	\$50,718	\$33.41	
1377         12.73         14.728         11.71         1200         127.1         1200         127.1         1200         127.1         1200         127.1         123.200         127.1         123.200         127.1         123.200         127.1         123.200         127.1         123.200         127.2         123.200         127.2         123.200         127.2         123.200         127.2         123.200         127.2 <th127.2< th=""> <th127.2< th=""> <th127.2< th=""></th127.2<></th127.2<></th127.2<>		4	9/Ub		\$7,513		\$47,280	\$1,490	\$2 581	\$58,342	\$61.48	
2233         52,222         551,440         30         474         533,266         522,67           1468         44,050         447,200         572,264         512,266         527,264         512,266         552,264         512,266         552,264         512,266         552,264         552,264         552,264         552,264         552,264         552,264         552,265         552,265         552,267         552,567         552,567         552,567         552,567         552,567         552,567         552,567         552,567         552,567         552,567         552,567         552,567         552,567         552,577         552,567         552,577         552,567         552,577         <			1377		\$2,793		\$47,280	\$1,171	\$786	\$52,030	\$37.79	
1165         £ 2,229         547 260         7.224         51,235         51,244         51,235         51,244         51,235         51,244         51,235         51,245         52,255 </td <td></td> <td></td> <td>2373</td> <td></td> <td>\$2,292</td> <td></td> <td>\$51,440</td> <td>\$0</td> <td>\$74</td> <td>\$53,806</td> <td>\$22.67</td>			2373		\$2,292		\$51,440	\$0	\$74	\$53,806	\$22.67	
1439         144,80         147,240         17,240         17,240         18,250         18,240         12,221         12,221         12,221         12,221         12,221         12,221         12,221         12,221         12,221         12,221         12,221         12,221         12,225         12,211         12,221         12,225         12,221         12,225         12,221         12,225         12,221         12,225         12,221         12,225         12,221         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,225         12,235 </td <td></td> <td>1</td> <td>1185</td> <td></td> <td>\$2,029</td> <td></td> <td>\$47,280</td> <td>\$3,206</td> <td>\$771</td> <td>\$53,286</td> <td>\$44.97</td>		1	1185		\$2,029		\$47,280	\$3,206	\$771	\$53,286	\$44.97	
Part Time Merer Readers         100		and the second second	1409		\$4,080		\$47,280	\$7,294	\$1,227	\$59,881	\$42.50	
Part Time Meter Readers         1764         145 (24)         647,280         13,569         172,5         156,511         132,00           Part Time Meter Readers         168         170         15,557         90         90         15,567         130,00           49         80         13,300         40         10,143,220         150,143,100         151,300         150,100			1536		\$2,505		\$47,280	\$3 985	\$646	\$55,121	\$35.89	
Part Time Meter Readers         104         105         104         105         106		( - · · · · · · · · · · · · · · · · · ·	1764		\$4,941		\$47,280	\$3,569	\$726	\$56,516	\$32.04	
Part Time Meter Readers         168         170         16.567         80         80         85.867         830.6           40         60         63.969         80         80         83.968         163.06           40         61         66         60         63.969         80         80         83.968         163.06           56         60         63.969         80         80         83.968         164.40           56         60         63.969         80         80         83.968         164.40           66         60         63.969         80         80         80.65.96         85.95           76         10         10.950         80         80         85.96         85.95           76         10         10.950         9		1	2									
104         110         14,249         30         32,262         34,263         34,263         34,263         34,263         34,263         34,263         34,263         35,020         55,021         55,020         55,021         55,020         55,021         55,020         55,021         55,020         55,021         55,021         55,021         55,021         55,021         55,021         55,021         55,021         55,021         55,021         55,021	Part Time Meter Readers		168	170		\$6,567		\$0	\$0	\$6,567	\$39.09	
33         00         12000         100 <td></td> <td>( <b>.</b></td> <td>104</td> <td>110</td> <td></td> <td>\$4,249</td> <td></td> <td>\$U 60</td> <td>\$0</td> <td>\$4,249</td> <td>\$40.85</td>		( <b>.</b>	104	110		\$4,249		\$U 60	\$0	\$4,249	\$40.85	
Spin         Spin <th< td=""><td></td><td></td><td>49</td><td>80</td><td></td><td>\$3,090 \$3,090</td><td></td><td>50 50</td><td>50032</td><td>\$3,690</td><td>\$105.44</td></th<>			49	80		\$3,090 \$3,090		50 50	50032	\$3,690	\$105.44	
230         230         230         230         85.884         80         91/2         80.007         839.18         440           264         220         10/043         80         91/5         91/93         940         15.980         86.8         53.980         64.2           46         80         53.980         90         80         80         53.980         64.2           70         170         170         65.667         969         90         95.7         54.0         65.07         533.980         54.8         55.28         157.7         153.920         54.6         157.7         153.920         55.28         562.87         77.339         55.28         562.87         73.25.1         157.7         153.22         150         157.7         153.22         150         157.2         150         157.27         150         55.27         150         55.27         150         55.27         150         151.52         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62         151.62		1	56	80		\$3,090		\$0	\$0	\$3,090	\$55.18	
Zeta         250         \$10,043         90         \$150         \$10,193         461           46         80         \$3,090         90         \$0         \$0         \$0         \$0,090         \$67.2           547         640         \$3,090         90         \$0         \$0         \$0         \$0,090         \$67.2           577         640         \$2,090         90         \$0         \$15.20,000         \$46.1         \$30.900         \$45.22,000 </td <td></td> <td>X</td> <td>230</td> <td>230</td> <td></td> <td>\$8,884</td> <td></td> <td>\$0</td> <td>\$123</td> <td>\$9,007</td> <td>\$39.16</td>		X	230	230		\$8,884		\$0	\$123	\$9,007	\$39.16	
48         80         52,050         90         80         53,050         527,25           170         170         66,567         692         546         66,666         533,260         547,25           577         60         53,050         90         80         81         53,060         546,12           537         640         \$20,069         90         90         5157         521,076         539,17           156         160         66,180         55         532,260         563         67,227         539,2           1791         1777         57,73,28         55,272         80         56,227         532,2         51,24,21         50,2         52,22			254	260		\$10,043		\$0	\$150	\$10,193	\$40.13	
30         20<			48	80		\$3,090		<u>\$U</u> 60	\$U \$0	\$3,090	\$64.38	
137         100         150(0)         150         150         150(0)		1	54	170		\$6,090			\$46	\$5,050	\$39.38	
5:37         5:40         \$20,859         \$0         \$157         \$21,016         \$39,17         \$39,38           199         190         \$7,339         \$520         \$527         \$39,37           Prillef Meter Readers         -         -         -         -         -           1777         \$7,312         \$1800         \$57,72         \$32,32         \$100         \$13,52         \$100           1770         \$7,312         \$1800         \$13,52         \$100         \$13,52         \$100         \$13,52         \$100         \$13,52         \$100         \$13,52         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,539         \$100         \$14,439         \$14,559         \$1400         \$14,400         \$100 <t< td=""><td></td><td>and the second second</td><td>67</td><td>80</td><td></td><td>\$3,090</td><td></td><td>\$0</td><td>\$0</td><td>\$3,090</td><td>\$46.12</td></t<>		and the second second	67	80		\$3,090		\$0	\$0	\$3,090	\$46.12	
158         160         161         161         162         152         152         152         152         152         152         153 <td></td> <td></td> <td>537</td> <td>540</td> <td></td> <td>\$20,859</td> <td></td> <td><b>\$</b>0</td> <td>\$157</td> <td>\$21,016</td> <td>\$39.14</td>			537	540		\$20,859		<b>\$</b> 0	\$157	\$21,016	\$39.14	
119         190         ¥',39         8-20         800         \$',20         81 5:           Relief Meter Readors         1793         \$5,772         \$0         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$5,772         \$30         \$4,350         \$11,824         \$50         \$30         \$11,824         \$50         \$207         \$11,824         \$50         \$207         \$11,824         \$50         \$207         \$11,824         \$50         \$207         \$11,823         \$40         \$11,423         \$40         \$10,777         \$12,75         \$10,93         \$4,569         \$10,94         \$1,777         \$12,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,777         \$11,25			158	160		\$6,180		\$5	\$32	\$6,217	\$39.35	
Relief Mater Readors         179         86,772         \$10         \$5,772         \$10           1777         \$7,312         \$1,560         \$9,162         \$5,172         \$1,332         \$10           1220         \$1,332         \$0         \$1,332         \$10         \$1,332         \$10           1220         \$1,525         \$0         \$1,332         \$10         \$1,332         \$10           1972         \$1,624         \$0         \$1,824         \$00         \$1,433         \$10           2330         \$4,458         \$20         \$1,024         \$0,572         \$10         \$1,234         \$0,572           2374         \$4,658         \$10         \$4,559         \$10,24         \$1,234         \$0,572           2007         \$1,142         \$0         \$1,024         \$7,072         \$4,659         \$10,24         \$7,072         \$4,659         \$10,77         \$1,733         \$2,699         \$4,797         \$5,777         \$4,659         \$10         \$4,599         \$4,599         \$4,599         \$4,599         \$1,777         \$1,777         \$1,800         \$1,840         \$1,840         \$1,840         \$1,840         \$1,840         \$1,840         \$1,840         \$1,840         \$1,840         \$1,8		- perfe	189	190		\$7,339		\$528	\$68	\$7,925	\$41.93	
1799         165.72         100         45.722         132         155.0         151.332         100         151.332         152.333         151.332         152.333         152.333         152.333         152.333         152.333         152.333         152.333         151.333         151.333         151.333         151.333         151.333         151.333         151.333         153.338         152.333         152.333         152.333         152.333         152.333         152.333         152.333         153.338         151.333         153.338         151.333         153.338         153.338         153.338         153.338         153.338         153.338         153.3388         153.338         153.3388         153.3388	Relief Meter Readers											
