



Docket UE26101  
Order UE07-04

**IN THE MATTER** of the development  
and implementation of key performance  
indicators for Maritime Electric Company,  
Limited.

**BEFORE THE COMMISSION**

on Thursday, the 16th day of August, 2007.

Maurice Rodgerson, Chair  
Weston Rose, Commissioner  
Anne Petley, Commissioner

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# Order

Compared and Certified a True Copy

(Sgd) *Donald G. Sutherland*

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Technical and  
Regulatory Services Division

**IN THE MATTER** of the development  
and implementation of key performance  
indicators for Maritime Electric Company,  
Limited.

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# Order

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**WHEREAS**, in June of 2005, the Commission commenced a review of key performance indicators for Maritime Electric Company, Limited (the “Company”) with the view of establishing performance measures that would assist both the Commission and senior management of the Company in monitoring and measuring service and productivity levels as well as financial performance;

**AND WHEREAS**, in order to facilitate the review, the Commission engaged the services of John Murphy, MBA, P.Eng., to assist in the development of key performance indicators (“KPI’s”) and target performance indices and to liaise with the Company in the development of software enabled dashboards;

**AND WHEREAS** the Commission has received and reviewed the *Development of Key Performance Indicators Report*<sup>1</sup> of Mr. Murphy and the reporting mechanism developed by the Company in consultation with Mr. Murphy and Commission staff;

**AND WHEREAS** the Commission has concluded that the reporting indicators and dashboard reporting mechanisms will greatly assist in providing valuable and timely information to both the Commission and Company management in assessing the operating and financial performance of the Company;

**NOW THEREFORE**, pursuant to the *Electric Power Act*,

## **IT IS ORDERED THAT**

1. the Proposal for Key Performance Indicator Reporting and associated Reference Manual appended to, and forming part of, this Order is approved and adopted by the

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<sup>1</sup> The complete report of John Murphy is available on the Commission’s website at: [www.irac.pe.ca/generalpublications](http://www.irac.pe.ca/generalpublications)

- Commission for immediate implementation by the Company; and
2. The dial and slider limits set forth in the appendix to this Order shall not be altered or modified without the further approval of the Commission.

**DATED** at Charlottetown, Prince Edward Island, this 16th day of August, 2007.

## BY THE COMMISSION:

(Sgd) *Maurice Rodgerson*

Maurice Rodgerson, Chair

(Sgd) *Weston Rose*

Weston Rose, Commissioner

(Sgd) *Anne Petley*

Anne Petley, Commissioner

## NOTICE

Section 12 of the *Island Regulatory and Appeals Commission Act* reads as follows:

*12. The Commission may, in its absolute discretion, review, rescind or vary any order or decision made by it or rehear any application before deciding it.*

Parties to this proceeding seeking a review of the Commission's decision or order in this matter may do so by filing with the Commission, at the earliest date, a written Request for Review, which clearly states the reasons for the review and the nature of the relief sought.

Sections 13.(1) and 13(2) of the *Act* provide as follows:

*13.(1) An appeal lies from a decision or order of the Commission to the Appeal Division of the Supreme Court upon a question of law or jurisdiction.*

*(2) The appeal shall be made by filing a notice of appeal in the Supreme Court within twenty days after the decision or order appealed from and the Civil Procedure Rules respecting appeals apply with the necessary changes.*



# ***Proposal for Key Performance Indicator Reporting***

*Last Updated: July 26, 2007*



Key Performance Indicators – Overview and Index		
	Indicator	Description
<b>FINANCE</b>		
1	Forecast Annual Return on Average Common Equity	Forecast annual net earnings as a percentage of forecast average common equity.
2	Capital Structure (Equity)	Shareholder's equity at the end of the month as a percentage of total capital where total capital is Shareholder's Equity + LT Debt + ST Debt + Bank Indebtedness.
3	Debt Interest Coverage	The number of times pre-tax earnings (operating income) year to date can cover total interest costs year to date.
4	Net Profit as % of Gross Energy Costs	Year to date net earnings as a percentage of year to date gross energy costs.
5	Forecast Annual Return on Average Rate Base	Forecast annual net earnings as a percentage of forecast average rate base.
6	Accounts Receivable/Energy Sales Revenue	Accounts receivable from electric sales as at the end of the current month as a percentage of average year to date energy sales revenue.
<b>CUSTOMER SERVICE</b>		
7	Call Centre Blocked Calls Rate	MECL no longer experiences blocked calls.
8	Call Centre Service Level	Number of calls received year to date that were answered in 30 seconds or less as a percentage of total calls received year to date.
9	Call Centre Call Abandonment	Number of calls abandoned year to date after listening to the recorded message as a percentage of total calls year to date entering the queue after the message has been played.
10	Call Centre Average Speed to Answer	The year to date sum of each month's average length of time it takes a Customer Service Representative (CSR) to answer an incoming call from a customer divided by the number of months year to date.
11	Call Centre First Call Resolution – Unresolved at First Contact	The year to date number of calls for which (i) the CSR was unable to satisfy the caller and transferred the call to a Supervisor or (ii) a call for which the CSR was unable to complete a call transfer to a MECL representative as a percentage of total calls received year to date divided by the number of months year to date.
12	Meter Reading Exceeds 65 Days	The year to date sum of each month's percentage of non-seasonal customer meter readings in excess of 65 days divided by the number of months year to date.
13	Complaints	Number of complaints year to date divided by the number of months year to date.
14	Scheduled Appointments Missed	Number of reported appointments missed year to date divided by year to date number of months.
15	Call Centre Call Handle Time	The year to date sum of each month's average length of time per call from a customer to a CSR divided by the number of months year to date.
16	Service Connections	The number of services connected in 5 business days or less, after all conditions for service have been met, as a percentage of total service connection requests. Year to date, divided by the number of months year to date.

Key Performance Indicators – Overview and Index		
	Indicator	Description
<b>RELIABILITY</b>		
17	T & D Service Reliability	Includes measures of SAIDI, SAIFI and CAIDI where: <ul style="list-style-type: none"> <li>▪ SAIDI is the cumulative duration of interruptions averaged over all customers served during the last 12 months.</li> <li>▪ SAIFI is the sum of the monthly average number of interruptions for each customer served for the last 12 months.</li> <li>▪ CAIDI is the average interruption duration for customers interrupted during the last 12 months.</li> </ul>
18	Service Level	The percentage of time over the last 12 months that electricity service was available.
19	Voltage Performance	The number of times that a substation emergency high\low voltage alarm was triggered.
20	Power Availability and Reliability	Includes the following measures: <ul style="list-style-type: none"> <li>▪ Generator Availability – the percentage of the year that the standby generation is available to respond to being dispatched as per the energy purchase agreements in place at the time.</li> <li>▪ Starting Reliability – the number of times the units started within contractual specifications as a percentage of times requested.</li> <li>▪ Forced Outages – the number of hours of forced outage as a percentage of deemed hours of demand.</li> <li>▪ Forced Outage Cost – the incremental cost between the deemed cost of power of the unavailable generation and the purchased replacement power.</li> </ul>
<b>EFFICIENCY</b>		
21	Total Operating Expense/Energy Delivered	Year to date total operating expenses divided by year to date total kWh energy sales.
22	Net Fixed Assets/Energy Delivered	Net fixed assets at the end of the current month divided by year to date average kWh energy sales.
23	Total Energy Related Expense/Energy Delivered	Year to date gross energy costs divided by year to date total kWh energy sales.
24	Total Expense/Energy Delivered	Year to date total expenses (less ECAM) divided by year to date total kWh energy sales.
25	Controllable Expense/Energy Delivered	Year to date controllable expenses (T&D and General) divided by year to date total kWh energy sales.
26	System Losses	Difference in the amount of energy year to date that enters the MECL system (net purchased and produced) and the amount consumed by customers year to date (kWh sales).
27	Efficiency and Technology Transfer	Annual report on MECL investment in new and developing technologies.
28	Energy Efficiency	KPI to be developed in consultation with IRAC after DSM filing.

<b>Key Performance Indicators – Overview and Index</b>		
	<b>Indicator</b>	<b>Description</b>
<b>EFFICIENCY</b>		
29	Demand Side Management	KPI to be developed in consultation with IRAC after DSM filing.
30	Demand Response	KPI to be developed in consultation with IRAC after DSM filing.
<b>SUSTAINABILITY</b>		
31	Lost Time Incidents	The number of incidents where an injury resulted in employee lost time at work.
32	Employee Sickness	Average number of sick days per employee.
33	Employee Development	Annual report on employee development through education and training.
34	Community Involvement	Annual report on financial, in-kind, employee and other support supplied by the Company.
35	Environmental Responsibility	Quarterly report on various environmental indices.



**Financial Performance Indicators**

<b>Indicator:</b>	(1) Return on Average Common Equity (%)
<b>Description:</b>	<p>The Company's net earnings after tax are presented as a percentage return on average common equity. The average common equity is calculated as follows:</p> <p>Forecast common equity, beginning of year plus forecast common equity, end of year divided by 2.</p>
<b>Definition:</b>	The Indicator is measured as net earnings as a percentage of forecast average common equity.
<b>Benchmark:</b>	ROE as approved by the Island Regulatory and Appeals Commission. The ROE for 2006 was 10.15%. The forecast ROE for 2007 is 10.25%. The target is between 10.00% and 10.25%.
<b>Presentation:</b>	This indicator is considered the primary measure of financial performance. As such, the monthly results will be presented in a dial format with the key indicators from other categories. The year to date average forecast annual Return on Average Common Equity will be presented in a dial format as the lead indicator in the Finance Section. As well, the current month rolling 12 month average Return on Common Equity and the current month Return on Common Equity will be presented in dial format as a "drill-down" from the main level. A further "drill-down" will provide a bar chart of the historic monthly rolling 12 month Return on Average Common Equity and a bar chart of the historic monthly Return on Average Common Equity.
<b>Requirements:</b>	The required information is available from the Company's financial system.

**Financial Performance Indicators**

**Indicator:** (2) Capital Structure (%)

**Description:** Maritime Electric is required, under the terms of the Electric Power Act, to maintain a minimum of 40% of equity in its capital structure. Conversely, it is required to maintain no more than 60% debt in its capital structure. This requirement is a carryover from the Maritime Electric Company, Limited Regulation Act under which the Company operated for the period 1994 to 2003. For several years the common equity was below the 40% target, however it has since moved above the target and it is not anticipated that it will fall below the target in the near future. At December 31, 2004 the common equity component was 42.6%. The forecast for 2007 is 41.8%.

**Description:** The Indicator is measured as Shareholders Equity as a percentage of total capital.

**Benchmark:** The Company has, in its previous rate application, indicated that a debt/equity range of 55%-60%/45%-40% is required to ensure financial stability. The target equity level is set between 41.0% and 45.0% with a minimum equity level not less than 40.0% and a maximum equity level of not more than 46.0%.

