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Burl W. Haar
Executive Secretary
Minnesota Public Utilities Commission
121 7th Place East, Suite 350
St. Paul, Minnesota 55101

PUBLIC SERVICE COMMISSION VIA ELECTRONIC FILING—

Re: STATUS REPORT
INACCURATE GAS METERS, RECALCULATION OF BILLS, AND RELATED ISSUES
DOCKET NO. G-002/CI-08-871

Dear Dr. Haar:

Northern States Power Company, a Minnesota corporation (“Xcel Energy” or the “Company”) submits this status report to the Minnesota Public Utilities Commission (the “Commission”) in accordance with the Commission’s October 26, 2009 ORDER REQUIRING REFUND AND OTHER MEASURES TO ADDRESS ISSUES IDENTIFIED IN INVESTIGATION (the “ORDER”) in the above-referenced Docket.

OVERVIEW

The Commission’s ORDER directed the Company to submit a status report on the following items:

1. Progress in implementing its commitments with respect to billing, metering, and general revenue cycle improvements;
2. Xcel’s 90 day plans on billing and metering and Executive Committee initiatives;
3. Xcel’s plans and actions to address future rebilling processes and communications to customers on payment plans;
4. Xcel’s implementation of the recommended actions and process improvement opportunities identified in the Global Enterprise Managers, Inc. (“GEM”) revenue cycle review report; and
5. The status of its dispute resolution process with Cellnet and any significant changes to its contracts, agreements, or oversight of Cellnet.

REPORT

We provide the following status report on the areas identified in the ORDER above.

A. General Revenue Cycle Improvements Implementation, Executive Committee Initiatives, and Implementation of GEM's Recommended Actions

We note that our response combines items one, two, and four of the Commission's above ORDER points into this Section of our Report. Our purpose in doing so is based on the fact that we have combined these items into our Meter-to-Mailbox initiative, which we outline in Item 1 below.

1. *Meter-to-Mailbox Initiative*

As we have previously discussed in our periodic meetings stemming from this Docket with Commission Staff, the Minnesota Office of Energy Security ("OES"), and the Office of the Attorney General-Residential Utilities Division ("OAG"), we initiated a Meter-to-Mailbox ("M2M") initiative in 2009 to address issues related to billing and metering processes, including those brought to light in this Docket and later identified in Global Enterprise Manager's ("GEM") review. M2M brings together initiatives we have previously categorized as Executive Committee initiatives and 90-Day initiatives.

The M2M team's overall goal is to ensure that our customers receive timely, accurate bills, and that we meet or exceed customer and regulatory requirements for metering, billing, and related regulatory reporting. M2M looks broadly at the retail customer processes beginning with the account setup and/or meter installation processes, through the process in which we issue customer bills – ensuring that each process has appropriate monitoring, and solid integration points and hand-offs with other processes.

The M2M initiative is governed by key stakeholders from billing, meter reading, field operations, technology, and regulatory functions, and is accountable to the Executive Committee.¹ To accomplish these goals, the M2M team gathers and assesses data, coordinates with ongoing and complementary initiatives, makes recommendations for further process and performance improvement, and helps implement recommendations as approved by executive leadership.

A primary activity of the M2M governance involves oversight and monitoring of GEM's specific recommendations as contained in the Action Plan that we provided to Commission Staff, the OES, and the OAG in an email dated November 6, 2009. We provide as Attachment A to this filing an updated version of this Action Plan reflecting our progress since it was previously provided. We have noted our Timeline updates in a red, italicized font for easy reference.²

¹ We first discussed the Executive Committee in our March 6, 2009 Amended Petition and Proposed Resolution, Docket No. G002/CI-08-879, page 3.

² In an effort to make this filing fully public, we note that we have made a *slight* modification in the wording of Action item 15, and to the Action Plan Steps of items 9, 12, and 15 from the November 6, 2009 version provided in conjunction with the GEM Report.

