**Project Compass**
**Work Plan**

**Team: Retail Customer Service, Sales & Marketing**
**Subteam: Customer Service Walk-in**
**Initiative Name: BSG-Close (5) Walk-in Centers**
**Project Id**

| *Task Description* | 0 | | | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Project Manager | 102 | | | | 12 | 12 | 12 | 12 | 12 | 12 | 20 | 10 | | | | | | | | | |
| | 40 | | | | | | | | 16 | 16 | 8 | | | | | | | | | | |
| | 244 | | | | | | 8 | 8 | 8 | 80 | 100 | 40 | | | | | | | | | |
| | 60 | | | | | | 12 | 12 | 8 | 8 | 12 | 8 | | | | | | | | | |
| Complete mapping for major processes (protec | 12 | | | | 4 | 4 | 4 | | | | | | | | | | | | | | |
| Employee Reassignment/Retension/Separation | 52 | | | | | | 8 | 8 | 8 | 8 | 20 | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| Facilities: | 0 | | | | | | | | | | | | | | | | | | | | |
| Closing of depositories (Drop Boxes) | 8 | | | | | | | | 4 | | 4 | | | | | | | | | | |
| Reconfigure customer entrances (Install Fax ma | | | | | | | | | 5 | 5 | 5 | | | | | | | | | | |
| Reconfigure workstations | 12 | | | | | | | 4 | 4 | | 4 | | | | | | | | | | |
| Disbursement of funds | 12 | | | | | | | | 4 | 4 | 4 | | | | | | | | | | |
| Phones, LAN Connections | 12 | | | | | | | | 4 | 4 | 4 | | | | | | | | | | |
| Courier Services | 3 | | | | | | | | | | 3 | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| Communication Strategy | 0 | | | | | | | | | | | | | | | | | | | | |
| Regulators(i.e. NHPUC, MPUC, MDTE) | 15 | | | | | 3 | | | 3 | 3 | 3 | 3 | | | | | | | | | |
| Employees (ME, NH, MA) | 60 | | | | | 10 | 10 | 10 | 10 | 10 | 10 | | | | | | | | | | |
| Union (IBEW-LA, Steel Workers-SP, ME, E | 32 | | | | | | 8 | 8 | 8 | 4 | 4 | | | | | | | | | | |
| Customers | 55 | | | | | 10 | 10 | 10 | 10 | 5 | 5 | 5 | | | | | | | | | |
| | 24 | | | | | | | | 12 | 4 | 4 | 4 | | | | | | | | | |
| | 20 | | | | | | | 5 | 5 | | 5 | 5 | | | | | | | | | |
| | 20 | | | | | | | 5 | 5 | 5 | 5 | | | | | | | | | | |
| | 17 | | | | | | | 5 | 8 | 2 | 2 | | | | | | | | | | |
| | 10 | | | | | | | | | 5 | 5 | | | | | | | | | | |
| | 80 | | | | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |
| | 0 | | | | | | | | | | | | | | | | | | | | |