**Presentation:** The capital structure will be presented in the monthly KPI Report. The benchmark and year to date percentage of total capital will be presented in a slider format as part of the monthly KPI Report. Each monthly percentage of total capital will be presented in a bar chart as a "drill-down" from the slider.

**Requirements:** The required information is available from the Company's financial system

### Financial Performance Indicators

**Indicator:** (3) Debt Interest Coverage (Times)

**Description:** The purpose of the debt interest coverage ratio is to determine the number of times that pre-tax or “operating income” can cover the Company’s interest costs. Another way to look at it, is that interest coverage is the best measure of the Company’s ability to meet its debt obligations. It is used by credit rating agencies and debt lenders to assess the adequacy of the Company’s capital structure and associated investment risk. The Company’s current targeted interest coverage is 2.4 times to 2.6 times based on guidelines from Standard & Poor’s. This is based on improving the Company’s Corporate Credit Rating to improve the marketability of its debt, reduce the cost of that debt and ultimately the cost to customers. Pre-tax operating income is calculated as follows:

**Revenue**

**Less Operating Expense**

**Less Amortization**

**Plus Allowance For Funds Used During Construction**

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**Long Term Debt Interest**

**Short Term Debt Interest**

**Amortization of Financing Costs**

**Definition:** The performance is measured as the number of times pre-tax earnings (Operating Income) can cover total interest costs.

**Benchmark:** The target is set between 2.2 and 3.5 times with a minimum level of 2.0 times and a maximum level of 4.0 times.

**Presentation:** The benchmark and year to date average Debt Interest Coverage ratio will be presented in a slider format as part of the monthly KPI Report. Each monthly Debt Interest Coverage ratio will be presented in a bar chart format as a “drill-down” from the slider.

**Requirements:** The required information is available from the Company’s financial system

**Financial Performance Indicators**

<b>Indicator:</b>	(4) Net Profit as a Percentage of Gross Energy Costs
<b>Description:</b>	This indicator is expressed, in percentage form, as net earnings (after taxes) divided by the cost of purchased and generated gross energy costs. The indicator would attempt to measure MECL's profitability relative to the cost of energy. MECL's profitability is primarily determined by its ability to maximize on the Regulator's pre-determined allowable return on equity and/or rate base. The Regulator sets unit revenue pricing and energy costs are regularly adjusted to the Regulator's pre-determined ECAM unit base cost. Thus the indicator would represent more a correlation of the Regulator's setting of allowable returns and unit energy costs than a correlation of "market-driven" energy costs, expenses, and revenue-setting in non-regulated enterprises.
<b>Definition:</b>	The Indicator is measured as net earnings as a percentage of gross energy costs.
<b>Benchmark:</b>	It is recommended that the Net Profit as a Percentage of Gross Energy Costs indicator be tracked for trending purposes and be included as a secondary benchmark for MECL. The target is set between 13.0% to 20.0%.
<b>Presentation:</b>	The benchmark and year to date average Net Profit as a Percentage of Gross Energy Costs will be presented in a slider format as part of the monthly KPI Report. Each monthly Net Profit as a Percentage of Gross Energy Costs will be presented in a bar chart format as a "drill-down" from the slider.
<b>Requirements:</b>	The required information is available from the Company's financial system

**Financial Performance Indicators**

**Indicator:** (5) Return on Average Rate Base (%)

**Description:** The Company's forecast net earnings after tax are presented as percentage return on forecast average rate base. For this calculation, net earnings are calculated as follows:

Total Revenue

Less:

Operating Expenses

Deferred Costs Recoverable From Customers

Debt Issue Costs (not interest costs)

Amortization

Income Tax

The average rate base is calculated as follows:

Opening and closing balance of rate base divided by 2.

**Definition:** The Indicator is measured as forecast net earnings as a percentage of the forecast average rate base.

**Benchmark:** The return for 2006 was 8.99% and the forecast return for 2007 is 8.54%. The target is set between 8.0% to 9.0% with a minimum level of 7.0% and maximum level of 10.0%.

**Presentation:** The benchmark and year to date average forecast Annual Return on Average Rate Base will be presented in a slider format as part of the monthly KPI Report. Each monthly current month rate base percentage will be presented in a bar chart format as a "drill-down" from the slider.

**Requirements:** The required information is available from the Company's financial system

**Financial Performance Indicators**

<b>Indicator:</b>	(6) Accounts Receivable/Revenue from Energy Sales
<b>Description:</b>	Maritime Electric has traditionally done a very good job of keeping its accounts receivable at a reasonable level and minimizing the level of bad debts expense even though it allocates relatively small amount of “labour” to this process. The use of budget billing, load limiters and the reluctance to disconnect except as a last resort have been instrumental. One issue associated with the level of receivables is the fact that a small handful of large industrial customers account for a large percentage of sales and receivables. A delay in one of these payments could have a significant impact on a performance indicator compared to a benchmark, however, it would be relatively easy to identify this and account for the variation.
<b>Definition:</b>	The Indicator level is measured as accounts receivable from electric sales as a percentage of energy sales revenue.
<b>Benchmark:</b>	The performance indicator would be the monthly accounts receivable from energy sales divided by average year to date monthly electric revenue expressed in terms of a percentage. Based on a review of results of the years 2004-2006 inclusive the percentage has ranged from 129.4% to 175.1% with an average of 144.2%. The year to date performance indicator for accounts receivable per energy sale revenue is a target range of between 120% to 160% with a minimum level of 100% and a maximum level of 180%.
<b>Presentation:</b>	The benchmark and results will be presented as a year to date average in a slider format in the monthly KPI Report. Each monthly accounts receivable per energy sales revenue will be presented in a bar chart format as a “drill-down” from the slider. As well, the bar chart will contain a link to a monthly aging analysis of accounts receivable.
<b>Requirements:</b>	The required information is available from the Company’s financial records.

**Customer Service Performance Indicators**

**Indicator:** (7) Call Centre Blocked Calls Rate

**Description:** Maritime Electric Company Limited's ("MECL") main phone numbers open with options to the customer to press 1 for Customer Service and Press 2 for Power Outages. This is called an ECP Mailbox. As a result of changes to the system in 2007, this mail box now allows 100% of all calls from up to 75,000 customers into the telephone system simultaneously. MECL customers can now access the main number (ECP Mailbox) without receiving a busy signal. Any hang-ups after reaching the queue are reflected in the Grade of Service.

**Benchmark:** As a result of the recent changes to the phone system Maritime Electric experiences 0% of blocked calls from the queue. Maritime Electric therefore proposes to withdraw this KPI.

**Customer Service Performance Indicators**

**Indicator:** (8) Call Centre Service Level

**Description:** The Service Level performance indicator is intended to identify the length of time customers are on hold before reaching a CSR. The measurement of this target is achieved by utilizing the phone system monitoring software.

In January 2005, MECL updated its existing telephone system by connecting with Aliant's host system to improve the phone system's monitoring and reporting capabilities. A review of the data available for 2005 and 2006 has been completed and a benchmark can be set based on this data.

In 2005 MECL achieved an average of calls being answered within 30 seconds of 61% for the Customer Service Queue and an average of 78% in 2006.

**Definition:** The Indicator is measured as the number of calls received that were answered in 30 seconds or less as a percentage of total calls received for the Customer Service queue.

**Benchmark:** The performance indicator for Service Level is a target of between 70% to 80% with a minimum level of 60% and a maximum target level of 90% of all calls received being answered within 30 seconds.

**Presentation:** This Indicator is considered the primary measure of Customer Service performance. As such, the monthly result will be presented in a dial format with the Key Indicators from other categories while the year to date average Service Level will be presented in dial format as the lead Indicator in the Customer Service Section. From this dial, the historic monthly Service Level will be presented in a bar chart format as a "drill-down".

The benchmark and actual Service Level results will be presented as part of the monthly KPI Report.

**Requirements:** The software is in place to track this indicator. A process has been established to record the results on a monthly basis.

See additional discussion on Page 41.



**Customer Service Performance Indicators**

<b>Indicator:</b>	(9) Call Centre Call Abandonment
<b>Description:</b>	<p>The software used for the telephone system at MECL to track call abandonment rates is within the physical queue. When a customer presses the 1 or 2 option, they are directed to either the Call Center or Power Outage Queue. In these queues, the software tracks the abandonment rates based on “before RAN” or “after RAN”. These terms mean before or during the time a caller listens to the message (such as a power outage update) or after the time a customer hears the message, have continued to hold and then abandoned the call.</p> <p>The software used by MECL would not be able to provide the blocked rates in 10 second holding intervals as identified in the Target. However, the “after RAN” would offer similar data and would provide an indicator of customers waiting to speak to a Customer Service Representative (“CSR”) who subsequently abandoned their call.</p>
<b>Definition:</b>	The Indicator is measured as the number of calls during the month abandoned after listening to the recorded message as a percentage of total calls during the month entering the queue after the message has been played.
<b>Benchmark:</b>	The performance indicator for Call Abandonment is a target of less than 3.5% with a maximum allowed level of 5.0% of total calls received.
<b>Presentation:</b>	The benchmark and year to date average Call Abandonment rate will be presented in a slider format as part of the monthly KPI Report. Where the history is available, each monthly call abandonment rate will be presented in a bar chart format as a “drill-down” from the slider.
<b>Requirements:</b>	The monitoring of Customer Service is available from the existing telephone monitoring software. A process has been established to calculate the Call Abandonment rate.

**Customer Service Performance Indicators**

<b>Indicator:</b>	(10) Call Centre Average Speed of Answer
<b>Description:</b>	The Average Speed of Answer (“ASA”) is the average time an agent takes to answer an incoming call on an Automatic Call Distributor (ACD) line. Historical data for 2006 demonstrates the ASA to be, on average, 26 seconds. There is no historical data previous to 2006. The threshold for the telephone system software is currently set at 300 seconds, a figure presented by Aliant as a standard.
<b>Definition:</b>	The Indicator is measured as the average speed to answer an incoming call from the call management system.
<b>Benchmark:</b>	The performance indicator for Average Speed to Answer is a target of between 20 to 35 seconds with a minimum level of 10 seconds and a maximum target level of 60 seconds.
<b>Presentation:</b>	The benchmark and Year to Date Average (ASA) rate will be presented in a slider format as part of the monthly KPI Report. Each monthly ASA rate will be presented in a bar chart format as a “drill-down” from the slider.
<b>Requirements:</b>	The software is in place to track this indicator. A process has been established to record the results on a monthly basis.