2. *Billing Improvements*

In addition to providing our updated Action Plan with this filing, we also highlight below the following improvements, many of which were initiated by the M2M team:

a. Improved Estimation Process

In late 2009, we implemented improved logic in our electric customer usage estimation program that uses the previous year's usage for the same time period, or the average use per day of the last two billing periods as its basis for the current estimate. Prior to this enhancement, our electric usage estimates were based on the prior month's usage.

Our review of the first few months of post-implementation estimation accuracy results indicates that we have improved our electric estimation accuracy by approximately 30 percent. While we believe that it will be important to continue to monitor these results over a 12-18 month period to fully evaluate the enhancements and their impact, we expect that this improved logic will continue to provide customers increased accuracy of their estimated electric usage in the event we are not able to obtain an actual meter reading.

We also believe that the logic enhancements will be particularly helpful in increasing the accuracy of our electric usage estimates around the "shoulder months" between seasons that are not specifically heating- or cooling-driven, yet can demand heating, cooling, or combination of both in the same month.

We plan to make similar logic improvements to our natural gas estimation program in the third quarter of 2010.

b. Meter/AMR Module Monitoring

In late 2009, we automated our process that detects zero customer usage, which we use to identify potential dead or malfunctioning meters or Automated Meter Reading ("AMR") modules. Prior to this automated process, we had a team of Billing Specialists perform manual account reviews of potential meter and/or AMR module malfunctions, based on daily reports for Cellnet-specific meters, and on a scheduled basis for non-Cellnet meters.

Our new, automated process identifies potential malfunctions on a daily basis for all meters/AMR modules within a billing cycle. In summary, the automated program performs an account review to identify potentially problematic accounts, attempts customer contact, and issues field orders, as appropriate. We note, however, that Billing Specialists continue to manually review potential issues with certain business customers with more complex billing, such as demand-billed.

After the automated program reviews the identified accounts, our auto-dialer attempts to contact the customer via telephone. If the phone contact is not successful, the system

automatically generates a customer letter. These customer communications request the customer to contact the Company regarding their usage. We then use the information the customer provides in determining whether we issue a field order, so that a technician can review and/or test the equipment in the field. If we are unable to contact the customer to verify the usage pattern that the program is reporting out as an exception, as noted above, the system will generate a field order.

An added benefit of this new, automated process is that it produces a weekly report of the natural gas meter field orders issued, by module type. Given the previous natural gas meter/AMR module issues we have experienced in the recent past, we use this report to supplement our other monitoring processes, providing us an additional monitoring point to identify potential meter/module issues and trends.

In addition to the automated zero consumption process we describe above, we established a separate process to monitor on a daily basis the read performance of the natural gas 5-dial and 6-dial commercial and industrial meters. Each day, we review the reported exceptions for these meter types and issue field orders as necessary. We use this information to both ensure prompt attention to potential meter/module issues, as well as to identify any geographic trends that may develop.

3. 5-Dial AMR Issue

As reported previously, the Company identified an issue with some of its natural gas commercial AMR modules for 5-dial diaphragm meters in 2009. We determined that, in large part, the module problems were likely due to freeze/thaw cycles stemming from moisture entering or forming within the module casing or pulsar, causing mechanical failure in the module's connection to the meter index.

As part of the Company's subsequent settlement with Cellnet, the parties reached an agreement and going-forward plan to address the five-dial modules. We are in the process of implementing that plan now. Pending the final implementation of the plan, we are closely monitoring performance of the 5-dial modules, using enhanced detection processes and issuing field maintenance orders as appropriate.

B. Future Rebilling Processes and Communications

We successfully implemented an enhancement to our cancel/rebill process in late 2009 that allows us to present all months that we are rebilling to a customer on one billing statement, in chronological order. We believe this enhancement has improved our customer understanding of cancel/rebill amounts from prior billing periods. We provide a sample of the new streamlined billing statement that contains a cancel/rebill amount for a prior period as Attachment B to this filing.