1777         1777         1777         1777         1777         1777         1777         1777         1777         1773         1773         1773         1773         1773         1774         1775         1775         1777         1573         1777         1573         1777         1573         1777         1573         1777         1573         1777         1573         1777         1573         1777         1573         1777         1573         1777         1573         1774         1573         1777         1573         1774         1573         1774         1774         1774         1774         1774         1774         1774         1774 <th< td=""><td></td><td></td><td><ul> <li>1799</li> </ul></td><td></td><td></td><td></td><td>\$5,772</td><td><b>\$</b>0</td><td></td><td>\$5,772</td><td>\$3.21</td></th<>			<ul> <li>1799</li> </ul>				\$5,772	<b>\$</b> 0		\$5,772	\$3.21	
1220         1332         80         \$1,332         80           2330         44,350         \$0         \$4,350         \$1,624         \$00           1972         \$1,824         \$0         \$1,624         \$00         \$1,624         \$00           2374         \$4,836         \$0         \$4,636         \$1,024         \$00         \$1,624         \$00           2374         \$4,836         \$0         \$4,636         \$1,024         \$00         \$1,624         \$00           2374         \$4,638         \$200         \$1,423         \$00         \$1,423         \$06         \$1,423         \$06         \$1,423         \$06         \$1,423         \$06         \$1,429         \$1,777         \$12,628         \$149         \$1,777         \$12,628         \$149         \$1,777         \$12,628         \$149         \$1,777         \$12,628         \$149         \$1,777         \$12,628         \$133         \$1,777         \$12,628         \$149         \$1,777         \$12,628         \$149         \$1,777         \$12,628         \$149         \$1,777         \$12,628         \$140         \$12,776         \$12,768         \$1409         \$1,777         \$12,628         \$140         \$1,777         \$12,628         \$140 <t< td=""><td>Cart Service Summer of</td><td><u>.</u></td><td><b>*</b> 1777</td><td></td><td></td><td></td><td>\$7,312</td><td>\$1,850</td><td></td><td>\$9,162</td><td>\$5.16</td></t<>	Cart Service Summer of	<u>.</u>	<b>*</b> 1777				\$7,312	\$1,850		\$9,162	\$5.16	
1         2330         8         84,320         80         84,320         91           1972         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,824         80         51,626         51,626         51,626         51,626         51,626         51,626         51,626         51,626         51,49         51,71         51,626         51,49         51,71         51,460         51,440         50         51,460         51,440         51,410         51,440         51,440         51,410         51,440         51,640	The second second second second	100 1 - 2	1220				\$1,332	\$0		\$1,332	\$1.09	
1         1	F. Comment of the second second		2330				\$4,350			\$4,300	\$1.07	
1774         981         80         1981         80.5           2307         \$1.423         \$0         \$1.423         \$0         \$1.423         \$0         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.423         \$00         \$1.425         \$1.620         \$1.400         \$1.777         \$1.25         \$1.275         \$1.275         \$1.275         \$1.275         \$1.276         \$1.840         \$1.04         \$1.040         \$1.440         \$1.01         \$1.440         \$1.02         \$1.800         \$1.840         \$1.275         \$1.275         \$1.276         \$1.840         \$1.800         \$1.840         \$1.840         \$1.800         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840         \$1.840	h.		2374				\$4,589	\$0		\$4,589	\$1.93	
2307         \$1.423         \$00         \$1.423         \$00           1518         518         56.068         \$1.004         \$7.072         \$4.66           706         \$4.588         \$2.09         \$4.797         \$6.73           9.49         \$4.000         \$59         \$4.659         \$4.69           1377         \$1.628         \$149         \$1.777         \$1.25           2373         \$4.699         \$0         \$4.599         \$1.93           1165         \$3.398         \$0         \$3.388         \$2.964           1166         \$2.499         \$1.440         \$0         \$1.440           1166         \$2.499         \$1.25         \$7.874         \$5.1           1566         \$1.600         \$1.840         \$0         \$1.480         \$1.60           1764         \$2.890         \$1.25         \$7.874         \$5.1         \$1.60           Charlottelown         159         \$2.800         \$1.840         \$1.60         \$1.400         \$1.400         \$1.410           Francois         76         \$1.410         \$1.410         \$1.410         \$1.410         \$1.410         \$1.410         \$1.410         \$1.410         \$1.410         \$1.410	1 ( 1 ( 1 ( 1 ( 1 ( 1 ( 1 ( 1 ( 1 ( 1 (	Starting T	1774				\$981	\$0		\$981	\$0.55	
1516         56,088         \$1,004         \$7,02         44           706         \$4,598         \$209         \$44,727         \$6.7           949         \$4,000         \$59         \$44,559         \$4.669           1377         \$1,628         \$149         \$1,777         \$1,228           2373         \$4,659         \$0         \$4,569         \$1,90         \$1,440         \$1,440         \$1,440         \$1,440         \$1,440         \$1,440         \$1,440         \$1,248         \$1,248         \$1,248         \$1,536         \$1,536         \$1,856,599         \$1,275         \$1,248         \$1,248         \$1,249         \$1,248         \$1,248         \$1,248         \$1,248         \$1,248         \$1,628         \$1,840         \$1,410         \$1,840         \$1,410         \$1,840         \$1,410         \$1,840         \$1,410         \$1,840         \$1,410         \$1,840         \$1,410         \$1,8	and the second se		2307				\$1,423	\$0		\$1,423	\$0.62	
706         34,300         5203         34,72         30,72           949         \$4,000         \$59         \$4,589         \$4,589         \$4,589         \$1,777         \$1,220           1377         \$1,520         \$1,440         \$1,777         \$1,220         \$1,440         \$1,777         \$1,220           2373         \$4,589         \$0         \$4,589         \$0         \$3,388         \$2,961           1656         \$3,388         \$0         \$3,388         \$0         \$3,388         \$2,961           1664         \$2,249         \$0         \$2,495         \$1,620         \$1,440         \$1,020           1536         \$6,599         \$1,275         \$7,874         \$5,100         \$2,264         \$1,620           0 avis inlet         102         \$1,880         \$18,00         \$18,00         \$18,00           Charlottelown         159         \$2,250         \$2,220         \$2,820         \$17,77           Davis inlet         (Part-time Meter Reader)         \$1,410         \$18,410         \$18,410         \$18,00           Charlottelown         159         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820	- · · · · · · · · · · · · · · · · · · ·		1518				\$6,068	\$1,004		\$7,072	\$4.65	
1377         \$1,628         \$149         \$1,777         \$1,22           2373         \$4,639         \$0         \$4,669         \$1,32           1185         \$3,386         \$0         \$3,386         \$2,66           1409         \$1,440         \$0         \$1,440         \$1,02           1536         \$2,669         \$0         \$2,489         \$1,620           1536         \$1,620         \$2,856         \$106         \$2,964         \$166           1536         \$5,540         \$2,856         \$108         \$2,964         \$166           Cartwright         312         \$5,540         \$1,860         \$18,40         \$100           Charlotterown         159         \$2,820         \$1,800         \$16,40         \$100           Charlotterown         159         \$2,820         \$2,820         \$100         \$100           Francois         76         \$1,410         \$1,410         \$1,410         \$100         \$1,410         \$100           Cartwright         313         \$160         \$3,760         \$13,760         \$13,760         \$11,715         \$100         \$11,410         \$100         \$100         \$100         \$100         \$100         \$100         \$1			949				\$4,000	\$59		\$4,559	\$4.80	
2373         \$4 569         \$0         \$4 569         \$1 93           1185         \$3 388         \$0         \$3 388         \$2 88           1409         \$1 440         \$0         \$1 440         \$1 00           1664         \$2 469         \$0         \$2 469         \$1 50           1536         \$6 599         \$1 .275         \$7 874         \$5 13           1764         \$2 866         \$108         \$2 264         \$1 65           Cartwright         312         \$5 640         \$1 840         \$1 843           Charlottetown         159         \$2 860         \$108         \$2 864         \$1 86           Charlottetown         159         \$2 820         \$2 820         \$1 840         \$18 45           Cartwright         312         \$5 640         \$1 840         \$18 45         \$1 840           Charlottetown         159         \$2 820         \$2 820         \$2 820         \$1 8410         \$18 45           Cartwright         319         \$2 820         \$2 820         \$2 820         \$2 820         \$2 820         \$2 820         \$2 820         \$2 820         \$3 260         \$18 20           Mary's Harbour         268         \$4 4 700         \$4 700 <td></td> <td></td> <td>1377</td> <td></td> <td></td> <td></td> <td>\$1,628</td> <td>\$149</td> <td></td> <td>\$1,777</td> <td>\$1.29</td>			1377				\$1,628	\$149		\$1,777	\$1.29	
1165         \$3,388         \$0         \$3,388         \$2           1409         \$1,440         \$0         \$1,440         \$10           1664         \$2,489         \$0         \$2,489         \$150           1536         \$6,599         \$1,275         \$7,874         \$511           DSR Communities         Black Tickle         102         \$1,880         \$166           Charlottetown         159         \$2,856         \$108         \$2,964         \$166           Charlottetown         159         \$2,820         \$1,880         \$18.00         \$1,880         \$18.00           Charlottetown         159         \$2,820         \$2,820         \$17.74           Davis Inlet         (Part-time Meter Reader)         \$1410         \$1,410         \$19.95           Grey River         72         \$1,410         \$1,410         \$19.95           Hopedale         214         \$3,700         \$3,760         \$3,280           Markkovk         174         \$3,290         \$3,290         \$18.97           Markkovk         174         \$3,290         \$3,290         \$18.97           Markkovik         174         \$3,290         \$3,290         \$18.97 <td< td=""><td></td><td>La serie d</td><td>2373</td><td></td><td></td><td></td><td>\$4,589</td><td><b>\$</b>0</td><td></td><td>\$4,589</td><td>\$1.93</td></td<>		La serie d	2373				\$4,589	<b>\$</b> 0		\$4,589	\$1.93	
1409         \$1,440         \$0         \$1,440         \$10           1664         \$2,499         \$0         \$2,499         \$15           1536         \$6,599         \$1,275         \$7,874         \$5,155           1764         \$2,856         \$108         \$2,964         \$1,66           DSR Communities         Black Tickle         102         \$1,880         \$1,275         \$7,874         \$5,127           DSR Cartwright         312         \$5,540         \$1,880         \$1,880         \$1,880         \$1,880         \$1,880         \$1,880         \$1,880         \$1,880         \$1,810,00 <t< td=""><td>1 · · · · · · · · · · · · · · · · · · ·</td><td></td><td>1185</td><td></td><td></td><td></td><td>\$3,388</td><td>\$0</td><td></td><td>\$3,388</td><td>\$2.86</td></t<>	1 · · · · · · · · · · · · · · · · · · ·		1185				\$3,388	\$0		\$3,388	\$2.86	