**Customer Service Performance Indicators**

<b>Indicator:</b>	(11) Call Centre First Call Resolution – Unresolved at First Contact
<b>Description:</b>	<p>The First Call Resolution performance indicator is intended to identify any calls not resolved by the initial CSR receiving the call. MECL currently does not track First-Call Resolution and has no historical performance data. Tracking can be instituted on a go forward basis such that a non-resolved call would be any call for which either:</p> <ol style="list-style-type: none"><li>1. the CSR procedures are to provide a response but this response does not satisfy the caller and as a result must be transferred to the CSR's supervisor; or</li><li>2. the CSR procedures are to transfer the call to the appropriate Maritime Electric Representative but the CSR is unable to complete the transfer because the representative is unavailable.</li></ol>
<b>Definition:</b>	The Indicator is measured as the number of non-resolved calls, as a percentage of total calls received, for which a CSR was unable to satisfy the caller or was unable to complete a call transfer to a Maritime Electric representative.
<b>Benchmark:</b>	It is proposed that this KPI be reported for tracking purposes only in 2007 and 2008 to allow sufficient time for the Customer Service group to gain comfort with and understanding of the non-resolved call Line of Business (LOB) Code.
<b>Presentation:</b>	Beginning in September 2007 the actual First Call Resolution rate will be presented as part of the monthly KPI Report. At the end of 2008, a target will be set and thereafter the benchmark and actual First Call Resolution rate will be presented as part of the monthly KPI Report.
<b>Requirements:</b>	An update to the CSR operating procedures and training of CSRs on the use of the non-resolved call LOB Code in the phone system will be necessary. Maritime Electric proposes implementing this LOB Code and performing the necessary training by September 1, 2007 so that it can begin tracking and reporting on this KPI.

**Customer Service Performance Indicators**

**Indicator:** (12) Meter Reading

**Description:** The Meter Reading Performance Indicator is intended to provide a percentage of cumulative meters with readings greater than 65 days. There are a number of identified reasons for meter reads exceeding the 65 day target. The main reasons include inaccessible meters, seasonal factors (weather/traveling), large and/or aggressive dogs, safety factors, seasonal accounts and actual reading days per month. For the past 5 years, the meter reads greater than 65 days averaged from 1.64% to 2.70% of total reads per year.

**Definition:** The Indicator is measured as the number of non-seasonal accounts with meter readings in excess of 65 days as a percentage of the total number of non-seasonal meter readings in the month.

**Benchmark:** The performance indicator for Meter Reading in excess of 65 days ranges from 0% to 3% with a target of 1% in excess of 65 days.

**Presentation:** The benchmark and year to date average Meter Readings in excess of 65 days will be presented in a slider format as part of the monthly KPI Report. Each monthly percentage of Meter Readings in excess of 65 days will be presented in a bar chart format as a “drill-down” from the slider. As well, the bar chart will contain a link to a monthly aging analysis of meter reading days.

**Requirements:** This information is currently tracked. No additional requirements are necessary.

See additional discussion on Page 42.

**Customer Service Performance Indicators**

<b>Indicator:</b>	(13) Complaints
<b>Description:</b>	The Performance Indicator for a Complaint is the number of calls handed off to the Call Center Supervisor. Inquiries handled directly by the CSR are not considered complaints. A written or verbal expression of grievance or dissatisfaction from a customer about a decision, action taken, or failure to act by MECL is considered a complaint.
<b>Definition:</b>	The Indicator is measured as the number of Complaints forwarded to a Supervisor by a CSR.
<b>Benchmark:</b>	The performance indicator for complaints is a year to date target of less than 3.5 complaints on average per month and a maximum level of 5.0 complaints per month.
<b>Presentation:</b>	The benchmark and year to date average number of Complaints per month will be presented in a slider format as part of the monthly KPI Report. Each monthly number of Complaints will be presented in a bar chart format as a “drill-down” from the slider.
<b>Requirements:</b>	This information is currently being tracked. No additional requirements are necessary.

**Customer Service Performance Indicators**

<b>Indicator:</b>	(14) Scheduled Appointments Missed
<b>Description:</b>	A Performance Indicator for Meeting Scheduled Appointments will be tracked by means of the Call Center CSR. If a customer call is received indicating that an appointment was missed by MECL, the CSR will record the caller's ID and the date of the missed appointment. This information would be compiled by the Supervisor into a monthly report.
<b>Definition:</b>	The Indicator is measured as the number of appointments missed where a Maritime Electric Employee/Representative was scheduled to meet a customer at a specific time and place.
<b>Benchmark:</b>	The performance indicator for Scheduled Appointments Missed range from 0 to 6 per month with a midpoint acceptance level of 3 per month.
<b>Presentation:</b>	For 2006 and 2007, the actual Missed Scheduled Appointments will be presented as part of the monthly KPI Report. Following 2007, a target will be set and thereafter the benchmark and actual Missed Appointment count will be presented as part of the monthly KPI Report. The benchmark and year to date average number of Scheduled Appointments missed per month will be presented in a slider format. Each monthly number of Scheduled Appointments missed will be presented in a bar chart format as a "drill-down" from the slider.
<b>Requirements:</b>	<p>Customers' information to CSR's regarding Missed Appointments will be tracked through the Call Centre. CSR's will identify the Missed Scheduled Appointment by logging an LOB set for this target. The code to be used for tracking the Missed Appointment Scheduled will be "117" which represents <i>Scheduled Meeting Appointment Missed</i>. A report can be produced to identify the number of LOB Codes tracked for 117.</p> <p>The Supervisor will be responsible to complete a report on the total number of appointments missed logged by the CSR's.</p>

**Customer Service Performance Indicators**

<b>Indicator:</b>	(15) Call Centre Call Handle Time
<b>Description:</b>	The Call Handle Time is the average duration of each CSR call with a customer. The historical data records the number of calls per CSR, the Average Duration of each of their calls, and the amount of the CSRs time in percentages allocated to callers and time available for callers. In 2006, approximately 78,000 customer calls were answered by MECL CSRs.
<b>Definition:</b>	The Indicator is measured as the average length of time per call from a customer to a CSR as tracked by the call management system.
<b>Benchmark:</b>	Setting a maximum time as a CSR target could be counter to providing good customer service. The average Call Handle Time will therefore be tracked for information purposes and no benchmark will be set. Instead, a range has been set for reporting purposes only with a goal of each call being less than 180 seconds.
<b>Presentation:</b>	The year to date average Call Handle Time will be presented in a slider format as part of the monthly KPI Report. Each monthly average Call Handle Time will be presented in a bar chart format as a “drill-down” from the slider.
<b>Requirements:</b>	The software is in place to track this indicator and a process has been established to record the results on a monthly basis.

**Customer Service Performance Indicators**

<b>Indicator:</b>	(16) Service Connections
<b>Description:</b>	The service connections indicator measures the percentage of requests that are connected within the required minimum performance standard once all conditions of service have been met. The conditions of service that may need to be satisfied include payment of connection fees, signing of service contracts, completion of distribution system extensions, provision of adequate lead times for delivery of equipment, and receipt of an electrical safety inspection certificate.
<b>Definition:</b>	The Indicator is measured as the number of services connected in 5 business days or less, after all conditions for service have been met, as a percentage of total service connection requests.
<b>Benchmark:</b>	The performance level is new services must be connected within five business days 80% of the time.
<b>Presentation:</b>	The benchmark and year to date average service connection percentage will be presented as a slider as part of the monthly KPI Report. Each monthly service connection rate will be presented in a bar chart format as a “drill-down” from the slider.
<b>Requirements:</b>	The Maritime Electric Service Order System utilizes a number of “hold dates” which signifies points in the process in which certain items have been completed. In determining the date or point in time whereby all conditions for service have been met and the customer is ready for connection, the Company selected the last system hold date. This date is used as the starting point from which it is the Company’s goal to have the customer connected within five business days 80% of the time.

For some service orders however, this hold date resulted in negative connection days (i.e. the connection date is before the last system hold date) due to the timing of actual connection and the dates associated with temporary and permanent pass slips. As a result, for these service orders the immediately preceding hold date was used as the starting point. This does not, however, eliminate all instances of negative connection days. Negative connection days may be recorded in cases where the paperwork following the actual physical connection is held back due to certain follow-up action that is required prior to coding the service order as complete. For example, material or temporary service removal due to road conditions or customer requests. Therefore, service orders with negative connection days have been excluded from the calculation of the connection within five business days 80% of the time. Instead, Maritime Electric proposes to provide information on these excluded service orders as part of the Notes accompanying the KPI report each month.



### Reliability Performance Indicators

**Indicator:** (17) Transmission and Distribution (“T&D”) Service Reliability

**Description:** The T&D reliability indices of SAIDI (System Average Interruption Duration Index), SAIFI (System Average Interruption Frequency Index) and CAIDI (Customer Average Interruption Duration Index) are widely used in the electricity utility industry. These indices will be used to set targets and monitor MECL’s performance related to service interruptions and outage durations. The “including major events” indices will be tracked to present the service the customer is receiving regardless of outage cause. The “excluding major events” indices will be tracked to present the service the customer is receiving exclusive of major events that affect more than 10% of the customers for more than 10 minutes.

**Definition:** SAIDI (System average interruption duration index) performance is measured as the cumulative duration of interruptions (averaged overall customers) per year.

SAIFI (system average interruption frequency index) performance is measured as the average number of interruptions per customer.

CAIDI (customer average interruption duration index) performance is measured as the average interruption duration for customers interrupted.

**Benchmark:** The benchmark for acceptable performance will be the average of the indices from the three previous years to the year being monitored.

The following table outlines the target and maximum levels of each of the T&D reliability indices.

Rolling 12 Month				
	Including Major Events		Excluding Major Events	
	Target	Maximum	Target	Maximum
SAIDI	< 6 hours	9 hours	< 5 hours	7 hours
SAIFI	< 4 times	7 times	< 4 times	6 times
CAIDI	< 1.5 hours	3.5 hours	< 1 hour	3 hours

**Presentation:** The SAIDI – including major events is considered the primary measure of reliability performance. As such, the rolling 12 month results will be presented in a dial format with the Key Indicators from other categories. This indicator will also be presented, in dial format, as the lead indicator in the Reliability Section along with the indicator for SAIDI – excluding major events.

The indicators for SAIFI presented as a rolling 12 month number and CAIDI presented as an average 12 month number, both including and excluding major events, will be presented in slider format in the Reliability Section. From each dial or slider, there will be a “drill-down” to a bar chart containing the historic monthly results for each particular indicator. The “drill-down” to the SAIDI bar chart will also present a link to a monthly summary of 10 worst circuits as measured by SAIDI – including major events.

All indicators will be presented as part of the monthly KPI Report.