# Project Compass
## Staffing Plan

**Team: Retail Customer Service, Sales & Marketing**

**Project Id**

| *Task Description* | *Resource name / Type* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* | *# days* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Project Manager** | V. Anthony | | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| Expand First Data Network | Jeanne Keane-Treasury & First Data Rep | | | | | 3 | 3 | 3 | | | | | | | | | | | |
| Ambassador | Spv., Mgrs and other non union employees | | | | | 4 | 4 | 4 | 4 | 4 | | | | | | | | | |
| Quantify and relocate back office work | Manager & Spvs. of Walk-in Centers | | | | | 3 | 3 | 3 | 3 | 3 | | | | | | | | | |
| Complete mapping for major processes (protec | Managers and Spvs. Of Walk-in Centers | | | 3 | 3 | 3 | | | | | | | | | | | | | |
| Employee Reassignment/Retension/Separation | Human Resource Manager, Union Officials, labor Relations Director | | | | 3 | 3 | 3 | 3 | 3 | 3 | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| Facilities: | | | | | | | | | | | | | | | | | | | |
| Closing of depositories (Drop Boxes) | Facilities in each location, J. Keane-Treasury | | | | | | | | 4 | | | | | | | | | | |
| Reconfigue customer entrances (Install Fax ma | Facilities in each location | | | | | | 3 | 3 | 3 | | | | | | | | | | |
| Reconfigure workstations | Facilities in each location | | | | | 3 | 3 | | | | | | | | | | | | |
| Disbursement of funds | Jeane Keane-Treasury | | | | | 3 | | | 3 | | | | | | | | | | |
| Phones, Fax, PC & LAN Connections | IT Support in each location | | | | | | 3 | 3 | 3 | | | | | | | | | | |
| Courier Services | Jeanne Keane-Treasury | | | | | | 3 | | 3 | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| Communication Strategy | | | | | | | | | | | | | | | | | | | |
| Regulators(i.e. NHPUC, MPUC, MDTE) | Rick Cencini, Pam Bellino, V. Anthony | | | 3 | | 3 | | | 3 | 3 | | | | | | | | | |
| Employees (ME, NH, MA) | Human Resource Manager, Customer Care Director | | | 3 | 3 | 3 | 3 | 3 | 3 | 3 | | | | | | | | | |
| Union (IBEW-LA, Steel Workers-SP, Utility V | Human Resource Manager, Customer Care Director, Manager, Spvs. | | | 4 | 4 | 4 | 4 | 4 | 4 | | | | | | | | | | |
| Customers | Corporate Communications, Customer Care Director, labor Relations Director | | | | | | 3 | 3 | 3 | 3 | | | | | | | | | |
| Customer Assistance Agencies (Fuel Assistanc | Credit/Collections Mgr, Customer Care Director, Public Relations Mgr. | | | | | 3 | 3 | 3 | 3 | 3 | | | | | | | | | |
| City and Local Government | Community Relations Manager | | | | | 3 | 3 | 3 | 3 | 3 | | | | | | | | | |
| Internal departments (I.e. call center, commun | Corporate Communications., Customer Care Director | | | | | 3 | 3 | 1 | 1 | | | | | | | | | | |
| Coordination of printed material | Community Relations Manager, Corporate Communications | | | | | | | 3 | 3 | | | | | | | | | | |
| Signage | Community Relations Manager, Corporate Communications | | | | | | | | 1 | | | | | | | | | | |
| Community Relations Manager | Project Manager, | | | 1 | 1 | 1 | 1 | 1 | 1 | | | | | | | | | | |

*Project Compass - Phase 2*

| | |
|---|---|
| ***Team: Retail Customer Service, Sales & Marketing*** | ***Prepared By: V. Anthony, B. Vagenas, P. Bellino*** |
| ***Subteam: Customer Service Walk In*** | ***Date Prepared: 8/16/2000*** |
| ***Conceptual Design Area: Walk-in Offices*** | |

At the present time, all Bay State Gas Walk-in centers are responsible to complete a variety of back office work that must be redirected at the time of the closing. Phase III teams will be responsible for determining how this work will be redistributed.

**Massachusetts**

1) Follow up on Commercial applications and deposit payment
2) Address corrections received from the Post Office
3) Process returned mail
4) Update accounts with Protected Status as documentation is received.
5) Maintain files of documentation to update account as protected status expires.
6) Billing adjustments to correct billing when customer has received F/A and has not received the benefit of being billed on the Low-Income rate.
7) Schedule and assign collection work orders
8) Feedback collection work orders
9) Backup switchboard operator
10) Process Form A for Rental and Sale of Water Heater equipment
11) Correspondence mailed directly to the Walk-in Center and CMS mail

**Maine**

In addition to the above items, Maine also has responsibility for the following items.

1) Assign meter reader's work (upload in the AM and download in the PM)
2) Process billing adjustments when meter test results fall outside of the parameters allowed
3) Prepare "Occupancy Verification" package used during winter moratorium

**New Hampshire**

In addition to the items listed under MA, New Hampshire also has the responsibility of the following item.