Index         Index <th< td=""><td></td><td></td><td>• 1409</td><td></td><td></td><td></td><td>\$1,440</td><td>\$U 60</td><td></td><td>\$1,440</td><td>\$1.02</td></th<>			• 1409				\$1,440	\$U 60		\$1,440	\$1.02	
DSR Communities         Black Tickle         102         \$1,880         \$2,856         \$108         \$2,964         \$1,880           DSR Communities         Black Tickle         102         \$1,880         \$1,880         \$18,80         \$18,80           Cartwright         312         \$5,640         \$1,880         \$5,640         \$18,80         \$18,80           Charlottetown         159         \$2,820         \$2,820         \$2,820         \$2,820         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,220         \$2,220         \$2,220         \$2,220         \$2,200			1536				\$6,599	\$1.275		\$7,874	\$5.13	
DSR Communities         Black Tickle         102         \$1,880         \$1,880         \$1,880           Cartwright         312         \$5,640         \$5,640         \$5,640         \$18,80         \$18,42           Chartottetown         159         \$2,820         \$2,820         \$2,820         \$2,820         \$18,40           Davis Inlet         (Part-time Meter Reader)         \$2,820         \$1,410         \$18,55         \$1,410         \$18,55           Grey River         72         \$1,410         \$1,410         \$1,410         \$18,55           Hopedale         214         \$3,760         \$3,760         \$17,55           Little Bay Islands         139         \$2,820         \$2,820         \$2,820           Makkowk         174         \$3,290         \$3,280         \$3,750			1764				\$2,856	\$108		\$2,964	\$1.68	
DSR Communities         Black Tickle         102         \$1,880         \$1,880         \$1,880         \$18.43           Cartwright         312         \$5,640         \$5,640         \$5,640         \$18.02           Charlottetown         159         \$2,820         \$2,820         \$2,820         \$17.97           Davis Inlet         (Part-time Meter Reader)         \$1,410         \$1,200         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$1,820         \$1,820         \$1,845         \$1,410         \$2,820         \$2,820         \$1,847         \$2,820         \$1,847	1											
Cartwright         312         \$5,840	DSR Communities	Black Tickle	102		<b>_</b>	\$1,880				\$1,880	\$18.43	
Other         133         142,000         142,000         142,000         142,000         141,00<		Cartwright	150			\$5,640				\$5,640	\$10.00	
Francois         76         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,910 <td></td> <td>Davis Inlet</td> <td>(Part-time</td> <td>Meter Rea</td> <td>ader)</td> <td>\$2,020</td> <td></td> <td></td> <td></td> <td>42,020</td> <td><b>*</b>11,17,4</td>		Davis Inlet	(Part-time	Meter Rea	ader)	\$2,020				42,020	<b>*</b> 11,17,4	
Grey River         72         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,410         \$1,956           Hopedale         214         \$3,760         \$3,760         \$3,760         \$17,57         \$17,57         \$17,57         \$17,57         \$12,290         \$2,220         \$2,220         \$2,220         \$2,220         \$2,220         \$2,220         \$2,220         \$2,220         \$2,220         \$2,220         \$18,27           Mary's Harbour         256         \$4,700         \$1,410         \$1,410         \$1,410         \$10,22,77           Main         402         \$7,520         \$16,27         \$10,277         \$14,70         \$22,38           Marin         402         \$7,520         \$17,570         \$16,27         \$10,277           Norman Bay         21         \$470         \$1470         \$22,38         \$1,410         \$22,38           Paradise River         25         \$470         \$470         \$22,38         \$16,45         \$16,45         \$16,45         \$16,45         \$16,45         \$16,45         \$16,45         \$16,45         \$16,45         \$16,45         \$16,45		Francois	76			\$1,410				\$1,410	\$18.55	
Hopedale         214         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,760         \$3,260         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$3,260         \$1,20         \$3,260         \$1,20         \$3,260         \$1,20         \$3,260         \$1,20         \$3,260         \$1,20         \$3,260         \$1,20         \$3,260         \$1,20         \$3,260         \$1,20		Grey River	72			\$1,410				\$1,410	\$19.58	
Little Bay Islands         1.39         \$2,020         \$3,290         \$2,020         \$1,202         <		Hopedale	214			\$3,760				\$3,760	\$17.57	
Markovin         174         0-2.20         54.200         54.700           Markovin         258         \$4,700         \$4.700         \$18.22           McCallum         68         \$1,410         \$1,410         \$1,410         \$1,410           Nain         402         \$7,520         \$7,520         \$18.27           Norman Bay         21         \$470         \$470         \$23.50           Paradise River         25         \$470         \$470         \$23.50           Petites         20         \$470         \$470         \$23.50           Port Hope Simp.         211         \$3,760         \$3,760         \$17.65           Postville         (Part-time Meter Reader)         \$2,820         \$2,820         \$2,820         \$19.56           Rencontre East         89         \$1,645         \$19.45         \$19.45         \$19.45           St. Brendan's         142         \$2,820         \$2,820         \$2,820         \$2,820         \$19.56           St. Lewis         136         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$19.56           Williams Harbour         39         \$705         \$705         \$18.07         \$2,820         \$2		Little Bay Islands	139			\$2,820				\$2,020	\$20.29	
McCalum         68         \$1,410         \$1,410         \$20.74           Nain         402         \$7,520         \$7,520         \$7,520         \$7,520         \$7,520         \$18.7'           Norman Bay         21         \$470         \$470         \$22.30         \$470         \$22.30           Paradise River         25         \$470         \$470         \$22.30         \$470         \$18.6'           Petites         20         \$470         \$470         \$22.30         \$470         \$22.30           Pott Hope Simp.         211         \$3,760         \$470         \$23.50         \$16.7'           Pott Hope Simp.         211         \$3,760         \$470         \$23.50         \$23.50           Postville         (Part-time Meter Reader)         \$16.45         \$18.46         \$16.45         \$18.46           Rigolet         144         \$2,820         <		Marv's Harbour	258		+	\$4,700				\$4,700	\$18.22	
Nain         402         \$7,520         \$7,520         \$18,7'           Norman Bay         21         \$470         \$470         \$470         \$22.33           Paradise River         25         \$470         \$470         \$18,60           Petites         20         \$470         \$470         \$22.33           Port Hope Simp.         211         \$3,760         \$18,60         \$17,60           Postville         (Part-time Meter Reader)         \$3,760         \$18,645         \$16,645         \$16,645         \$18,645         \$16,645         \$19,56         \$19,56         \$19,56         \$19,645         \$18,645         \$19,645         \$18,445         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820 <td></td> <td>McCallum</td> <td>68</td> <td></td> <td>1</td> <td>\$1,410</td> <td></td> <td></td> <td></td> <td>\$1,410</td> <td>\$20.74</td>		McCallum	68		1	\$1,410				\$1,410	\$20.74	
Norman Bay         21         \$470         \$470         \$470         \$470         \$22.3           Paradise River         25         \$470         \$470         \$18.60           Petites         20         \$470         \$18.60         \$470         \$18.60           Pot Hope Simp.         211         \$3,760         \$17.60         \$17.60           Postvile         (Part-time Meter Reader)         \$1,645         \$18.46         \$18.46           Rigolet         144         \$2,820         \$2,820         \$19.66           St. Brendan's         142         \$2,820         \$2,820         \$2,820         \$2,820           St. Lewis         136         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$19.66         \$10.00         \$10.65         \$10.05         \$10.05<		Nain	402			\$7,520				\$7,520	\$18.71	
Paradise River         25         3470         3470         3470         3470         3470         310.00           Pettes         20         \$470         \$10.00         \$20.00         \$470         \$10.00         \$2		Norman Bay	21			\$470				\$4/0	\$22.38	
Pointes         20         2470         710         710         720 <th 720<="" td=""><td></td><td>Paradise River</td><td>25</td><td></td><td></td><td>\$470</td><td></td><td></td><td></td><td>\$470</td><td>\$10.00</td></th>	<td></td> <td>Paradise River</td> <td>25</td> <td></td> <td></td> <td>\$470</td> <td></td> <td></td> <td></td> <td>\$470</td> <td>\$10.00</td>		Paradise River	25			\$470				\$470	\$10.00
Postville         (Part-time Meter Reader)         S1 645         \$1 645 <td></td> <td>Port Hone Simp</td> <td>20</td> <td></td> <td></td> <td>\$3,760</td> <td></td> <td></td> <td></td> <td>\$3,760</td> <td>\$17.82</td>		Port Hone Simp	20			\$3,760				\$3,760	\$17.82	
Rencontre East         89         \$1,645         \$1,956         \$1,956         \$1,645         \$1,645         \$1,956         \$1,956         \$1,956         \$1,202         \$2,820         \$2,		Postville	(Part-time	Meter Rea	ader)							
Rigolet         144         \$2,820         \$2,820         \$19,56           St. Brendan's         142         \$2,820         \$2,820         \$2,820         \$19,86           St. Lewis         136         \$2,820		Rencontre East	89			\$1,645				\$1,645	\$18.48	
St. Brendan's         142         \$2,820         \$2,820         \$19,86           St. Lewis         136         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$19,86         \$19,86         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$2,820         \$10,80         \$10,80         \$10,80         \$10,80         \$10,80         \$10,80         \$10,80         \$10,80         \$14,80         \$10,80         \$14,80         \$12,80         \$14,80         \$12,80         \$14,80         \$12,80         \$14,80         \$12,80         \$14,80         \$12,80         \$14,80         \$12,80         \$14,80         \$12,80         \$14,80 </td <td></td> <td>Rigolet</td> <td>144</td> <td></td> <td>l</td> <td>\$2,820</td> <td>  </td> <td></td> <td></td> <td>\$2,820</td> <td>\$19.58</td>		Rigolet	144		l	\$2,820				\$2,820	\$19.58	
St. Lewis         1.50         \$2,020		St. Brendan's	142		<u> </u>	\$2,820				\$2,820 \$2,820	\$19.66	
Grand Totals 34,956 \$60,091 \$141,872 \$937,068 \$54,361 \$15,481 \$1,209,374 \$34.66		SI. Lewis Williams Harbour	135		+	₽2,020 \$705				\$705	\$18.08	
Grand Totals 34,956 \$60,091 \$141,872 \$937,068 \$54,361 \$15,481 \$1,209,374 \$34.60		Trimants Haibbul			1	<b>•</b> •••••••••••••••••••••••••••••••••••				•		
	Grand Totals		34,956		\$60.091	\$141.872	\$937.068	\$54,361	\$15,481	\$1,209.374	\$34.60	