**Requirements:** These indicators are currently tracked. No additional requirements are necessary.

**Reliability Performance Indicators**

<b>Indicator:</b>	(18) Service Level
<b>Description:</b>	The Service Level index is a similar measure to that of SAIDI. While SAIDI report on the number of hours that the system experiences an outage, Service Level is an indication of the proportion of time throughout the year that the system did not experience an outage.
<b>Definition:</b>	Service Level is the percentage of time during the last month that electricity service was available.
<b>Benchmark:</b>	The performance indicator for Service level is a target of 99.90% with a minimum level of 99.70%.
<b>Presentation:</b>	The benchmark and rolling 12 month Service Level will be presented in a slider format as part of the monthly KPI Report. Each monthly Service Level will be presented in a bar chart format as a “drill-down” from the slider.
<b>Requirement:</b>	This indicator is currently tracked. No additional requirements are necessary.

### Reliability Performance Indicators

**Indicator:** (19) Voltage Performance

**Description:** Prince Edward Island's electricity is delivered from New Brunswick at 138,000 volts ("138 kV"). It is transmitted to stations across the Island at this voltage and at 69,000 volts ("69 kV"). MECL monitors voltage at ten key stations, four at the 138 kV level and six at the 69 kV level.

The Maritime Electric SCADA system contains both pre-emergency and emergency alarm levels associated with its monitoring of voltage levels throughout the MECL electrical system.

**Pre-emergency alarm levels** are set to notify the ECC that the voltage at a certain point on the transmission system could exceed normal operating limits if no corrective actions are taken; this allows the ECC time to make the necessary adjustments to keep the voltage from exceeding normal operating limits.

**Emergency alarm levels** are set to notify the ECC that voltage levels have moved to a point that, without immediate ECC response, could cause the SCADA system to initiate special protection schemes in order to protect the system.

Although these alarms do not mean that customers are receiving voltage outside CSA standards, it does prompt the ECC to take steps to return voltages to normal operating ranges.

With the introduction of significant levels of wind generation on PEI and its resulting impact on voltage levels on the MECL system, members of the Maritime Electric Engineering and ECC groups undertook a review of the High/Low alarm levels as set out in the Phase I report. After performing various load flow analyses, it was determined that new High/Low alarm levels (pre-emergency and emergency) should be established to ensure that system voltage levels remain within ranges that result in customers receiving electricity at CSA standards. These alarm levels will be established by MECL in July/August 2007 for implementation beginning September 1, 2007.

Maritime Electric proposes to report as a KPI the number of Emergency alarm levels each month based on the new levels to be established by the Engineering group. This will be done prospectively commencing September 2007. In addition to reporting the number of Emergency High/Low alarms in each month, MECL proposes to identify any occurrences in which the alarms were not appropriately responded to and resulted in the SCADA system implementing a system protection scheme.

**Definition:** The Indicator is measured as the number of times that an emergency high/low voltage alarm was triggered.

**Benchmark:** It is proposed that this KPI be reported for tracking purposes only for 2007 and 2008 to allow sufficient time to assess the alarm level ranges. Once this assessment is complete, MECL will work with the Commission in establishing appropriate benchmarks and targets.

**Presentation:** It is proposed that the number of emergency high/low voltage alarms be presented in a slider format as part of the Reliability group of KPIs. From this, a breakdown of the number of alarms by substation will be available monthly as a “drill-down”. Within this “drill-down”, MECL will also identify any occurrences in which voltages actually went out of range causing the SCADA system to implement a special protection scheme.

Station	Limits (kV)		Actual Data (kV)			Alarms H/L
	Low	High	Low	High	Average	
Murray Corner 138kV	TBD	TBD	TBD	TBD	TBD	
Bedeque 138kV	TBD	TBD	TBD	TBD	TBD	
Sherbrooke 138kV	TBD	TBD	TBD	TBD	TBD	
West Royalty 138kV	TBD	TBD	TBD	TBD	TBD	
Sherbrooke 69kV	TBD	TBD	TBD	TBD	TBD	
Borden 69kV	TBD	TBD	TBD	TBD	TBD	
West Royalty 69kV	TBD	TBD	TBD	TBD	TBD	
Charlottetown 69kV (T2/T13)	TBD	TBD	TBD	TBD	TBD	
Charlottetown 69kV (T4/T15)	TBD	TBD	TBD	TBD	TBD	
Lorne Valley 69kV	TBD	TBD	TBD	TBD	TBD	

TBD – To Be Determined

**Reliability Performance Indicators**

<b>Indicator:</b>	(20) Power Availability and Reliability
<b>Description:</b>	<p>A number of generation performance indicators will be tracked to demonstrate the performance of MECL's standby generating facilities.</p> <ul style="list-style-type: none"><li>▪ Generator Availability – the percentage of the year that the standby generation is available to respond to being dispatched as per the energy purchase agreements in place at the time.</li><li>▪ Starting Reliability – the number of times the units started within contractual specifications as a percentage of times requested.</li><li>▪ Forced Outages – the number of hours of forced outage as a percentage of deemed hours of demand.</li><li>▪ Forced Outage Cost – the incremental cost between the deemed cost of power of the unavailable generation and the purchased replacement power.</li></ul>
<b>Benchmark:</b>	It is recommended that data be accumulated for 2007 and targets set based on the results.
<b>Presentation:</b>	<p>For 2007, the actual results will be presented as part of the monthly KPI Report. Following 2007 targets will be set for Generation Availability, Starting Reliability and Forced Outages, and the actual cost will be tracked for Forced Outage Cost. Results will be presented as part of the monthly KPI Report.</p> <p>For presentation purposes, the Power Availability Report will be presented as a link/button on the main page in the Reliability Section.</p>
<b>Requirements:</b>	Processes are in place to track these performance indicators. Internal resources will be able to manage the tracking and no additional costs will be incurred.

**Efficiency Performance indicators**

<b>Indicator:</b>	(21) Total Operating Expenses/Energy Delivered
<b>Description:</b>	The largest operating expense incurred by the Company is the cost to purchase/produce energy to meet Islanders' needs. This would be followed by General Expenses, Transmission & Distribution Expenses, Depreciation Expense and Debt Financing Costs.
<b>Definition:</b>	The Indicator is measured as total operating expenses [Energy (net of ECAM) + Transmission & Distribution + General Costs] divided by total kWh energy sales.
<b>Benchmark:</b>	The performance indicator would be total operating expenses divided by total on-Island sales expressed in cents per kWh. For this KPI, a five year rolling average would be a reasonable benchmark. For the period 2004-2006 the numbers ranged from 8.0 cents per kWh to 10.4 cents per kWh with an average of 8.6 cents per kWh. The year to date performance indicator for total operating expense per energy delivered has a target between 8.0 cents to 12.0 cents per kWh with a minimum level of 6.0 cents per kWh and a maximum level of 14.0 cents per kWh.
<b>Presentation:</b>	This indicator is considered the primary measure of efficiency. As such, the monthly results will be presented in a dial format with the key indicator from other categories while the year to date performance indicator will be presented in dial format as the lead indicator in the Efficiency Section. From this each monthly total operating expenses per kWh energy sales in the month will be presented in a bar chart format as a "drill-down".
<b>Requirements:</b>	The required information is available from the Company's financial records and Energy Control Centre reports.

**Efficiency Performance indicators**

<b>Indicator:</b>	(22) Net Fixed Assets/Energy Delivered
<b>Description:</b>	Maritime Electric purchases/produces energy to meet Islanders' needs. In excess of 95% of the energy requirements are met through purchases from NB Power and received through the two submarine cables under the Northumberland Strait. The balance is generated on-Island through the Company's generating facilities or from renewable sources such as wind. Given the fact that the Company is mandated to supply Islander's needs, regardless of the source of supply, there is a requirement to maintain adequate back up in case the interconnection with the mainland is lost.
<b>Definition:</b>	The Indicator is measured as net fixed assets at the end of the month divided by total kWh energy sales.
<b>Benchmark:</b>	The performance indicator would be net fixed assets (including generation and transmission assets) divided by average monthly total on-Island sales. The result would be expressed in terms of \$0.00 per kWh. For the period 2004-2006 we have seen the number range from \$2.49 per kWh to \$3.06 per kWh, with an average of \$2.71 cents per kWh annually. The year to date performance indicator for net fixed assets/energy delivered is a target range of between \$2.50 to \$3.50 per kWh with a minimum level of \$1.50 per kWh and a maximum level of more than \$4.50 per kWh.
<b>Presentation:</b>	The benchmark and year to date results will be presented in the monthly KPI Report. Net Fixed Asset is presented as a year to date average in slider format. Each monthly Net Fixed Asset per current month kWh energy sales will be presented in a bar chart format as a "drill-down" from the slider.
<b>Requirements:</b>	The required information is available from the Company's financial records and Energy Control Centre reports.



**Efficiency Performance Indicators**

<b>Indicator:</b>	(23) Total Energy Related Costs/Energy Delivered
<b>Description:</b>	The largest operating expense incurred by the Company is the cost to purchase/produce energy to meet Islanders' needs. Since this measurement is specific to our cost to purchase/generate energy the relevant measurement would be the cost to serve Islander's needs.
<b>Definition:</b>	The Indicator is measured as gross energy costs divided by total kWh energy sales.
<b>Benchmark:</b>	The performance indicator would be total year to date gross energy related expenses divided by total year to date on-Island sales. The average for the period 2004 to 2006 was 7.1 cents per kWh. The year to date performance indicator for total energy related expenses per energy delivered has a target of between 6.0 cents and 9.0 cents per kWh with a minimum level of 4.0 cents per kWh and a maximum level of 10.0 cents per kWh.
<b>Presentation:</b>	The benchmark and results will be presented as a year to date average in a slider format in the monthly KPI Report. Each monthly ratio of total energy related costs per monthly kWh energy sales will be presented in a bar chart format as a "drill-down" from the slider.
<b>Requirements:</b>	The required information is available from the Company's financial records and Energy Control Centre reports.

**Efficiency Performance indicators**

<b>Indicator:</b>	(24) Total Expense/Energy Delivered
<b>Description:</b>	The total expense incurred by the Company is the total cost incurred by the Company to meet needs. Total expenses include all costs incurred by the Company to serve Islanders' needs with the exception of the ECAM adjustment and income taxes.
<b>Definition:</b>	The Indicator is measured as total costs (excluding ECAM and income taxes) divided by total kWh energy sales.
<b>Benchmark:</b>	The performance indicator would be total year to date expenses divided by total year to date on-Island sales expressed in cents per kWh. The year to date performance indicator for total expense per energy delivered has a target of between 10.00 cents and 16.00 cents per kWh with a minimum level of 9.00 cents per kWh and a maximum level of 17.00 cents per kWh.
<b>Presentation:</b>	The benchmark and results will be presented as a year to date average in a slider format in the monthly KPI Report. Each monthly ratio of total expenses per monthly kWh energy sales will be presented in a bar chart format as a "drill-down" from the slider.
<b>Requirements:</b>	The required information is available from the Company's financial records and Energy Control Centre Reports.