1) Permanent Letters of Authorization for property owner meter transfers.

## PROJECT COMPASS: WALK-IN STRATEGY

### Scenario 4 & 5 : Complete Elim of KY & BSG; 50% staffing in Nipsco or Gary & Hammond only

| | Kentucky | Nipsco | Bay State | Total |
|---|---|---|---|---|
| **Staffing Impact:** | | | | |
| Current FTE Dedicated to Walkin | 4 | 35.0 | 19.5 | 58.50 |
| FTE's Remaining in local offices | - | 17.0 | - | 17.00 |
| Net FTE Change | 4 | 18 | 19.5 | 41.5 |
| Transfer to other departments | - | 15.0 | - | 15.00 |
| Less: Employees reassigned to Relief Pool | - | 0.0 | - | - |
| **Employees Severed** | 4 | 3 | 19.5 | 26.5 |
| **Recurring Savings:** | | | | |
| Total Walkin Salary | $ (125,000) | $ (1,561,460) | $ (625,374) | $ (2,311,834) |
| Less Salary remaining in Walkin | | $ 740,620 | | $ 740,620 |
| Less Salary reassigned to Relief Pool | - | - | | - |
| Net Salary Savings | $ (125,000) | $ (820,840) | $ (625,374) | $ (1,571,214) |
| Make-up of Salary Savings: | | | | |
| Salary reassigned to other Departments | - | (652,260) | | (652,260) |
| Salary related to severed employees | (125,000) | $ (168,580) | (625,374) | (918,954) |
| **Total Salary Savings** | $ (125,000) | $ (820,840) | $ (625,374) | $ (1,571,214) |
| Other Expenses | - | (88,050) | (13,250) | (101,300) |
| Subtotal Direct | (125,000) | (908,890) | (638,624) | (1,672,514) |
| Overheads | (53,750) | (352,961) | (249,238) | (655,950) |
| **Total Payroll & Expenses Saved** | $ (178,750) | $ (1,261,851) | $ (887,862) | $ (2,328,464) |
| **Recurring O&M Costs:** | | | | |
| Change in Remittance Processing | 32,124 | 124,106 | 37,159 | 193,388 |
| KIOSk Maintenance fees | 6,750 | 27,000 | 33,750 | 67,500 |
| KIOSK/Phone service | 1,200 | 4,800 | 4,800 | 10,800 |
| **Total Recurring Costs:** | $ 40,074 | $ 155,906 | $ 75,709 | $ 271,688 |
| **Start-up Costs (O&M & Capital):** | | | | |
| Severence | 58,750 | 79,233 | 293,926 | 431,908 |
| Payment KIOSK Machines | 45,000 | 180,000 | 225,000 | 450,000 |
| Customer communications | 25,000 | 150,000 | 100,000 | 275,000 |
| Community Communications | 5,000 | 20,000 | 20,000 | 45,000 |
| Facilities/Security Changes | | | 10,000 | 10,000 |
| Purchase of Additional Drop boxes | 5,000 | 20,000 | 20,000 | 45,000 |
| **Total Startup Costs:** | 138,750 | 449,233 | 668,926 | 1,256,908 |
| **Year 1 Net Impact** | 74 | (656,713) | (143,228) | (799,867) |
| **Recurring Impact** | (138,676) | (1,105,945) | (812,153) | (2,056,775) |