# Table 2 - 2001 Cost Summary by Meter Reader

#### **Change Enablers & Barriers**

In accessing changes to the meter reading routes, a number of enablers and barriers were considered. These are as follows:

#### Enablers

1. The Utility Customer Information System (UCIS)

The UCIS System allows faster processing of meter readings and work orders related to meter reading.

2. Communications Centre

The Communications Centre gives direct access to customer information at anytime during work hours.

3. Multi-Channel e:services (IVR / Internet)

This new service which will be available in early 2003 will provide more communications options both for meter readers and customers.

#### **Barriers**

1. Physical Environment

The physical environment in which Hydro's service areas are located provide a challenge to any change in the meter reading process.

2. Communication Options

Telephone service options and high-speed Internet are still unavailable or restricted in many of the rural areas Hydro services.

## **Main Findings**

A detailed assessment of the reference material resulted in the following findings:

- ✓ Undersized full-time read areas;
- ✓ Excess of part-time read areas;
- ✓ DSRs in L'Anse au Loup and Ramea not utilized for meter reading;
- ✓ Improvements required in the co-ordination of work order activities;
- ✓ Meter reader activities need to be documented in line with process changes;
- ✓ Guidelines required to better control travel expenses; and
- ✓ Better communication tools required to maximize efficiency.

# **Cost Saving Options**

Based on the main findings of this study the following cost saving options are recommended.

#### <u>Summary</u>

- 1. Combine the English Harbour West and Hermitage Full-time Read Areas to form one Full-time Read Area.
- 2. Combine the La Scie/Burlington Full-time Read Area and the Coachman Cove/Fleur de Lys Part-time Read Area to form one Full-time Read Area.
- 3. Combine the Castors River and North Full-time Read Area and the New Ferrole Part-time Read Area to form one Full-time Read Area.
- 4. Combine the Fogo Full-time Read Area and the Change Islands Part-time Read Area to form one Full-time Read Area.
- 5. Split the Sops Arm/King's Point Full-time Read Area into two Part-time Read Areas.
- 6. Split the Labrador Straits Full-time Read Area into two smaller Read Areas, making one a Part-Time Area and the other a DSR Area.
- 7. Split the Burgeo / Ramea Full-time Read Area into two smaller Read Area, making one a Part-Time Area and the other a DSR Area.
- 8. Reduce the Roddickton Full-time Read Area to a Part-time Read Area.
- 9. Combine Monkstown, Petit Forte & South East Bight into one part-time Read Area.
- 10. Utilize the Diesel System Representatives in L'Anse au Loup for relief meter reader duties.

#### **Detail**

To properly assess the reading routes and the workload of each meter reader, a benchmark read area was established. This benchmark area was established using the following criteria:

- ✓ Number of meters read;
- ✓ Total cost per meter read;
- ✓ Average read days per month;
- ✓ Read area density; and
- ✓ Work orders processed

The Read Area that was most consistent under each criterion when compared to all Read Areas was the Great Northern Peninsula – St. Paul's to Eddies Cove West. This route was therefore used as a benchmark from which the cost saving options of this report were formulated.