**Efficiency Performance Indicators**

<b>Indicator:</b>	(25) Total Controllable Expense/Energy Delivered
<b>Description:</b>	Controllable costs are those costs over which the Company has a greater ability to control. Total controllable expenses incurred by the Company are the cost of Transmission & Distribution plus General Expense incurred to meet Islanders' needs.
<b>Definition:</b>	The Indicator is measured as Transmission & Distribution plus General Expenses divided by total kWh energy sales.
<b>Benchmark:</b>	The performance indicator would be year to date Transmission & Distribution plus General Expenses divided by total year to date on-Island sales expressed in cents per kWh. The year to date performance indicator for total controllable expenses per energy delivered has a target of between 1.00 cent and 2.00 cents per kWh with a minimum level of 0.50 cents per kWh and a maximum level of 2.50 cents per kWh.
<b>Presentation:</b>	The benchmark and results will be presented as a year to date average in a slider format in the monthly KPI Report. Each monthly ratio of total controllable expense per monthly kWh energy sales will be presented in a bar chart format as a "drill-down" from the slider.
<b>Requirements:</b>	The required information is available from the Company's financial records and Energy Control Centre Reports.

**Efficiency Performance Indicators**

**Indicator:** (26) System Losses

**Description:** System losses are measured as the difference in the amount of electricity that enters the MECL system and the amount consumed by customers. It is a cost that is born by the customer as part of the cost of electricity procured or produced. Examples of the causes of System losses include transmission and distribution losses, company use, theft and malfunctioning meters.

**Definition:** The Indicator is measured as the difference in the amount of energy that enters the MECL system (net purchased and produced) and the amount consumed by customers (kWh sales).

**Benchmark:** Historically, system losses occur in the range of 7.5% to 8.0%. The performance indicator for system losses is a target not exceeding 7.5% with a maximum level of 8.0%.

**Presentation:** The system losses will be presented as a year to date average in a slider format as part of the monthly Key Performance Indicator (“KPI”) Report. Each monthly percentage of system losses will be presented in a bar chart format as a “drill-down” from the slider.

**Requirements:** The data is currently being tracked so there is no additional labour or systems required to establish this KPI.

**Efficiency Performance Indicators**

<b>Indicator:</b>	(27) Efficiency and Technology Transfer
<b>Description:</b>	MECL proposes reporting on an annual basis the investment in researching new and developing technologies that could potentially result in efficiencies at MECL. The report will identify those technologies investigated and the results of those investigations. It will include the hours invested and an approximate cost associated with those hours.
<b>Benchmark:</b>	No benchmarks will be established at this time.
<b>Presentation:</b>	The report would be included in the period ending January 31 <sup>st</sup> of each year for the previous year. MECL proposes to begin collecting this information in 2008.
<b>Requirements:</b>	MECL will establish processes in 2007 to begin tracking this information in 2008.

**Efficiency Performance Indicators**

**Indicator:** (28) Energy Efficiency

KPI to be developed in consultation with IRAC after DSM filing.

**Efficiency Performance Indicators**

**Indicator:** (29) Demand Side Management

KPI to be developed in consultation with IRAC after DSM filing.

**Efficiency Performance Indicators**

**Indicator:** (30) Demand Response

KPI to be developed in consultation with IRAC after DSM filing.



**Sustainability Performance Indicators**

<b>Indicator:</b>	(31) Lost Time Incidents
<b>Description:</b>	The Lost Time Incidents indicator is intended to measure the number of employee accidents that result in the employee missing time from work. Each incident that occurs requiring an employee to be off work on the direction of a doctor will be included in this KPI.
<b>Definition:</b>	The Indicator is measured as the number of incidents where an injury resulted in employee lost time at work.
<b>Benchmark:</b>	The benchmark for acceptable performance will be the target of less than 4 incidents and a maximum level of 6 incidents.
<b>Presentation:</b>	The benchmark and current month number of Lost Time Incidents will be presented in a slider format as part of the monthly KPI Report. Each monthly number of Lost Time Incidents will be presented in a bar chart format as a “drill-down” from the slider. As well, the bar chart will contain a link to a monthly Sick Time Report indicating the average number of days per month employees miss due to sickness.
<b>Requirements:</b>	This indicator is currently tracked for CEA. No additional requirements are necessary.

See further discussion in KPI #32 Employee Sickness

**Sustainability Performance Indicators**

<b>Indicator:</b>	(32) Employee Sickness
<b>Description:</b>	The Indicator is intended to measure the average number of days employees miss due to sickness. It is a measure of wellness and motivation of the Company's employees.
<b>Benchmark:</b>	Employee Sickness is presented for information purposes only with the Lost Time Incident and has no benchmarks set.
<b>Presentation:</b>	Maritime Electric will include this report as a link within the Lost Time Incident Report.
<b>Requirements:</b>	This information is currently tracked. No additional requirements are necessary.

**Sustainability Performance Indicators**

**Indicator:** (33) Employee Development

**Description:** The MECL Employee Training and Development policy states “*Maritime Electric recognizes the value of and supports education and training which enables employees to develop their skills and capabilities to be more effective in their present position and help prepare them for potential advancement within the Company.*”

For MECL, the ongoing professional development of its employees is key to ensuring employees attain the proper skill sets thereby allowing them to perform their duties in an efficient, effective and safe manner. Although MECL continues to provide financial and other forms of support for employee development, a formal means of budgeting and reporting all forms of employee development support has not, to date, been fully developed.

**Benchmark:** No benchmark will be established at this time.

**Presentation:** On an annual basis, MECL would report on employee training and development activities by March 31<sup>st</sup> of the following year.

**Requirements:** In order to implement a reporting protocol for employee development activities throughout the company, MECL will take the following steps in 2007:

1. The current policy on employee training and development will be reviewed, where necessary updated, and reissued to all employees.
2. Educate Managers and Supervisors about the importance of ongoing employee development and the need to capture all forms of employee development and training.
3. Human Resources (HR) will investigate the most appropriate means of capturing employee training and development activities and assigning a value or cost.

Beginning in 2008, HR will start compiling the training and development activities for the year. For the reporting period ending March 31<sup>st</sup>, the KPI reporting database will include a table on employee training and development activities for 2008.

**Sustainability Performance Indicators**

**Indicator:** (34) Community Involvement

**Description:** MECL believes that it is important to contribute to communities on PEI in ways that improve the Island's economic and social well being and to be recognized as a partner in community support. While many individuals participate in community or charitable activities, the purpose of this report will be to identify and report on those activities where the contribution is made as a representative of MECL.

It is proposed that beginning with the reporting period ending March 31, 2008, MECL will prepare an annual report on community involvement that outlines the various forms of financial, in-kind, employee and other forms of support provided by the Company in the prior calendar year.

**Benchmark:** No benchmark will be established at this time.

**Presentation:** By March 31<sup>st</sup> of each year, Maritime Electric will prepare an annual report on community involvement that outlines the various forms of financial, in-kind, employee and other forms of support provided by the Company in the prior calendar year.

**Requirements:** MECL will establish processes in 2007 to begin tracking this information.

### Sustainability Performance Indicators

**Indicator:** (35) Environmental Responsibility

**Description:** Maritime Electric (MECL) remains committed to the protection of the environment through constant improvement in its operations and work practices. The company's Environmental Management System is designed to promote work practices that protect from adverse environmental impacts.

Beginning with the reporting period ending April 1, 2008, the Company proposes reporting the results over the previous fiscal quarter for the Environmental Indices listed below. Subsequent quarterly reports will be issued for July, October and January.

**Benchmark:** No benchmark will be established at this time.

**Presentation:** Maritime Electric will report on the following Environmental Indices beginning in April 2008 on a quarterly basis:

**Requirements:** MECL will establish processes in 2007 to coordinate reporting this information.

Environmental Indices	Environmental Impact
Energy Efficiency Measures Installed	Greenhouse Gas Emission (GHG) Reduction
New Renewables Acquired in MW	GHG Reduction
Number of Customers with Renewables	GHG Reduction, Other Air Quality NOx SOx
% of Energy Supplied from Renewables	GHG Reduction, Other Air Quality NOx SOx
System Efficiency	GHG Reduction, Other Air Quality NOx SOx
# of Operational Incidents (Spills)	Stakeholder Concern
Incidents leading to Regulatory Action	-
Public Complaints	Stakeholder Concern
SF6 Releases	GHG Reduction

## Discussion

### Customer Service's Call Center Evolution

The Maritime Electric Call Center opened in September 1996 with the goal to improve service through increased telephone lines. During the past ten years, the Call Center has undergone much development and transition to prepare itself to monitor service levels. The recorded number of calls received in 1997 was estimated at 45,000 for the year. In 2006, the calls received for the year more than doubled this number with staffing levels maintained. The learning curve for Customer Service staff included major training for what was once known as clerical positions to become a universal Customer Service Representative knowledgeable in all aspects of the business versus their original role of defined tasks.

During the past ten years, Customer Service focused on employee training, development and improvement of the system to streamline work and to provide the system with accurate and up to date online, easily accessible and shared data. The development of a Customer Information System in 1996 was the beginning, placing the Company in a position to retain customer information electronically which continued to develop and evolve to a position that the Call Center was functioning with adequate data, tools and knowledgeable employees in their new roles and responsibilities.

The telephone system went from three standalone systems with no reporting and a defined number of lines into three separate Customer Service offices throughout the Province, to the opening of the Call Center to one manual system with software that did not provide reports, to an internal monitored Automated Call Distribution System ("ACD") with basic reporting and now the recent upgrade in January 2005, Maritime Electric connected to the host system of Aliant which provided the most updated version of the software (Perimeter), support, training on the data available, and the security of a backup telephone system. During 2005–2006, Management began focusing on the statistical data available and the developing an understanding of such reports as the grade of service, call volumes, and wait times and identified a need for additional staff training of the team and individuals to understand and monitor the numbers. Since 2005, the telephone system underwent further changes and improvements to determine the best solutions for service and call monitoring. These improvements included queue changes and sizes, call routing, threshold levels, 800-service improvements, eliminating blocked calls and other changes to improve reporting and call flow.

With the evolution of the Call Center and the Universal Customer Service Representative, Maritime Electric has positioned itself through the training and improvement of technology to have begun monitoring service levels in 2006. To develop a better understanding through reporting future needs for staffing, training, and technology required to focus on the future. To meet customer expectations through service levels and continue to understand the reports and the use of the Perimeter system to access and develop reports.

## Discussion

### Meter Reading

We received a phone message from Nipa Chakravarti of FortisAlberta in response to the question as to how FortisAlberta selected 65 days as the benchmark for the meter reading performance Indicator. The following are the salient points of her message.