**BAY STATE: Local Offices**

| | Staff # | Salary | Total Salary | Walkin Budget w/o Swichboard | Overtime | Staff counts | Backroom Labor |
|---|---|---|---|---|---|---|---|
| **Totals:** | | | | | | | |
| **Cust Relations Reps - full-time** | **11.75** | **$ 15.93** | **$ 389,376** | **579,624** | **$ 45,750** | **11.75** | $ 54,538 |
| **Cashier - FTE** | **4.75** | **$ 13.28** | **$ 131,248** | | | **4.75** | |
| **Switchboard/backroom- full-time** | **2** | **$ 13.11** | **$ 54,538** | | | | |
| **Supervision** | **1** | **$ 59,000** | **$ 59,000** | | | **1.00** | |
| | | | | | | 17.50 | |
| | 19.5 | | | | | | |
| *Materials & Supplies* | | | | 8,000 | | | |
| *Outside Services* | | | | - | | | |
| *Employee Expenses* | | | | 5,250 | | | |
| *Misc & Other* | | | | - | | | |
| Subtotal | | | | **638,624** | | | |
| Plus Overhead @ 43% | | | | 249,238 | | | |
| Total Plus Overhead | | | | 887,862 | $ 45,750 | | |
| Cost/Customer | | | | 2.78 | | | |
| Cost/Walkin Transaction | | | | 6.69 | | | |

**bay state breakdown**

| | | | | | |
|---|---|---|---|---|---|
| *Walkin Labor - Brockton MA* | | | | | |
| Cust Relations Reps - full-time (3 @ 35.5k) | 3 | $ | 17.09 | | 106,641.60 |
| Cashier - full-time (1 @ $31K) | 1 | $ | 14.98 | | 31,158.40 |
| Switchboard/backroom- full-time (1 @ $27K) | 1 | $ | 13.11 | | 27,268.80 |
| Overtime | | | | $ | 17,000 |
| | | | | $ | - |
| Supervisor- 1/2 allocation w Collections | 0.5 | $ | 59,000 | $ | 29,500 |
| *Walkin Labor - Springfield MA* | | | | | |
| Cust Relations Reps - full-time (3 @ 35.5k) | 3 | $ | 15.00 | | 93,600.00 |
| Cashier - full-time (1 @ $31K) | 1 | $ | 11.45 | | 23,816.00 |
| Switchboard/backroom- full-time (1 @ $27K) | 1 | $ | 13.11 | | 27,268.80 |
| Overtime | | | | $ | 15,000 |
| | | | | $ | - |
| Supervisor- 1/2 allocation w Collections | 0 | $ | 59,000 | $ | - |
| *Walkin Labor - Lawrence MA* | | | | | |
| Cust Relations Reps - full-time (4 @ 34.5k) | 4 | $ | 16.59 | | 138,028.80 |
| Cashier/Switchboard - full-time (1 @ $27K) | 1 | $ | 13.38 | | 27,830.40 |
| Overtime | | | | $ | 13,000 |
| | | | | $ | - |
| Supervisor- 1/2 allocation w Collections | 0.5 | $ | 59,000 | $ | 29,500 |
| *Walkin Labor - Portsmouth NH* | | | | | |
| Cust Relations Reps - full-time (2 @ 28k) | 0 | | | | - |
| Cashier - full-time (1/2 @ $24K) | 0.75 | $ | 15.00 | | 23,400.00 |
| Overtime | | | | $ | 150 |
| *Walkin Labor - Portland ME* | | | | | |
| Cust Relations Reps - full-time (2 @ 28k) | 1.75 | $ | 14.04 | | 51,105.60 |
| Cashier - full-time (1/2 @ $24K) | 1 | $ | 12.04 | | 25,043.20 |
| Overtime | | | | $ | 600 |