The benchmark figures for the St. Paul's to Eddies Cove West Read Area are as follows:

•	Number of meters read	-	1777
•	Total cost per meter read;	-	\$32.90
•	Average read days per month;	-	10.9
•	Read area density; and	-	11 meters/km
•	Work orders processed	-	913

A potential cost savings is shown for each recommendation based on 2001 actual costs. Tables 3 summarizes the cost savings.

#### Cost Saving Option #1

Combine the English Harbour West and Hermitage Full-time Read Areas to form one Full-time Read Area.

Both the English Harbour West and Hermitage Full-time Read Areas are located on the Conniagre Peninsula and are in close proximity to each other, 21 kilometers. The English Harbour West Read Area has 706 meters compared to 1777 for the benchmark Read Area and generated 306 work orders in 2001compared to 913 for the benchmark Read Area.

The Hermitage Full-time Read Area has 1377 meters compared to 1777 for the benchmark Read Area and generated 656 work orders in 2001.

Combining the English Harbour West and Hermitage Full-time Read Areas and separating the community of Gaultois into a part-time read area would result in a Read Area with 1940 meters with a meter density of 13.5 meters per kilometer.

Given that the English Harbour West and Hermitage Read Areas are only 21kilometers apart; are in a southern location; have a meter density of 13.5 meters per kilometers compared to 11meters per kilometer for the benchmark Read Area; and they generate approximately the same number of work orders as the benchmark read area; the combined Read Area is believed to be within acceptable parameters for one full-time meter reader.

The option to combine these two Read Areas can be further assisted with improvements to work order processing and communication.

#### Potential Cost Savings: \$40,498

#### Cost Saving Option #2

# Combine the La Scie/Burlington Full-time Read Area and the Coachman Cove/Fleur de Lys Part-time Read Area to form one Full-time Read Area.

The La Scie/Burlington Full-time Read Area and the Coachman Cove/Fleur de Lys Parttime Read Area are located on the Bay Verte Peninsula and are in close proximity to each other, 33 kilometers. The La Scie/Burlington Full-time Read Area has 1774 meters compared to 1777 for the benchmark Read Area and generated 657 work orders in 2001 compared to 913 for the benchmark read area. The Coachman Cove/Fleur de Lys Parttime Read Area has 254 meters and generated 170 work orders in 2001.

Combining the La Scie/Burlington Full-time Read Area and the Coachman Cove/Fleur de Lys Part-time Read Area will result in a read area of 2028 meters with a meter density of 10 meters per kilometer.

Given that the two Read Areas are only 33 kilometers apart; over 70% of the meters in the Coachman Cove/Fleur de Lys Part-time Read Area are in one high-density area, Fleur de Lys; and they generate slightly less work orders than the benchmark read area; the combined read area is believed to be within acceptable parameters for one full-time meter reader.

The option to combine these two Read Areas can be further assisted with improvements to work order processing and communications.

#### Potential Cost Savings: \$8,658

#### Cost Saving Option # 3

Combine the Castors River & North Full-time Read Area and the New Ferrole Part-time Read Area to form one Full-time Read Area.

The Castors River & North Full-time Read Area and the New Ferrole Part-time Read Area are located on the Great Northern Peninsula and in very close proximity to each other. The Castors River & North Full-time Read Area has 1764 meters compared to 1777 for the benchmark Read Area and generated 798 work orders in 2001 compared to 913 for the benchmark area. The New Ferrole Part-time Read Area has 158 meters and generated 63 work orders in 2001.

Combining the Castors River and North Full-time Read Area and the New Ferrole Parttime Read Area will result in a Read Area with 1922 meters with a meter density of 16 meters per kilometers.

Given the close proximity of the two Read Areas; the fact both are high density areas; and they generate slightly less work orders than the benchmark read area; the combined Read Area is believed to be within acceptable parameters for one full-time meter reader.

The option to combine these two Read Areas can be further assisted with improvements to work order processing and communications.

#### Potential Cost Savings: \$4,966

#### Cost Saving Option # 4

# Combine the Fogo Full-time Read Area and the Change Islands Part-time Read Area to form one Full-time Read Area.

The Fogo Full-time Read Area and the Change Islands Part-time Read Area are both located in Notre Dame Bay but isolated from each other, however a 12-month ferry service connects the two. The Fogo Full-time Read Area has 1518 meters compared to 1777 for the benchmark area and generated 583 work orders in 2001 compared to 913 for the benchmark area. The Change Islands Part-time Read Area has 230 meters and generated 78 work orders in 2001.

Combining the Fogo Island Full-time Read Area and the Change Islands Part-time Read will result in a Read Area with 1748 meters with a meter density of 23 meters per kilometer.

Given that both Read Areas are high density and they generate approximately 250 less work orders than the benchmark read area; the combined read area is believed to be within acceptable parameters for one full-time meter reader.

Combining these Read Areas does present a potential problem due to dependence on the ferry service.

#### Potential Cost Savings: \$7,433

#### Cost Saving Option # 5

#### Split the Sops Arm/King's Point Full-time Read Area into two Part-time Read Areas

The Sops Arm/King's Point Full-time Read Area is Hydro's largest area with respect to distance, 205 kilometers end to end, with the majority of customers located near each end. To maximize reading time the meter reader stays overnight in one section of the Read Area.

This Read Area can be split into part-time areas, an East Area with 606 meters and a West Area with 803.

Based on Hydro's current contract rate for part-time meter readers of \$2.90 per meter with a monthly minimum of \$232 (\$2,784 annually) there would be a savings realized by making this change. Other benefits would include:

• Elimination of vehicle allowance; and

• Elimination of overnight costs & per diem.

#### Potential Cost Savings: \$5,222

#### Cost Saving Option #6

Split the Labrador Straits Full-time Read Area into two smaller Read Areas, making one a Part-Time Area and the other a DSR Area.

The Labrador Straits Read Area has 949 meters. This number is significantly lower than the 1777 meters for the benchmark Read Area.

When the DSR position was introduced to Hydro's isolated diesel systems one of the job requirements was reading meters. This duty has now been incorporated or is in the process of being incorporated in all diesel systems with the exception of the Labrador Straits and Ramea Diesel Systems. The DSRs were exempted from the meter reading duties on these systems due to the high number of meters to be read and the fact that these systems had a full-time meter reader. This study has now found that the Labrador Straits and Ramea Diesel Systems do not require full-time meter readers

By utilizing the DSRs in L'Anse au Loup for meter reading activities the current read area can be split into a DSR Area and a part-time meter reader area. There are 360 meters south of L'Anse au Loup to the border and 589 including L'Anse au Loup and north to Red Bay. With DSRs handling the south area, the north area could be handled with a part-time meter reader with compensation based on Hydro's current contract rate for part-time meter readers of \$2.90 per meter with a monthly minimum of \$232 (\$2,784 annually).

Substantial savings in salary and benefits can be realized by this change.

#### Potential Cost Savings: \$29,216

#### Cost Saving Option #7

Split the Burgeo / Ramea Full-time Read Area into two smaller Read Area, making one a Part-Time Area and the other a DSR Area.

The Ramea / Burgeo Read Area has 1220 meters. This number is significantly lower than the 1777 meters for the benchmark Read Area. The meter density for each of these Read Areas is very close to that of the benchmark Read Area.

When the DSR position was introduced to Hydro's isolated diesel systems one of the job requirements was reading meters. This duty has now been incorporated or is in the process of being incorporated in all diesel systems with the exception of the Labrador Straits and Ramea Diesel Systems. The DSRs were exempted from the meter reading duties on these systems due to the high number of meters to be read and the fact that

these systems had a full-time meter reader. This study has now found that the Labrador Straits and Ramea Diesel Systems do not require full-time meter readers.

By utilizing the DSRs in Ramea for meter reading activities the current read area can easily be split into a DSR Area and a part-time meter reader area. There are 376 meters in Ramea and 844 in the Burgeo Area. With DSRs taking over the meter reading duties in Ramea, the Burgeo area could be handled with a part-time meter reader with compensation based on Hydro's current contract rate for part-time meter readers of \$2.90 per meter with a monthly minimum of \$232 (\$2,784 annually).

#### Potential Cost Savings: \$17,617

#### Cost Saving Option #8

#### Reduce the Roddickton Full-time Read Ares to a Part-time Read Area.

The Roddickton Full-time Read Area has1185 meters. These numbers are significantly lower than the 1777 meters for the benchmark Read Area. The meter density for each of these Read Areas is very close to that of the benchmark Read Area.