This streamlined approach requires our Billing Specialists to perform several manual processes to affect the final streamlined statement. We note that while our training communicates and reinforces that Billing Specialists should be using this process for *all* cancel/rebills, it is possible that a customer may receive a rebill with the previous two-statement approach.

In addition to using training to reinforce the new cancel/rebill enhancements, we are also working with our billing software vendor on enhancements that will prevent the old process from being used. These enhancements would allow only the new, streamlined, cancel/rebill to be produced – and will additionally result in a more efficient process by combining some of the current steps the Billing Specialists must perform. We expect to implement these enhancements in the fourth quarter of 2010.

Please see our attached Action Plan for additional Billing-related updates.

C. Dispute Resolution Process Status and Cellnet Contract

We filed a Summary of the final resolution of our dispute resolution process and proposed disposition of any proceeds with Cellnet on December 18, 2009, and subsequently updated that filing on January 11, 2010 in this Docket. Since completing our dispute resolution process, we have not had any significant changes to our contract or oversight of Cellnet.

We have served a copy of this filing on all parties on the attached service list.

We appreciate the opportunity to provide this status update. Please contact Bria Shea at (612) 330-6064 or bria.e.shea@xcelenergy.com or me at (612) 330-5601 or jody.l.londo@xcelenergy.com if you have any questions.

Sincerely,

/s/

JODY LONDO
MANAGER, REGULATORY ADMINISTRATION

c: Service List

Enclosures



Revenue Cycle Process Review Action Plan

Recommendation 1 – Create a framework for continuous improvement of billing accuracy (Actions 1-8)

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>1) Centralize information collection and reporting on all sources of billing inaccuracy described in Section 4, Billing Accuracy and Service Quality, to support continuous monitoring and improvement of billing accuracy.</p>	<p>[Use] the Enterprise Data Warehouse [to provide a] standardized set of daily, weekly, and monthly reports for measuring organization, process, and performer goals against the overall revenue cycle objectives.</p> <p>Create reports of CRS estimation accuracy and bias based on comparing the estimated values with measured values for the same period in prior years in order to assess estimation performance.</p> <p>Either expand Xcel's current, in-house bill calculation verification test program or adopt the Bill Test system that GEM is developing within the scope of this review to sample and analyze a larger number of actual rates, tariffs, riders, taxes, fees, and other billing components using production billing system data on a more systematic basis.</p>	<p>Business Analytics</p> <p>Information Technology</p>	<p>Standardized reports for measuring process performance.</p> <ul style="list-style-type: none"> • Confirm process owner requirements • Complete reporting package of all sources of billing inaccuracy in Section 4 (27 control points) 	<p>September 2009 <i>Completed</i></p> <p>March 2010 <i>Completed and added 3 additional control points:</i></p> <ol style="list-style-type: none"> 1. <i>Estimated Bill Volume</i> 2. <i>Meter Set to First Bill</i> 3. <i>% Error Free Bills</i> <p>October 2010</p>

1
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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
2) Measure and report Xcel's performance for each of the sources of billing inaccuracy listed in Exhibit 4-1 of this report on a monthly basis for a base-lining period of one year.		Revenue Cycle Process Owners Regulatory Business Systems	See Action #1 above. Develop a scorecard to track monthly results, beginning with August 2009 data. Results to be provided to Regulatory and maintained in a shared directory.	August 2009 results will be reported on 9/17/2009. Ongoing results will be reported on the 19 th of each month beginning in Q4 2009. <i>Completed and ongoing.</i>
3) In addition to using [the] measures [in Exhibit 4-1] as immediate indicators for process improvement, select the factors with the largest influence on billing accuracy as reference values from which to define annual improvement targets, and continue to measure the remaining factors		Billing	Analyze data each month and quarter. Identify most influential measures. Determine annual improvement targets for identified measures.	Timing tied to Actions #1 and #2 above. <i>Completed</i> Within 90 days following the initial 12 month tracking period.