**NIPSCO LOCAL OFFICES**

| | Staff # | Salary | Total Salary | Local Offices Budget | Overtime | Non-Local Offices | Revised Local Offices | NIPSCO RIGHT SIZE SCENARIOS Scenario 2 | Scenario 3 | Scenario 4 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| *Local Offices* | | | | 1,985,056 | 7,764 | 431,360 | 1,553,696 | 345,088 | | 647,040 | |
| CSRs - full-time | 36 | 43,136 | 1,552,896 | | | | | | | | |
| Sr CSRs - full-time | 4 | 42,500 | 170,000 | | | | | | | | |
| CSRs - part-time | | | - | 262,160 | | | | | | 93,580 | (168,580) |
| Team Leaders | 4 | 46,790 | 187,160 | | | | | | | | |
| Group Leader | 1 | 75,000 | 75,000 | | | | | | | | |
| Service Agency (Billing) | | | - | | | | | | | | |
| | 45 | | - | | | | | | | | |
| | | | - | | | | | | | | |
| Average Salary Data | | | | | | | | | | | |
| *Avg CSR & Sr. CSR Hourly Wage* | | 43,072 | | | | - | | | | | |
| *Materials & Supplies* | | | | 10,800 | | | 10,800 | 2,160 | | 5,400 | |
| *Outside Services* | | | | | | | | | | | |
| *Employee Expenses* | | | | 165,300 | | | 165,300 | 33,060 | | 82,650 | |
| *Misc & Other* | | | | - | | | | | | | |
| Subtotal | | | | 2,168,920 | | | 1,737,560 | 380,308 | | 828,670 | |
| Plus Overhead @ 43% | | | | 853,574 | | | 668,089 | 148,388 | | 318,467 | |
| Total Plus Overhead | | | | 3,022,494 | 7,764 | 431,360 | 2,405,649 | 528,696 | | 1,147,137 | |
| Cost/Customer | | | | 2.79 | | | 2.22 | 0.49 | | 1.06 | |
| Cost/Walkin Transaction | | | | 4.34 | | | 3.46 | 1.73 | | 6.44 | |