Given the lower number of meters in this Read Area, compared to the benchmark area, it too can be changed to a part-time Read Area with compensation based on Hydro's current contract rate for part-time meter readers of \$2.90 per meter with a monthly minimum of \$232 (\$2,784 annually).

Substantial savings in salary and benefits can be realized by this change.

#### Potential Cost Savings: \$7,319

#### Cost Saving Option #9

#### Combine Monkstown, Petit Forte and South East Bight into one part-time Read Area.

Monkstown, Petit Forte and South East Bight are currently three separate Read Areas with 48, 56 and 54 meters respectively. Due to the monthly minimum of 80 meters we are actually paying for an equivalent of 240 meters. By combining the three areas into one the minimum is exceeded therefore we pay only for the actual meters read which is 158.

Although all current part time meter readers are compensated at \$2.90 per meter which includes all expenses, consideration may have to be given under this option to compensate for travel cost to the other communities.

#### Potential Cost Savings: \$3,167

#### Cost Saving Option # 10

Utilize the Diesel System Representatives in L'Anse au Loup for meter reader relief.

Should the DSRs in L'Anse a Loup take over part of the Read Area as recommended in this report it is logical that they would also perform relief duties for the part-time meter reader.

#### Potential Cost Savings: \$4,059

Meter Readers	# of Meters	Meters for \$/m	Car Expenses	Cost Code	Cost Code 6035	Cost Code	Cost Code	Total 2001 Cost	Total Cost /
		Rate		6015	(Billing Rate)	6840	Other		Meter
Burgeo / Ramea-Current	1220		\$0	\$0	\$47,280	\$649	\$2,522	\$50,451	\$41.35
Burgeo / Ramea-Changed	844	850	\$0	\$32,834	\$0	\$0	\$0	\$32,834	\$38.90
Change	3/6		\$0	-\$32,834	\$47,280	\$649	\$2,522	\$17,617	
Burlington / LaScie-Current	1774		\$4 831	\$0	\$47,280	\$3.079	\$1.073	\$56,263	\$31.72
Burlington / LaScie-Changed	2028		\$5,768	\$0	\$47,280	\$3,677	\$1,073	\$57,798	\$28.50
Change	254		-\$937	\$0	\$0	-\$598	\$0	-\$1,535	******
Fogo-Current	1518		\$2,121	\$0	\$47,280	\$704	\$613	\$50,718	\$33.41
Fogo-Changed	1748		\$2,552	\$0	\$47,280	\$847	\$1,613	\$52,292	\$29.92
Change	230		-\$431	\$0	\$0	-\$143	-\$1,000	-\$1,5/4	
English Hr. West-Current	706		\$1 313	\$0	\$47,280	\$1 498	\$486	\$50 577	\$71.64
English Hr. West-Changed	1940		\$4,705	\$0	\$47,280	\$3.058	\$1.272	\$56.315	\$29.03
Change	-1,234		-\$3,392	\$0	\$0	-\$1,560	-\$786	-\$5,738	
Labrador Straits-Current	949		\$2,618	\$0	\$51,440	\$1,703	\$2,581	\$58,342	\$61.48
Labrador Straits-Changed	589	590	\$0	\$29,126	\$0	\$0	\$0	\$29,126	\$49.45
Change	360		\$2,618	-\$29,126	\$51,440	\$1,703	\$2,581	\$29,216	
Hermitage-Current	1377		\$2 703	\$0	\$47 280	\$1 171	\$786	\$52.030	\$37 70
Hermitage-Changed	0		\$0	\$0	\$0	\$0	\$0	\$0	\$0.00
Change	-1,377		\$2,793	\$0	\$47,280	\$1,171	\$786	\$52,030	
Roddickton-Current	1185		\$2,029	\$0	\$47,280	\$3,206	\$771	\$53,286	\$44.97
Roddickton-Changed	1185	1190		\$45,967	\$0	\$0	\$0	\$45,967	\$38.79
Change	0		\$2,029	-\$45,967	\$47,280	\$3,206	\$771	\$7,319	
Son'sArm / King's Pt - Current	1400		\$4.080	\$0	\$47.280	\$7 294	\$1 227	\$50 881	\$42.50
Son's Arm-Changed	803	805	\$4,000	\$31.096	\$0	\$0	\$0	\$31,096	\$38.72
King's Point-Changed	606	610		\$23,563	\$0	\$0	\$0	\$23,563	\$38.88
Change	0		\$4,080	-\$54,659	\$47,280	\$7,294	\$1,227	\$5,222	
GNP North-Current	1764		\$4,941	\$0	\$47,280	\$3,569	\$726	\$56,516	\$32.04
GNP North-Changed	1922		\$5,667	\$0	\$47,280	\$4,094	\$726	\$57,767	\$30.06
Change	158		-\$726	\$0		-\$525		-\$1,251	
Gaultois-Current	Expenses in	ncluded in F	1 English Hr. \	Vest-Curren	t (see above)				
Gaultois-Changed	143	150		\$5,794	\$0	\$0	\$0	\$5,794	\$40.52
Change				-\$5,794	\$0	\$0	\$0	-\$5,794	
Monkst/Petit Forte/SEB-Current	158	240		\$9,270	\$0	\$0	\$0	\$9,270	\$32.04
Monkst/Petit Forte/SEB-Changed	158	158		\$6,103	\$0	\$0	\$0	\$6,103	\$38.63
Change	0	-82		-3,107	<b>⊅</b> ∪			\$3,107	
Eleur de Lys-Current	254	260	······	\$10.043	\$0	\$0	\$150	\$10,193	\$36.21
Fleur de Lys-Changed	0	0		\$0	\$0	\$0	\$0	\$0	\$0.00
Change				\$10,043	\$0	\$0	\$150	\$10,193	
Change Islands-Current	230	230	L	\$8,884	\$0	\$0	\$123	\$9,007	\$35.33
Change Islands-Changed	0	0		\$0	\$0	\$0	\$0	\$0	\$0.00
Change	<u> </u>			<b>Φ</b> 0,004	<del>ئ</del> ور	φU	\$123	\$9,007	
New Ferrole-Current	158	160		\$6.180	\$0	\$5	\$32	\$6,217	\$35.47
New Ferrole-Changed	0	0		\$0	\$0	\$0	\$0	\$0	\$0.00
Change				\$6,180	\$0	\$5	\$32	\$6,217	
Labrador Straits Relief-Current	949			\$0	\$4,000	\$59	\$0	\$4,059	
Labrador Straits Relief-Changed	949			\$0	\$0	\$0	\$0	\$0	
Change	<u> </u>			<u>ا</u> ھ	\$4,000			34,009	
Total Current	+		\$24,727	\$34.377	\$433,680	\$22,937	\$11,090	\$526,811	
Total Changed	††		\$18,692	\$174,483	\$189,120	\$11,676	\$4,684	\$398,655	
Savings	1		\$6,035	-\$146,439	\$244,560	\$11,261	\$6,406	\$128,156	

## **Other Potential Cost Saving Opportunities**

- 1. Reduce meter reading frequency in smaller Interconnected Service Areas where rate blocks are not an issue and the number of commercial customers with demand meters is small.
- 2. Automated Meter Reading (AMR) Customer Services has submitted a budget proposal for 2003 to conduct an AMR pilot project to determine if it will be cost effect to introduce AMR especially in Hydro's more remote locations.
- 3. Develop a Co-ordination Plan for processing UCIS work orders (i.e.; read verifications, name changes and Government Retest Orders) to minimize unnecessary travel expenses.
- 4. Reduce number of Read Verification Work Orders sent to meter readers by: setting read error targets and challenging meter readers to meet these targets; establishing guidelines for DSRs and meter readers; and training CSRs & office staff in dealing with high consumption inquiries.
- 5. Restrict Full-time meter reader leave time and/or estimate readings to minimize requirement for relief.
- 6. Provide better communication options for meter readers (i.e. computer systems and cell phones). This will increase efficiency by making customer information readily available to meter readers thus reducing processing time. The cell phones will also provide the option of communicating work assignments to meter readers while they are in the field thus reducing travel expenses.

## Conclusion

The introduction of electronic meter reading units, computers and fax machines have all resulted in faster processing time for meter reader activities. Improvements in roads and transportation services have also contributed to faster processing time. The benefits of these improvements have not been realized due to the retention of the existing structure and staffing complement.

Cost effectiveness can be restored to the Meter Reading Process through the amalgamation of Read Areas, the reclassification of Read Areas from Permanent to Part-time and utilization of DSRs in some applicable areas.