- The target is to have actual reads from 98% of meters at least once every 65 days.
- The target is driven by their open market. Electricity Retailers play a major role in Alberta and need the meter data in a timely fashion to produce customer bills.
- The meter must be read and the data validated by the wires company (in this case FortisAlberta) prior to Retailers receiving it for billing purposes.
- The various wires companies in Alberta had been using different cycles and there was a desire with the open market to bring uniformity across companies.
- To cover meter reading cycles, validation periods, holidays, etc. the regulator set the 98% / 65 day requirement as a reasonable period for all wires companies.
- Thus FortisAlberta has made a commitment to 65 days to meet these regulator and Retailer requirements.

Because they already had the 65 day requirement, they used it as the performance indicator with their regulator.

## Discussion

### System Losses

System losses are measured as the difference in the amount of electricity that enters the MECL system and the amount consumed by customers. It is a cost that is born by the customer as part of the cost of electricity procured or produced. Examples of the causes of system losses include transmission and distribution losses, company use, theft and malfunctioning meters.

MECL has been active in reducing system losses over the past 20 years.

- Beginning in the early 1980's, extensive distribution system pole replacement and rural rebuild programs were put into place to replace aged distribution lines with new poles and conductor. New standards with larger conductors were part of these rebuild programs. As a result a good deal of the wire in the distribution system has been replaced by larger and lower loss generating conductor.
- In the mid 1990's MECL undertook initiatives to reduce the amount of energy used by company facilities. More efficient and reductions in area lighting for Company substations, generating stations and operating facilities were put into place. Energy efficient lighting, motion sensing switches, and energy efficient computing became the norm in office areas. Energy efficient motors and appliances were selected as part of the purchasing process for replacement units.
- Meter inspections formed a continuing part of the meter reading staff duties and data analysis was initiated in the billing section in an effort to detect malfunctioning meters and theft of power.

These are examples of the ongoing effort to reduce the system losses burden of customers. Through these actions system losses resulting from Company assets have been reduced from an amount in excess of 10% 20 years ago to the current level of slightly less than 8%.





# ***Key Performance Indicators***

## ***Reference Manual***

KPI	SLIDER
<b>FINANCE</b>	
Forecast Annual Return on Average Common Equity	<p>Forecast annual net earnings as a percentage of forecast average common equity. As a formula,</p> $\frac{\text{Forecast Annual Net Earnings}}{(\text{Common Equity, Beg Yr.} + \text{Forecast Common Equity, End Yr})/2}$ <p>KPI Range  <span style="background-color: red; color: black;">8.80% - 9.74%</span> - <span style="background-color: yellow; color: black;">9.75% - 9.99%</span> - <span style="background-color: green; color: black;">10.00% - 10.24%</span> - <span style="background-color: yellow; color: black;">10.25% - 10.49%</span> - <span style="background-color: red; color: black;">10.50% - 11.45%</span></p>
<b>CUSTOMER SERVICE</b>	
Service Level (% of Calls Answered in 30 sec)	<p>Number of calls received in the current month that were answered in 30 seconds or less as a percentage of total calls received in the month. As a formula,</p> $\frac{\# \text{ Calls Answered } < 30 \text{ seconds During the Month}}{\text{Total \# Calls Received During the Month}}$ <p>KPI Range  <span style="background-color: red; color: black;">50.00% - 59.99%</span> - <span style="background-color: yellow; color: black;">60.00% - 69.99%</span> - <span style="background-color: green; color: black;">70.00% - 79.99%</span> - <span style="background-color: yellow; color: black;">80.00% - 89.99%</span> - <span style="background-color: red; color: black;">90.00% - 100.00%</span></p>
<b>RELIABILITY</b>	
SAIDI Duration Per Customer (Including Major Events)	<p>The sum of the monthly SAIDI for the last 12 months where SAIDI is the average interruption duration per customer for the number of customers served (i.e., the average length of time per year each customer is without electricity over the last 12 month period). As a formula,</p> $\sum \text{ 12 Months to Date of } \frac{\text{Total Customer-Hours of Interruption During the Month}}{\text{Total Number of Customers Served During the Month}}$ <p>KPI Range  <span style="background-color: green; color: black;">3.00hrs - 5.99hrs</span> - <span style="background-color: yellow; color: black;">6.00hrs - 8.99hrs</span> - <span style="background-color: red; color: black;">9.00hrs - 15.00hrs</span></p>

KPI	SLIDER
<b>EFFICIENCY</b>	
Monthly Operating Expense/Energy Delivered	<p>Current month total operating expenses as a percentage of total kWh energy sales during the month. As a formula,</p> $\frac{\text{Current Month Energy (net of ECAM) Costs + T\&D Costs + General Costs}}{\text{kWh Energy Sales During the Month}}$ <p>KPI Range</p> <p>5.00¢ - 5.99¢ - 6.00¢ - 7.99¢ - 8.00¢ - 11.99¢ - 12.00¢ - 13.99¢ - 14.00¢ - 15.00¢</p>
<b>SUSTAINABILITY</b>	
Lost Time Incidents	<p>The number of incidents in the current month where an injury resulted in employee time lost at work. As a formula,</p> <p>Current Month Total Number of Lost Time Incidents</p> <p>KPI Range</p> <p>0 - 3 - 4 - 5 - 6 - 10</p>
Employee Development	This is a link to an annual report on employee development activities over the last fiscal year.
Community Involvement	This is a link to an annual report on MECL sponsored community involvement by company employees.
Environmental Responsibility	This is a link to a quarterly report on certain environmental indices.

KPI	DIAL/SLIDER	GRAPH
Forecast Annual Return on Average Common Equity	<p>Forecast annual net earnings as a percentage of forecast average common equity. As a formula,</p> $\frac{\text{Forecast Annual Net Earnings}}{(\text{Common Equity, Beg Yr.} + \text{Forecast Common Equity, End Yr})/2}$ <p>KPI Range  8.8% - 9.74% - 9.75% - 9.99% - 10.0% - 10.24% - 10.25% - 10.49% - 10.5% - 11.45%</p>	N/A
Rolling 12 Month Return on Average Common Equity	<p>Net earnings for the last twelve months as a percentage of average common equity. As a formula,</p> $\frac{\text{Sum of Net Earnings for Last 12 Months}}{(\text{Common Equity, Beg Period} + \text{Common Equity, End Period})/2}$ <p>KPI Range  9.0% - 9.24% - 9.25% - 10.74% - 10.75% - 11.0%</p>	<p>As at the end of each month presented, net earnings for the last twelve months as a percentage of average common equity. As a formula,</p> $\frac{\text{Sum of Net Earnings for Last 12 Months}}{(\text{Common Equity, Beg Period} + \text{Common Equity, End Period})/2}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the current year to date average of the months on the chart.</p>
Current Month Return on Common Equity	<p>Net earnings for the current month as a percentage of the common equity at the end of the current month. As a formula,</p> $\frac{\text{Current Month Net Earnings}}{\text{Current Month Common Equity}}$ <p>KPI Range  0.3% - 0.39% - 0.4% - 1.29% - 1.3% - 1.5%</p>	<p>As at the end of each month presented, net earnings for the current month as a percentage of the common equity at the end of the current month. As a formula,</p> $\frac{\text{Current Month Net Earnings}}{\text{Current Month Common Equity}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the current year to date average of the months on the chart.</p>

KPI	DIAL/SLIDER	GRAPH
<p>Capital Structure (Equity)</p>	<p>Shareholder's Equity at the end of a month as a percentage of total capital. As a formula,</p> $\frac{\text{Shareholder's Equity}}{(\text{Shareholder's Equity} + \text{LT Debt} + \text{ST Debt} + \text{Bank Indebtedness})}$ <p>KPI Range</p> <p>38.0% - 39.9% - 40.0% - 40.9% - 41.0% - 44.9% - 45.0% - 45.9% - 46.0% - 48.0%</p>	<p>Shareholder's Equity at the end of each month as a percentage of total capital at the end of each month. As a formula,</p> $\frac{\text{Shareholder's Equity}}{(\text{Shareholder's Equity} + \text{LT Debt} + \text{ST Debt} + \text{Bank Indebtedness})}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p>
<p>Debt Interest Coverage (Times)</p>	<p>The number of times pre-tax earnings (operating income) for the last twelve months can cover total interest costs for the last twelve months. As a formula,</p> $\frac{(\text{Operating Income} + \text{Interest Charged to Construction}) \text{ for Last 12 Months}}{(\text{LT} + \text{ST Interest} + \text{Amortization of Financing Costs}) \text{ for Last 12 Months}}$ <p>KPI Range</p> <p>2.0 - 2.1 - 2.2 - 3.4 - 3.5 - 4.0</p>	<p>The number of times pre-tax earnings (operating income) for the last twelve months can cover total interest costs for the last twelve months. As a formula,</p> $\frac{(\text{Operating Income} + \text{Interest Charged to Construction}) \text{ for Current Month}}{(\text{LT} + \text{ST Interest} + \text{Amortization of Financing Costs}) \text{ for Current Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the current year to date average of the months on the chart.</p>
<p>Net Profit as a % of Gross Energy Costs</p>	<p>Year to date net earnings as a percentage of year to date gross energy costs. As a formula,</p> $\frac{\text{Year to Date Net Profit (after-tax)}}{\text{Year to Date Gross Energy Costs}}$ <p>KPI Range</p> <p>6.0% - 12.9% - 13.0% - 19.9% - 20.0% - 27.0%</p>	<p>As at the end of each month presented, net earnings for the current month as a percentage of the gross energy costs for the month. As a formula,</p> $\frac{\text{Current Month Net Earnings}}{\text{Current Month Gross Energy Costs}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the current year to date average of the months on the chart.</p>

KPI	DIAL/SLIDER	GRAPH
Forecast Annual Return on Average Rate Base	<p>Forecast annual net earnings as a percentage of forecast average rate base. As a formula,</p> $\frac{\text{Forecast Annual Net Earnings}}{(\text{Rate Base, Beg Yr.} + \text{Forecast Rate Base, End Yr})/2}$ <p>KPI Range</p> <p>6.0% - 6.9% - 7.0% - 7.9% - 8.0% - 8.9% - 9.0% - 9.9% - 10.0% - 11.0%</p>	N/A
Current Month Return on Rate Base	N/A	<p>As at the end of each month presented, net earnings for the current month as a percentage of the rate base at the end of the current month. As a formula,</p> $\frac{\text{Current Month Net Earnings}}{\text{Current Month Rate Base}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the current year to date average of the months on the chart.</p>
Accounts Receivable/ Energy Sales Revenue	<p>Accounts receivable from electric sales as at the end of the current month as a percentage of average year to date energy sales revenue. As a formula,</p> $\frac{\text{Accounts Receivable (Electric)}}{\text{Year to Date Sales Revenue} / \text{Number of Months Year to Date}}$ <p>KPI Range</p> <p>100.0% - 119.9% - 120.0% - 159.9% - 160.0% - 180.0%</p>	<p>As at the end of each month presented, accounts receivable from electric sales for the current month as a percentage of energy sales revenue for the current month. As a formula,</p> $\frac{\text{Accounts Receivable (Electric)}}{\text{Sales Revenue}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the current year to date average of the months on the chart.</p> <p>The "Aging" button provides an analysis of the monthly accounts receivable by the length of time outstanding.</p>