**CHANGE IN REMITTANCE PROCESSING DUE TO LOCAL OFFICE CLOSING**

| | CURRENT STATE | | | | Complete Elimination | | | | Nipsco- right size #1 & #2 | | | | Nipsco- right size #3 & #4 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Volumes | % | $/trans | Extended | Volumes | % | $/trans | Extended | Volumes | % | $/trans | Extended | Volumes | % | $/trans | Extended |
| **Nipsco** | | | | | | | | | | | | | | | | |
| Mailing | | | $ 0.085 | | 169,775 | 25% | $ 0.085 | $ 14,431 | $ 67,910 | 10% | $ 0.085 | $ 5,772 | 101,865 | 15% | $ 0.085 | $ 8,659 |
| Agency Payments | | | $ 0.55 | | 407,461 | 60% | $ 0.55 | $ 224,103 | $ 67,910 | 10% | $ 0.55 | $ 37,351 | 135,820 | 20% | $ 0.55 | $ 74,701 |
| Direct Pay | | | $ 0.030 | | | | | | | | | | | | | |
| Web/Tel | | | $ 0.070 | | | | | | | | | | | | | |
| Walk-in | 330,544 | 48% | 3.46 | $ 1,142,864 | | | | | | | | | | | | |
| Drive up | 182,812 | 26% | 3.46 | $ 632,077 | | | | | 305,595 | 45% | | $ - | 169,775 | 25% | | $ - |
| Depository | 165,745 | 24% | 3.46 | $ 573,068 | 101,865 | 15% | 0.150 | $ 15,280 | 237,685 | 35% | 0.150 | $ 35,653 | 271,640 | 40% | 0.150 | $ 40,746 |
| Misc Walkin | 16,671 | 2% | 3.46 | $ 57,640 | | | | | | | | | | | | |
| | **695,772** | | | **$ 2,405,649** | **679,101** | | | **$ 253,814** | **679,101** | | | **$ 78,776** | **679,101** | | | **$ 124,106** |
| | | | | | | | | $ (2,151,835) | | | | $ (2,326,874) | | | | $ (2,281,544) |
| **Bay State** | | | | | | | | | | | | | | | | |
| Mailing | | | $ 0.085 | | 26,371 | 25% | $ 0.085 | $ 2,242 | $ 26,371 | 25% | $ 0.085 | $ 2,242 | $ 26,371 | 25% | $ 0.085 | $ 2,242 |
| Agency Payments | | | $ 0.51 | | 63,290 | 60% | $ 0.51 | $ 32,544 | $ 63,290 | 60% | $ 0.51 | $ 32,544 | $ 63,290 | 60% | $ 0.51 | $ 32,544 |
| Direct Pay | | | $ 0.07 | | | | | | | | | | | | | |
| Web/Tel | | | $ 0.07 | | | | | | | | | | | | | |
| Walk-in | 105,484 | 79% | 6.69 | $ 705,469 | | | | | | | | | | | | |
| Drive up | | 0% | 6.69 | $ - | | | | | | | | | | | | |
| Depository | | 0% | 6.69 | $ - | 15,823 | 15% | 0.150 | $ 2,373 | $ 15,823 | 15% | 0.15 | $ 2,373 | $ 15,823 | 15% | 0.15 | $ 2,373 |
| Misc Walkin | 27,272 | 21% | 6.69 | $ 182,393 | | | | | | | | | | | | |
| | **132,756** | | | **$ 887,862** | **105,484** | | | **$ 37,159** | **105,484** | | | **$ 37,159** | **105,484** | | | **$ 37,159** |
| | | | | | | | | $ (850,703) | | | | $ (850,703) | | | | $ (850,703) |
| **Kentucky** | | | | | | | | | | | | | | | | |
| Mailing | | | $ 0.11 | | 22,169 | 25% | $ 0.11 | $ 2,439 | $ 22,169 | 25% | $ 0.11 | $ 2,439 | $ 22,169 | 25% | $ 0.11 | $ 2,439 |
| Agency Payments | | | $ 0.51 | | 53,204 | 60% | $ 0.51 | $ 27,358 | $ 53,204 | 60% | $ 0.51 | $ 27,358 | $ 53,204 | 60% | $ 0.51 | $ 27,358 |
| Direct Pay | | | $ 0.025 | | | | | | | | | | | | | |
| Web/Tel | | | $ 0.07 | | | | | | | | | | | | | |
| Walk-in | 54,183 | 44% | 1.44 | $ 78,238 | | | | | | | | | | | | |
| Drive up | | 0% | 1.44 | $ - | - | | | | $ - | | | | $ - | | | |
| Depository | 34,491 | 28% | 1.44 | $ 49,804 | 13,301 | 15% | 0.18 | $ 2,328 | $ 13,301 | 15% | 0.18 | $ 2,328 | $ 13,301 | 15% | 0.18 | $ 2,328 |
| Misc Walkin | 35,117 | 28% | 1.44 | $ 50,708 | | | | | | | | | | | | |
| | **123,791** | | | **$ 178,750** | **88,674** | | | **$ 32,124** | **88,674** | | | **$ 32,124** | **88,674** | | | **$ 32,124** |
| | | | | | | | | $ (146,626) | | | | $ (146,626) | | | | $ (146,626) |

Assumptions:
1) No CSR availability in locations
2) Deposit Box avail w increased capacity, processed through mailhouse
3) Telphone/Kiosk available to customers to call phone centers
4) All payment arrangements processed through standard options IVR and Call Center
5) Pos id verified by Service Tech in field as needed. Pos ID expanded in Call Center.
6) MA Cromwell waiver process resolved
7) May need to factor in an increase to call center volumes

**Assumptions:**
1) No CSR availability in locations, but extended driveup hours. Remittance volume remains
2) Deposit Box avail w increased capacity processed through mailhouse
3) Telphone/Kiosk available to customers to call phone centers
4) All payment arrangements processed through standard options IVR and Call Center
5) Pos id verified by Service Tech in field as needed. Pos ID expanded in Call Center.
6) MA Cromwell waiver process resolved
7) May need to factor in an increase to call center and IVR volumes

**Assumptions:**
1) No CSR availability in locations, but extended driveup hours. Remittance volume remains
2) Deposit Box avail w increased capacity processed through mailhouse
3) Telphone/Kiosk available to customers to call phone centers
4) All payment arrangements processed through standard options IVR and Call Center
5) Pos id verified by Service Tech in field as needed. Pos ID expanded in Call Center.
6) MA Cromwell waiver process resolved
7) May need to factor in an increase to call center and IVR volumes