Efficiencies can be gained through improved and new communications options for meter readers.

The cost savings options identified in this report are based on alternatives assessed from 2001 actual costs and meter reading route and work statistics. Consultation with the meter readers, especially in areas where large-scale changes were identified, is recommended to insure any change made is achievable from a practical perspective.

CA 126 NLH 2006 NLH GRA Attachment 2

# Wabush and St. Anthony Area Offices Review

**CONFIDENTIAL** 

Prepared: May 2003

# **Introduction**

In 1999 the JDEdwards Integrated Suite of Products was introduced at Hydro. Included in this suite was a new Utility Customer Information System (UCIS). For the first time data and information was able to flow throughout the Company via a common computer operating system. With the new System opportunities for cost savings and improved efficiencies began to surface.

In conjunction with the introduction of the new UCIS, Customer Services began reviewing its processes. In 1998 the Centralizing of the Co-ordination of Customer Services Study was completed. This study outlined how Customer Services would be delivered on a go forward basis. Four locations were designated to provide full-service to customer; Wabush, Happy Valley, St. Anthony, and St. John's. With the new available technology these locations could provide a full complement of customer services including counter service in the regions. Services through head office would be provided via a Communications Centre with toll free telephone access to all Hydro's customers.

Since the 1998 study Customer Services has continued to actively review processes and introduce technology, where possible, to streamline and add efficiencies. Customers now have more payment options then ever before including, Equal Payment Plan, Pre-authorized Payment Plan and payment through most financial institutions in the province. Customer payment practices for the pass two years are outlined in Table 1.

As of March 31, 2003 customers have greater accessibility to their account information via Hydro's website and via an Interactive Voice Response System. They also have faster access to power outage information both for scheduled and unscheduled outages through the same sources.

In conjunction with the streamlining of Customer Service functions, the Regional Offices are also reviewing their processes and streamlining where possible. In the fall of 2002 the Northern Regional Office amalgamated the processing of all Maintenance Work Orders in their Region to one location, Port Saunders. As well they transferred the administration of the Joint Use Agreement and The Distribution Outage Reporting System (DORS) to the Regional Office at Port Saunders.

In the Labrador Region the Office Supervisor position in Wabush was declared redundant and the supervisory duties and responsibilities were transferred to the Regional Office in Happy Valley.

The continuing technological improvements and the streamlining of processes have substantially reduced the number of person hours now required to perform many customer service and operations duties. This was evident in the Wabush and St. Anthony Area Offices and thus initiated this review.

## Executive Summary

The review of the Wabush and St. Anthony offices was a combined effort of Customer Services and the Labrador and Northern Regions with input from the Treasury Department.

An assessment was conducted of the current workload in both offices to determine if this workload can be successfully re-distributed to other areas of the Company and absorbed within present staff complements without any significant affect on service to customers. The assessment was done with; input from senior staff in both the Labrador and Northern Regional Offices, JDE workflow statistics, documented transaction activity for both offices, documented daily work activity by the Northern Regional Office and general knowledge of the activities performed in these offices and the time required to perform these activities.

First it was determined; which activities could be eliminated, which activities were of a minor nature and would have little or no impact, and finally which activities would have to be absorbed in other areas of the Company and to what extent. Second, it was determined where the impact would occur.

It was determined that approximately 980 person hours was currently required to process payment transactions in the Wabush and St. Anthony Offices. Given that these transaction represent only 10% of total payments received these can be absorbed into the current system for processing bank & mail-in payments. It is anticipated that the impact will be minimal (approximately 280 personhours/year) however until it is known what payment method customers will substitute, electronic or mail-in, it cannot be determined if a part FTE will be required.

It was determined that approximately 240 person hours was currently required to process UCIS work orders and to handle customer call transactions in the Wabush and St. Anthony Offices. Given that Work Order processing and customer calls are main functions of Customer Services and the Communications Centre. These hours could be absorbed in this area with minimal impact.

The remaining activities representing approximately 220 person hours in Wabush and 950 person hours in St. Anthony would be absorbed into the Regional Offices. Due to the low hours involved in the Wabush Office these activities could be absorbed with current staffing in the Labrador Regional Office at Happy Valley-Goose Bay. However, the hours in St. Anthony represent approximately one-half of one position and would require the retention of ½ FTE in this Region.

The closure of the Wabush and St. Anthony Area Office will result in approximately \$266,000 in annual savings. These savings will consist of salaries and benefits, office space rental, banking fees and equipment expenses (i.e. interac machine). Five (5) employees will be affected, four (4) permanent and one (1) term.

Some one-time cost will be required for the transition to occur but the amount was not determined in this study.

# Purpose of Study

The purpose of this report is to review and document the main duties performed by the office staff in the Wabush and St. Anthony Area Offices; and to determine if these duties can be successfully re-distributed to other areas of the Company and absorbed within present staff complements without any significant affect on service to customers.

# <u>Duties</u>

The current office staffing for both St. Anthony and Wabush and the duties performed are as follows:

#### Wabush Office

#### Current Office Staffing

One (1) Area Office Clerk (Permanent) -One (1) Area Clerk Typist (Term) -

# -

#### Duties & Responsibilities

Current duties and responsibilities of the Wabush office staff include:

- Counter Service Wabush is a full service office and provides counter service to customers in the Labrador West Area from 8AM to 4PM each day. The average number of payment transactions handled monthly at the counter in 2001 and 2002 was approximately 1100. The actual number of transactions by month for these years is shown in Table 2. In addition to payment transactions customer requests & inquiries are also handled at the counter.
- UCIS Work Orders As Wabush is a full service office UCIS Work Orders are processed at this location. These consist mainly of transfers of services, which are common in this area, but can be any UCIS Work Order. They may consist of work orders issued and completed on site or work orders issued by the Communications Centre and completed on site. The number of work orders processed in 2001 and 2002 are as follows:
  - o Issued

•	2001 -	933
•	2002 -	879

- Completed
  - 2001 966
  - 2002 970
- Maintenance Work Orders Wabush Office Staff process Maintenance Work Orders as a support service to the Operations Staff in this area. The number of work orders issued and completed in 2001 and 2002 are as follows:
  - o **Issued**

0

•	2001	-	420
	2002	-	550

- Completed
  - **2001** 566
  - **2002** 405

- Customer Calls Wabush office staff answer and process customer calls. Although the customers in Labrador West have toll free access to Hydro's Communications Centre for all their services some still choose to call the local office.
- Bank Reconciliation & Deposit All monies collected at the Wabush Office are reconciled and deposited to the bank daily. Table 2 of this report shows the dollar value of the monthly transactions that occur.
- Timesheet Processing The office staff perform this task as a support service to the Operations staff in this area, which is currently 5 employees.
- General Office Duties In operating an area office and in support of the Operations Staff the Wabush office staff perform general office duties such as typing, mail, invoice coding and filing.
- Outage Announcements As per Hydro Policy customers have to be informed of planned outages 48 hours in advance of the outage. The preparation and issuance of these announcements is a function performed by the office staff

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#### St. Anthony Office

#### Current Office Staffing

One (1) Office Supervisor (Permanent) One (1) Accounting Clerk II (Permanent) One (1) Office Clerk (Permanent)

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#### Duties & Responsibility

Current duties and responsibilities of the St. Anthony office staff include:

- Counter Service St. Anthony is a full service office and provides counter service to customers in St. Anthony and surrounding areas from 8AM to 4PM each day. The average number of payment transactions handled monthly at the counter in 2001 and 2002 was approximately 430. The actual number of transactions by month for these years is shown in Table 2. In addition to payment transactions customer requests & inquiries are handled at the counter.
- UCIS Work Orders As St. Anthony is a full service office UCIS Work Orders are processed at this location. These can be any UCIS work order and may consist of work orders issued and completed on site or work orders issued by the Communications Centre and completed on site. The number of work orders processed in 2001 and 2002 are as follows:

o Issued

	•	2001	-	486
	-	2002	-	466
0	Co	mpleted		
	-	2001	-	1014
	•	2002	-	984

- Maintenance Work Orders Maintenance Work Orders are no longer processed at the St. Anthony Office
- Customer Calls St. Anthony office staff answer and process customer calls. Although the customers in St. Anthony and surrounding areas have toll free access to Hydro's Communications Centre for all their services some still choose to call the local office.
- Bank Reconciliation & Deposit All monies collected at the St. Anthony Office are reconciled and deposited to the bank daily. Table 2 of this report shows the dollar value of the monthly transactions that occur.
- Timesheet Processing The office staff perform this task as a support function to the Operations staff in this area, which is currently 30 full-time & temporary employees.
- General Office Duties-In operating an area office and in support of the Operations Staff the St. Anthony office staff perform general office duties such as typing, mail, invoice coding and filing.
- Outage Announcements As per Hydro Policy customers have to be informed of planned outages 48 hours in advance of the outage. The preparation and issuance of these announcements is a function performed by the office staff.
- Update Master Tool List This is a support function performed by the St. Anthony Office Staff for the operations staff located in the St. Anthony Area.
- Travel Arrangements for Area Staff This is a support function performed by the St. Anthony Office Staff for the operations staff located in the St. Anthony Area.
- Regulator and Recloser Reports This is a support function performed by the St. Anthony Office Staff for the operations staff located in the St. Anthony Area.