KPI	DIAL/SLIDER	GRAPH
<p>Service Level (% of Calls Answered in 30 sec)</p>	<p>Number of calls received year to date that were answered in 30 seconds or less as a percentage of total calls received year to date. As a formula,</p> $\frac{\# \text{ YTD Calls Answered } < 30 \text{ seconds}}{\text{YTD Total } \# \text{ Calls Received}}$ <p>KPI Range  <span style="background-color: red; color: black;">50.0% - 59.99%</span> - <span style="background-color: yellow; color: black;">60.0% - 69.99%</span> - <span style="background-color: green; color: black;">70.0% - 79.99%</span> - <span style="background-color: yellow; color: black;">80.0% - 89.99%</span> - <span style="background-color: red; color: black;">90.0% - 100.0%</span></p>	<p>As at the end of each month presented, the number of calls received in the month that were answered in 30 seconds or less as a percentage of total calls received in the month. As a formula,</p> $\frac{\# \text{ Calls in the Month Answered } < 30 \text{ seconds}}{\text{Total } \# \text{ Calls Received in the Month}}$ <p>The Avg (average) bar is the simple average of the 12 months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>
<p>Call Abandonment (%) YTD Avg</p>	<p>Number of calls (year to date) abandoned after listening to the recorded message as a percentage of total calls (year to date) entering the queue after the message has been played. As a formula,</p> $\frac{\text{Number of Calls Abandoned YTD (After-ran)}}{\text{Total Number of Calls Received YTD (After-ran)}}$ <p>KPI Range  <span style="background-color: green; color: black;">0.0% - 3.4%</span> - <span style="background-color: yellow; color: black;">3.5% - 4.9%</span> - <span style="background-color: red; color: black;">5.0% - 8.0%</span></p>	<p>As at the end of each month presented, the number of calls during the month abandoned after listening to the recorded message as a percentage of total calls during the month entering the queue after the message has been played. As a formula,</p> $\frac{\text{Number of Calls Abandoned During the Month (After-ran)}}{\text{Total Number of Calls Received During the Month (After-ran)}}$ <p>The Avg (average) bar is the simple average of the 12 months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>
<p>Average Speed to Answer (seconds)</p>	<p>The year to date sum of each month's average length of time it takes a customer service representative to answer an incoming call from a customer divided by the number of months year to date. As a formula,</p> $\frac{\text{YTD Sum of Each Month's Avg Speed to Answer a Call}}{\text{Total Number of Months YTD}}$ <p>KPI Range  <span style="background-color: yellow; color: black;">10.0sec - 19.9sec</span> - <span style="background-color: green; color: black;">20.0sec - 34.9sec</span> - <span style="background-color: yellow; color: black;">35.0sec - 60.0sec</span></p>	<p>As at the end of each month presented, the average speed to answer an incoming call for the month from the call management system. As a formula,</p> <p>Average Speed to Answer a Call for the month.</p> <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>

KPI	DIAL/SLIDER	GRAPH
First Call Resolution – Unresolved at First Contact	<p>Number of calls received year to date that were unresolved at first contact as a percentage of total calls received year to date. As a formula,</p> $\frac{\text{\# YTD Calls Unresolved at First Contact}}{\text{YTD Total Number of Calls Received}}$ <p>KPI Range To Be Determined in Consultation with IRAC</p>	<p>As at the end of each month presented, the number of calls received in the month that were unresolved at first contact as a percentage of total calls received in the month. As a formula,</p> $\frac{\text{\# Calls in the Month Unresolved at First Contact}}{\text{Total \# Calls Received in the Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>
Meter Readings Exceeding 65 days – Non-Seasonal	<p>The year to date sum of each month's percentage of non-seasonal customer meter readings in excess of 65 days divided by the number of months year to date. As a formula,</p> $\frac{\text{YTD Sum of Each Month's \% of Meter Readings > 65 Days}}{\text{Total Number of Months YTD}}$ <p>KPI Range 0.0% - 0.9% - 1.0% - 1.9% - 2.0% - 3.0%</p>	<p>As at the end of each month presented, the number of non-seasonal accounts with meter readings in excess of 65 days as a percentage of the total number of non-seasonal meter readings for the month. As a formula,</p> $\frac{\text{\# of Non-Seasonal Account Meter Readings >65 Days in the Month}}{\text{Total \# of Non-Seasonal Account Meter Readings in the Current Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p> <p>The "Aging" button provides a breakdown of the number of non-seasonal accounts by meter reading day segments for each month.</p>
Complaints - Year to Date Average	<p>Number of complaints year to date divided by the number of months year to date. As a formula,</p> $\frac{\text{\# of Complaints YTD}}{\text{Total Number of Months YTD}}$ <p>KPI Range 0.0 - 1.4 - 1.5 - 3.4 - 3.5 - 5.0</p>	<p>As at the end of each month presented, the number of complaints in the month. As a formula,</p> $\text{Number of Complaints during the Month}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD Sum bar is the calendar year to date total of the months on the chart.</p>



KPI	DIAL/SLIDER	GRAPH
<p>Appointments Missed/Month (Reported Only)</p>	<p>Number of reported appointments missed year to date divided by year to date number of months. As a formula,</p> $\frac{\text{\# of Appointments Missed YTD}}{\text{Total Number of Months YTD}}$ <p>KPI Range  <span style="background-color: yellow;">0.0 – 2.9</span> <span style="background-color: red;">- 3.0 – 6.0</span></p>	<p>As at the end of each month presented, the number of appointments missed in the month. As a formula,</p> <p>Number of Appointments Missed during the Month</p> <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD Sum bar is the calendar year to date total of the months on the chart.</p>
<p>Call Handle Time (seconds)</p>	<p>The year to date sum of each month's average length of time per call from a customer to a Customer Service Representative divided by the number of months year to date. As a formula,</p> $\frac{\text{YTD Sum of Each Month's Avg Length of Time Per Call}}{\text{Total Number of Months YTD}}$ <p>KPI Range  <span style="background-color: green;">0.0sec - 179.9sec</span> <span style="background-color: yellow;">- 180.0sec - 200.0sec</span></p>	<p>As at the end of each month presented, the average length of time per call from a customer to a Customer Service Representative for the month from the call management system. As a formula,</p> <p>Average Length of Time Per Call for the month.</p> <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>
<p>Service Connections</p>	<p>Year to date number of services connected in 5 business days or less divided by the total number of services connected year to date. As a formula,</p> $\frac{\text{\# of Services Connected in 5 Business Days or Less}}{\text{Total Number of Services Connected Year to Date}}$ <p>KPI Range  <span style="background-color: red;">50.0% - 79.9%</span> <span style="background-color: yellow;">- 80.0% - 84.9%</span> <span style="background-color: green;">- 85.0% - 100.0%</span></p>	<p>As at the end of each month presented, the number of services connected in 5 business days or less as a percentage of total services connected in the month. As a formula,</p> $\frac{\text{\# of Services Connected in 5 Business Days or Less in the Month}}{\text{Total Number of Services Connected in the Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>

KPI	DIAL/SLIDER	GRAPH
<p>SAIDI Duration per Customer (Including Major Events)</p> <p>Note: Major Event means any outage affecting &gt;10% of Customers for &gt;10 minutes.</p>	<p>The sum of the monthly SAIDI for the last 12 months where SAIDI is the average interruption duration for each customer served (i.e. the average length of time per year each customer is without electricity over the last 12 month period). As a formula,</p> $\sum \text{Last 12 MTD of } \frac{\text{Total Customer-Hours of Interruption During the Month}}{\text{Total Number of Customers Served During the Month}}$ <p>KPI Range  <span style="background-color: #90EE90;">3.00hrs – 5.99hrs</span> - <span style="background-color: #FFFF00;">6.00hrs – 8.99hrs</span> - <span style="background-color: #FF0000;">9.00hrs - 15.00hrs</span></p>	<p>As at the end of each month presented, the average interruption duration per customer for the month. As a formula,</p> $\frac{\text{Total Customer-Hours of Interruption During the Month}}{\text{Total Number of Customers Served During the Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD Sum (year to date sum) is the calendar year to date total of each month's SAIDI.</p>
<p>SAIFI Interruptions per Customer (Including Major Events)</p> <p>Note: Major Event means any outage affecting &gt;10% of Customers for &gt;10 minutes.</p>	<p>The sum of the monthly SAIFI for the last 12 months where SAIFI is the average number of interruptions for each customer served (i.e. the average number of times per year each customer is without electricity over the last 12 month period). As a formula,</p> $\sum \text{Last 12 MTD of } \frac{\text{Total Customer-Interruptions During the Month}}{\text{Total Number of Customers Served During the Month}}$ <p>KPI Range  <span style="background-color: #90EE90;">2.00x - 3.99x</span> - <span style="background-color: #FFFF00;">4.00x – 6.99x</span> - <span style="background-color: #FF0000;">7.00x - 9.00x</span></p>	<p>As at the end of each month presented, the average number of interruptions per customer for the month. As a formula,</p> $\frac{\text{Total Customer-Interruptions During the Month}}{\text{Total Number of Customers Served During the Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD Sum (year to date sum) is the calendar year to date total of each month's SAIFI.</p>
<p>CAIDI Duration per Interruption (Including Major Events)</p> <p>Note: Major Event means any outage affecting &gt;10% of Customers for &gt;10 minutes.</p>	<p>The average interruption duration for customers interrupted during the last 12 months (i.e. for those customers interrupted, the average length of time the customer was without electricity). As a formula,</p> $\frac{\text{Total Customer-Hours of Interruption During the Last 12 Months}}{\text{Total Number of Customer Interruptions During the Last 12 Months}}$ <p>KPI Range  <span style="background-color: #90EE90;">0.00hrs – 1.49hrs</span> - <span style="background-color: #FFFF00;">1.50hrs – 3.49hrs</span> - <span style="background-color: #FF0000;">3.50hrs - 5.00hrs</span></p>	<p>As at the end of each month presented, the average interruption duration for customers interrupted during the month. As a formula,</p> $\frac{\text{Total Customer-Hours of Interruption During the Current Month}}{\text{Total Number of Customer Interruptions During Current Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p>
<p>SAIDI Duration per Customer (Excluding Major Events)</p> <p>Note: Major Event means any outage affecting &gt;10% of Customers for &gt;10 minutes.</p>	<p>The sum of the monthly SAIDI for the last 12 months where SAIDI is the average interruption duration for each customer served (i.e. the average length of time per year each customer is without electricity over the last 12 month period). As a formula,</p> $\sum \text{Last 12 MTD of } \frac{\text{Total Customer-Hours of Interruption During the Month}}{\text{Total Number of Customers Served During the Month}}$ <p>KPI Range  <span style="background-color: #90EE90;">3.00hrs – 4.99hrs</span> - <span style="background-color: #FFFF00;">5.00hrs – 6.99hrs</span> - <span style="background-color: #FF0000;">7.00hrs - 15.00hrs</span></p>	<p>As at the end of each month presented, the average interruption duration per customer for the month. As a formula,</p> $\frac{\text{Total Customer-Hours of Interruption During the Month}}{\text{Total Number of Customers Served During the Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD Sum (year to date sum) is the calendar year to date total of each month's SAIDI.</p>