**Staffing Impact**
**1) Complete elimination of FTE requirement**
**2) Payments received in deposit boxes forwarded to lockbox for processing**

**Staffing Impact:**
**1) complete elimination of CSR staffing**
**2) average payment processed through driveup takes 2 minutes**

**305,595 driveup volumes**
**10,167 hrs to process**
**2 fte required by location**

**Staffing Impact:**
**1) complete elimination of CSR staffing for Fort Wayne and South Bend OR 50% reduction in all locations.**
**2) average payment processed through driveup takes 2 minutes.**

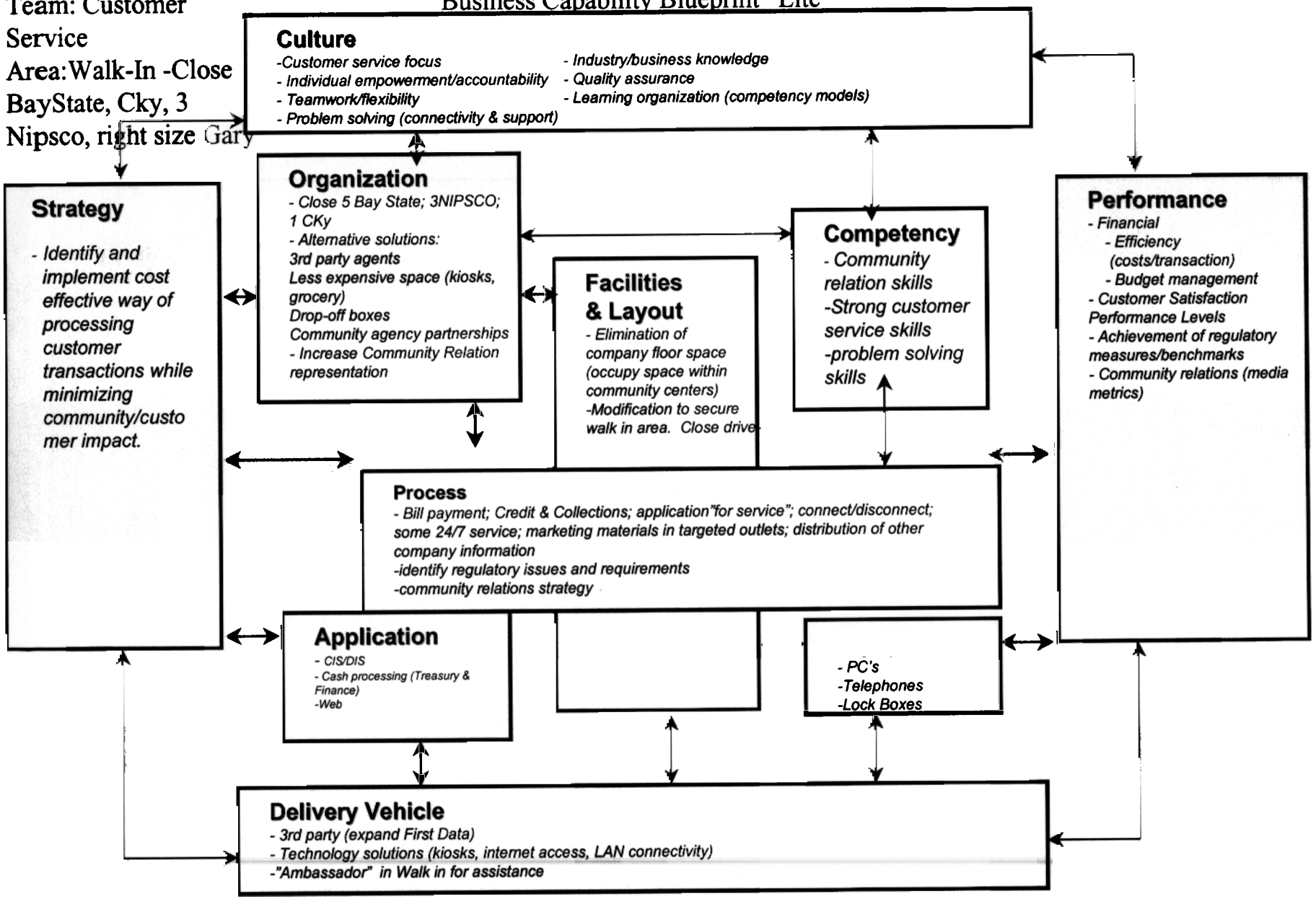
## PROJECT COMPASS: WALK-IN STRATEGY

### Scenario 4 & 5 : Complete Elim of KY & BSG; 50% staffing in Nipsco or Gary & Hammond only

| | Kentucky | Nipsco | Bay State | Total |
|---|---|---|---|---|
| **Staffing Impact:** | | | | |
| Current FTE Dedicated to Walkin | 4 | 35.0 | 19.5 | 58.50 |
| FTE's Remaining in local offices | - | 17.0 | - | 17.00 |
| Net FTE Change | 4 | 18 | 19.5 | 41.5 |
| Transfer to other departments | - | 15.0 | - | 15.00 |
| Less: Employees reassigned to Relief Pool | - | 0.0 | - | - |
| **Employees Severed** | **4** | **3** | **19.5** | **26.5** |
| **Recurring Savings:** | | | | |
| Total Walkin Salary | $ (125,000) | $ (1,561,460) | $ (625,374) | $ (2,311,834) |
| Less Salary remaining in Walkin | | $ 740,620 | | $ 740,620 |
| Less Salary reassigned to Relief Pool | - | - | | - |
| Net Salary Savings | $ (125,000) | $ (820,840) | $ (625,374) | $ (1,571,214) |
| Make-up of Salary Savings: | | | | |
| Salary reassigned to other Departments | - | (652,260) | | (652,260) |