# Task Redistribution

From the data complied and knowledge of work tasks, estimates were done of the person hours required to complete all main tasks performed at both the Wabush and St. Anthony Area Offices. The table below show these estimates as well as the recommended relocation / change status of the tasks should these locations be discontinued. The person hours identified will have to be redistributed.

Description	Wabush	Person/Hrs	St. Anthony	Person/Hrs	Total
		(Annual)		(Annual)	Person/Hrs
Counter Service	Treasury	711	Treasury	273	984
Subtotal		711		273	984
UCIS Work Orders	Customer	125	Customer	100	225
	Services		Services		
Customer Calls	Customer	12	Customer	6	18
	Services		Service		
Subtotal		137		106	243
Maintenance Work	Нарру	66	N/A	N/A	66
Orders	Valley				
Bank	No longer	No longer	No longer	No longer	
Reconciliation &	required	required	required	required	
Deposit					
Timesheets	Нарру	52	Port	416	468
	Valley		Saunders		
General Office	No longer	52	No longer	324	376
Duties	required or		required or		
	transferred		transferred to		
	to HV		PS		
Outage	Нарру	Negligible	Port	42	42
Announcements	Valley		Saunders		
Code Invoices	Нарру	52	Port		52
	Valley		Saunders		
Update Master	N/A	N/A	Port	40	40
Tool List			Saunders		
Travel	N/A	N/A	Port	42	42
Arrangements			Saunders		
Regulator/Recloser	N/A	N/A	Port	83	83
Reports			Saunders		
Supervisor	N/A	N/A	Port	Negligible	
			Saunders		
Subtotal		222		947	1169
Total		1070		1326	2396

Table 1 Retail Payment Breakdown



	Payments Volume				Payments \$ Value			
	Happy Valley	Wabush	St. Anthony	Total	Happy Valley	<u>Wabush</u>	St. Anthony	<u>Total</u>
Jan-01	1,993	1,160	489	3,642	370,816	125,648	66,023	562,487
Feb-01	1,743	962	409	3,114	398,509	122,592	43,842	564,943
Mar-01	2,038	1,135	458	3,631	444,042	142,245	90,283	676,570
Apr-01	1,812	908	429	3,149	353,468	101,547	56,686	511,701
May-01	2,019	1,198	428	3,645	431,341	107,099	64,543	602,983
Jun-01	1,861	1,035	378	3,274	299,392	85,186	78,736	463,314
Jul-01	1,745	958	413	3,116	215,727	59,660	40,199	315,586
Aug-01	1,816	1,118	454	3,388	224,909	60,661	131,026	416,596
Sep-01	1,524	939	333	2,796	170,097	41,476	32,734	244,307
Oct-01	1,881	1,185	504	3,570	235,115	71,295	79,310	385,720
Nov-01	1,672	1,172	433	3,277	231,090	105,505	41,550	378,145
Dec-01	1,602	950	376	2,928	298,623	101,960	67,269	467,852
	21,706	12,720	5,104	39,530	3,673,129	1,124,874	792,201	5,590,204
Jan-02	1,898	1,244	499	3,641	368,405	144,483	93,740	606,628
Feb-02	1,820	1,053	398	3,271	408,142	134,255	44,785	587,182
Mar-02	1,812	1,189	442	3,443	451,997	1/1,450	85,983	709,430
Apr-02	1,904	1,222	496	3,622	458,566	169,113	67,491	695,170
May-02	1,986	1,324	479	3,789	457,052	156,581	95,948	709,581
Jun-02	1,633	1,037	393	3,063	302,128	111,038	84,380	497,546
Jul-02	1,903	1,257	477	3,637	333,122	108,530	56,909	498,561
Aug-02	1,747	1,089	441	3,277	210,774	68,260	112,706	391,740
Sep-02	1,642	1,177	374	3,193	188,690	69,147	36,092	293,929
Oct-02	1,662	1,108	394	3,164	226,062	76,094	38,445	340,601
Nov-02	1,623	1,231	476	3,330	206,533	110,255	84,803	401,591
Dec-02	1,602	950	376	2,928	298,623	101,960	67,269	467,852
	21,232	13,881	5,245	40,358	3,910,094	1,421,166	868,551	6,199,811
			· · · · · · •					
Total	42,938	26,601	10,349	79,888	7,583,223	2,546,040	1,660,752	11,790,015
Average	1,789	1,108	431	3,329	315,968	106,085	69,198	491,251
%	54%	33%	13%	100%	64%	22%	14%	100%

# Table 2Payment Transaction Records2001 & 2002

Average monthly transactions as a % of customers in each area:

Happy Valley	-	44.8%
Wabush	-	23.3%
St. Anthony	-	18.7%

# **Cost Saving Analysis**

## Annual Operating Cost

# Salaries & Benefits (Benefits 14% above Salary)

Wabush Area Office Clerk Clerk Typist – Term	\$45,188.00 \$37,939.00		
	¥- ,		
St. Anthony Office Clerk	\$42.628.00		
Accounting Clerk II	\$42,628.00		
Office Supervisor	\$61,617.00		
Subtotal	\$230,000.00		
Office Space Rental			
Wabush	\$15,630.00		
St. Anthony	\$47,251.00		
Subtotal	\$62,881.00		
Interact Equipment			
Wabush			
Equipment Rental	\$311.00		
I ransaction Fees @.15 per transaction	\$364.00		
St Anthony			
Equipment Rental	\$311.00		
Transaction Fees @ . 15 per transaction	φ130.00		
Subtotal	\$1,122.00		
Banking Fees			
Wabush			
Bank of Montreal (\$150.00 per month)	\$1,800.00		
Subtotal	\$1,800.00		
Wabush Annual Cost	\$101,232		
St. Anthony Annual Cost	\$194,571		
Total	\$295,803		

# Retained and New Annual Operating Costs

Total Annual Savings	\$266,219
Total	\$29,584
1/4 FTE – Treasury (May not be required)	\$ 8,270
1/2 FTE – St. Anthony (Office Clerk)	\$21,314

# One Time Costs

Should it be recommended to close the Wabush and St. Anthony Offices based on the conclusion of this report a number of one time costs will be incurred. These costs will be associated with the following activities:

#### Wabush

- 1. Relocation of meter readers now working from the Wabush and St. Anthony Area offices to another suitable location.
- 2. Relocation of network to line shop.
- 3. Employee Packages.
- 4. Buy out lease.a. \$15,630.00 in lieu of 12 months notice.
- 5. Advertising changes to customers.

#### St. Anthony

- 1. Relocation of field staff now working from the Wabush and St. Anthony Area offices to another suitable location.
- 2. Renovation of warehouse.
- 3. Relocation of the network to warehouse.
- 4. Employee packages.
- 5. Buy out lease.
- 6. Advertising changes to customers.
- 7. Any applicable salary adjustments.

# **Conclusion**

Technological advances are clearly changing the way customer services are provided by Hydro and received by customers. Toll free service, multi-payment options, internet service, province-wide internal networking, databases, and emails, are all contributing factors to faster and more flexible communications with customers.

Internal Business Process Improvements are also changing the way we do business. The identification and elimination of non-valued tasks are allowing us to perform processes more efficiently and to amalgamate and centralize certain common or like tasks.

All main tasks currently performed in both the Wabush and St. Anthony Offices are also performed at another location within the Region and/or at other centralized location(s) within the Company. Based on the annual person hours required to complete each of the tasks identified in this review they can all be successfully absorbed into current processes in Customer Services, Treasury and the Regional Offices. These tasks can be done with current staff with the exception of the Northern Regional where it will be necessary to retain a  $\frac{1}{2}$  FTE due to the high number of person hours that has to be absorbed. As well, depending on the payment method customers will substitute, electronic or mail-in, a part FTE may be required in the Treasury Department.