KPI	DIAL/SLIDER	GRAPH
<p>SAIFI Interruptions per Customer (Excluding Major Events)</p> <p>Note: Major Event means any outage affecting &gt;10% of Customers for &gt;10 minutes.</p>	<p>The sum of the monthly SAIFI for the last 12 months where SAIFI is the average number of interruptions for each customer served (i.e. the average number of times per year each customer is without electricity over the last 12 month period). As a formula,</p> $\sum \text{Last 12 MTD of } \frac{\text{Total Customer-Interruptions During the Month}}{\text{Total Number of Customers Served During the Month}}$ <p>KPI Range  <span style="background-color: #90EE90;">2.00x - 3.99x</span> - <span style="background-color: #FFFF00;">4.00x - 5.99x</span> - <span style="background-color: #FF0000;">6.00x - 9.00x</span></p>	<p>As at the end of each month presented, the average number of interruptions per customer for the month. As a formula,</p> $\frac{\text{Total Customer-Interruptions During the Month}}{\text{Total Number of Customers Served During the Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD Sum (year to date sum) is the calendar year to date total of each month's SAIFI.</p>
<p>CAIDI Duration per Interruption (Excluding Major Events)</p> <p>Note: Major Event means any outage affecting &gt;10% of Customers for &gt;10 minutes.</p>	<p>The average interruption duration for customers interrupted during the last 12 months (i.e. for those customers interrupted, the average length of time the customer was without electricity). As a formula,</p> $\frac{\text{Total Customer-Hours of Interruption During the Last 12 Months}}{\text{Total Number of Customer Interruptions During the Last 12 Months}}$ <p>KPI Range  <span style="background-color: #90EE90;">0.00hrs - 1.24hrs</span> - <span style="background-color: #FFFF00;">1.25hrs - 2.99hrs</span> - <span style="background-color: #FF0000;">3.00hrs - 5.00hrs</span></p>	<p>As at the end of each month presented, the average interruption duration for customers interrupted during the month. As a formula,</p> $\frac{\text{Total Customer-Hours of Interruption During the Current Month}}{\text{Total Number of Customer Interruptions During Current Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p>
<p>Service Level</p>	<p>The percentage of time during the last 12 months that service is available. As a formula,</p> $\frac{8,760 \text{ hrs} - \text{SAIDI for the Last 12 Months}}{8,760 \text{ hrs}}$ <p>KPI Range  <span style="background-color: #FF0000;">99.0% - 99.69%</span> - <span style="background-color: #FFFF00;">99.70% - 99.89%</span> - <span style="background-color: #90EE90;">99.90% - 100.00%</span></p>	<p>As at the end of each month presented, the percentage of time during the month that service is available. As a formula,</p> $\frac{\# \text{ of Hours in the Month} - \text{SAIDI for the Month}}{\# \text{ of Hours in the Month}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p>
<p>Voltage Performance</p>	<p>The number of times during the last 12 months that a substation high/low voltage alarm was triggered. As a formula,</p> <p>Total of Each Month's Number of High/Low Voltage Alarms During the Last 12 Months.</p> <p>KPI Range To Be Determined</p>	<p>As at the end of each month presented, the number of times that a substation high/low voltage alarm was triggered during the month. As a formula,</p> <p>Total Number of High/Low Voltage Alarms During the Month.</p> <p>The Avg (average) bar is the simple average of the months on the chart.</p>

KPI	DIAL/SLIDER	GRAPH
Generator Availability	N/A	<p>As at the end of each month presented, the percentage of time during the month that the standby On-Island generation is available to respond to being dispatched as per the energy purchase agreements in place at the time. As a formula,</p> $\frac{\text{\# of Hours Standby Generation was Available During the Month}}{\text{Total Number of Hours in the Month}}$
Generator Starting Reliability	N/A	<p>As at the end of each month presented, the number of times during the month the generating units started within contractual specifications as a percentage of the number of times requested to start during the month. As a formula,</p> $\frac{\text{\# of Times Generators Started per Contractual Specifications in the Month}}{\text{\# of Times the Generators were Requested to Start in the Month}}$
Generator Forced Outage (including cost)	N/A	<p>As at the end of each month presented, the number of hours of forced outage as a percentage of total hours available during the month. As a formula,</p> $\frac{\text{\# of Hours of Forced Outage During the Month}}{\text{Total Number of Hours in the Month}}$

KPI	DIAL/SLIDER	GRAPH
<p>Total Operating Expense/ Energy Delivered YTD</p>	<p>Year to date total operating expenses as a percentage of year to date total kWh energy sales. As a formula,</p> $\frac{\text{Year to Date Energy (net of ECAM) + T\&D + General Costs}}{\text{Year to Date kWh Energy Sales}}$ <p>KPI Range</p> <p>5.00¢ - 5.99¢ - 6.00¢ - 7.99¢ - 8.00¢ - 11.99¢ - 12.00¢ - 13.99¢ - 14.00¢ - 15.00¢</p>	<p>As at the end of each month presented, total operating expenses for the month as a percentage of total kWh energy sales for the month. As a formula,</p> $\frac{\text{Current Month Energy (net of ECAM) + T\&D + General Costs}}{\text{Current Month kWh Energy Sales}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>
<p>Net Fixed Assets/ Energy Delivered YTD</p>	<p>Net fixed assets at the end of the current month as a percentage of year to date average kWh energy sales. As a formula,</p> $\frac{\text{Net Fixed Assets}}{\text{Year to Date kWh Energy Sales/Number of Months Year to Date}}$ <p>KPI Range</p> <p>\$1.00 - \$1.49 - \$1.50 - \$2.49 - \$2.50 - \$3.49 - \$3.50 - \$4.49 - \$4.50 - \$5.00</p>	<p>As at the end of each month presented, net fixed assets at the end of the month as a percentage of total kWh energy sales for the month. As a formula,</p> $\frac{\text{Net Fixed Assets}}{\text{Current Month kWh Energy Sales}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>
<p>Total Energy Related Expense/ Energy Delivered YTD</p>	<p>Year to date gross energy costs as a percentage of year to date total kWh energy sales. As a formula,</p> $\frac{\text{Year to Date Gross Energy Costs}}{\text{Year to Date kWh Energy Sales}}$ <p>KPI Range</p> <p>2.00¢ - 3.99¢ - 4.00¢ - 5.99¢ - 6.00¢ - 8.99¢ - 9.00¢ - 9.99¢ - 10.00¢ - 12.00¢</p>	<p>As at the end of each month presented, gross energy costs for the month as a percentage of total kWh energy sales for the month. As a formula,</p> $\frac{\text{Current Month Gross Energy Costs}}{\text{Current Month kWh Energy Sales}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>

KPI	DIAL/SLIDER	GRAPH
<p>Total Expense/ Energy Delivered YTD</p>	<p>Year to date total expenses as a percentage of year to date total kWh energy sales. As a formula,</p> $\frac{\text{Year to Date Total Costs (excluding ECAM Adjustment \& Income Taxes)}}{\text{Year to Date kWh Energy Sales}}$ <p>KPI Range  8.00¢ - 8.99¢ - 9.00¢ - 9.99¢ - 10.00¢ - 15.99¢ - 16.00¢ - 16.99¢ - 17.00¢ - 18.00¢</p>	<p>As at the end of each month presented, total costs for the month as a percentage of total kWh energy sales for the month. As a formula,</p> $\frac{\text{Current Month Total Costs(excluding ECAM Adjustment \& Income Taxes)}}{\text{Current Month kWh Energy Sales}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>
<p>Controllable Expense/Energy Delivered YTD</p>	<p>Year to date controllable expenses (T&amp;D and General) as a percentage of year to date total kWh energy sales. As a formula,</p> $\frac{\text{Year to Date Controllable Costs (T\&D and General Costs)}}{\text{Year to Date kWh Energy Sales}}$ <p>KPI Range  0.00¢ - 0.49¢ - 0.50¢ - 0.99¢ - 1.00¢ - 1.99¢ - 2.00¢ - 2.49¢ - 2.50¢ - 3.00¢</p>	<p>As at the end of each month presented, controllable costs for the month as a percentage of total kWh energy sales for the month. As a formula,</p> $\frac{\text{Current Month Controllable Costs (T\&D and General Costs)}}{\text{Current Month kWh Energy Sales}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>
<p>System Losses YTD</p>	<p>Year to date difference in the amount of energy that enters the MECL system (net purchased and produced) and the amount consumed by customers (kWh sales). As a formula,</p> $1 - \frac{\text{Year to Date kWh Energy Sales}}{\text{Year to Date Net Purchased \& Produced Energy (kWh)}}$ <p>KPI Range  0.0% - 7.49% - 7.50% - 7.99% - 8.0% - 9.5%</p>	<p>As at the end of each month presented, difference in the amount of energy that enters the MECL system (net purchased and produced) for the month and the amount consumed by customers (kWh sales) for the month. As a formula,</p> $1 - \frac{\text{Current Month kWh Energy Sales}}{\text{Current Month Net Purchased \& Produced Energy (kWh)}}$ <p>The Avg (average) bar is the simple average of the months on the chart.</p> <p>The YTD (year to date) bar is the calendar year to date average of the months on the chart.</p>

<b>KPI</b>	<b>DIAL/SLIDER</b>	<b>GRAPH</b>
Efficiency & Technology Transfer	The number of person years invested in researching new and developing technologies.	N/A
Energy Efficiency	Definition and data to be developed pending completion of the Demand Side Management (DSM) initiative.	N/A
Demand Side Management	Definition and data to be developed pending completion of the Demand Side Management (DSM) initiative.	N/A
Demand Response	Definition and data to be developed pending completion of the Demand Side Management (DSM) initiative.	N/A