| Salary related to severed employees | (125,000) | $ (168,580) | (625,374) | (918,954) |
| **Total Salary Savings** | **$ (125,000)** | **$ (820,840)** | **$ (625,374)** | **$ (1,571,214)** |
| Other Expenses | - | (88,050) | (13,250) | (101,300) |
| Subtotal Direct | (125,000) | (908,890) | (638,624) | (1,672,514) |
| Overheads | (53,750) | (352,961) | (249,238) | (655,950) |
| **Total Payroll & Expenses Saved** | **$ (178,750)** | **$ (1,261,851)** | **$ (887,862)** | **$ (2,328,464)** |
| **Recurring O&M Costs:** | | | | |
| Change in Remittance Processing | 32,124 | 124,106 | 37,159 | 193,388 |
| KIOSk Maintenance fees | 6,750 | 27,000 | 33,750 | 67,500 |
| KIOSK/Phone service | 1,200 | 4,800 | 4,800 | 10,800 |
| **Total Recurring Costs:** | **$ 40,074** | **$ 155,906** | **$ 75,709** | **$ 271,688** |
| **Start-up Costs (O&M & Capital):** | | | | |
| Severence | 58,750 | 79,233 | 293,926 | 431,908 |
| Payment KIOSK Machines | 45,000 | 180,000 | 225,000 | 450,000 |
| Customer communications | 25,000 | 150,000 | 100,000 | 275,000 |
| Community Communications | 5,000 | 20,000 | 20,000 | 45,000 |
| Facilities/Security Changes | | | 10,000 | 10,000 |
| Purchase of Additional Drop boxes | 5,000 | 20,000 | 20,000 | 45,000 |
| **Total Startup Costs:** | **138,750** | **449,233** | **668,926** | **1,256,908** |
| **Year 1 Net Impact** | **74** | **(656,713)** | **(143,228)** | **(799,867)** |
| **Recurring Impact** | **(138,676)** | **(1,105,945)** | **(812,153)** | **(2,056,775)** |

# Project Compass
## Business Capability Blueprint "Lite"

Team: Customer Service
Area: Walk-In -Close BayState, Cky, 3 Nipsco, right size Gary




**Comments:**

I

Proprietary and Confidential