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>internally to Xcel to reduce the chance that unexpected changes in performance will go undetected.</p>				
<p>4) Align business unit and sub-process goals with an overall revenue process billing accuracy improvement objective by means of the individual billing accuracy factors summarized in Section 4.</p>	<p>Align organization, process, and process performer performance improvement goals with the overall revenue cycle billing accuracy improvement goals described in Section 4, Billing Accuracy and Service Quality.</p>	<p>Revenue Cycle Process Owners Human Resources Communications</p>	<p>Identify one or two scorecard goals that would be carried on the following organization's scorecards:</p> <ul style="list-style-type: none"> • Builders Call Line • Metering • Meter Reading • Billing • Regulatory • Call Center <p>Identify and preload IPAD performance goals that will link to scorecard goals.</p> <p>Implement goals with a consistent message across</p>	<p>Develop common goals by January 2010. <i>Completed</i> <i>All Revenue Cycle organizations adopted the following three 2010 IPAD goals:</i> 1. <i>Cancel/Rebill Lag</i> 2. <i>% Bills Error Free</i> 3. <i>% of Eligible Revenue Billed On Time</i></p> <p>December 2010</p> <p>February 2010 <i>Completed</i></p>

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
			<p>organizations.</p> <p>Review and operationalize reward & recognition program to determine applicability.</p>	<p>March 2010 <i>Completed</i></p>
<p>5) Document the full set of revenue cycle controls in a comprehensive Quality Assurance plan.</p>		<p>Revenue Cycle Process Owners Audit Services SOX PMO</p>	<p>Implement a cross-functional team to document the full set of revenue cycle controls.</p> <p>Complete documentation consolidation of current revenue cycle controls.</p>	<p>October 2009 <i>Completed</i></p> <p>March 2010 <i>July 2010</i></p>
<p>6) Ensure that all of the sources of billing inaccuracy listed in Exhibit 4-1 of this report are included in the set of revenue cycle controls.</p>		<p>Revenue Cycle Process Owners Audit Services SOX PMO</p>	<p>Evaluate controls to ensure comprehensive QA coverage and adjust as appropriate.</p> <p>Integrate Exhibit 4.1 items into revenue cycle controls.</p>	<p>June 2010 <i>July 2010</i></p> <p>December 2010</p>

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
7) Ensure, either by the Internal Audit group or another independent Quality Assurance group, that the controls are being regularly tracked and promptly acted upon by the appropriate business group.		Revenue Cycle Process Owners Audit Services SOX PMO	Develop a comprehensive Plan that appropriately monitors the ongoing business area application of the QA Plan. Develop the evaluation schedule. Implement the monitoring plan.	June 2010 September 2010 January 2011
8) [Make] a set of measurements related to potential sources of billing inaccuracy selected from those described in Section 4.2 [...] available to regulatory agencies and external advocate groups on a regular basis in the form of new service quality metrics.		Revenue Cycle Process Owners Regulatory	Provide monthly reports to Regulatory area. Participate as appropriate in Regulatory Agency discussions regarding ongoing external reporting specifics and timing.	Beginning with Q4 2009 results Per Regulatory Agency timing <i>Completed and ongoing</i>

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Revenue Cycle Process Review Action Plan

Recommendation 2 – Improve AMR performance through Cellnet and Xcel process changes (Actions 9-17)

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>9) Conduct discussions with Cellnet to seek mutually agreeable modifications to the Cellnet field support work agreement to add successful radio frequency (RF) communication of electric and natural gas meter readings as a goal for meter maintenance. This could result in meter de-automation and some meters being placed on manual read cycles if viable RF communication of electric or natural gas meter readings cannot be achieved, but the net result will be a reduction in repeated field work and an improvement in billing accuracy.</p>	<p>Conduct discussions with Cellnet to seek mutually agreeable modifications to the Cellnet field support work agreement that define outcome-based maintenance goals. The resolution of the problem and the time to complete the actions should be balanced to ensure that the field work does not create unnecessary repeat work and adversely affect the billing process.</p> <p>Conduct discussions with Cellnet to seek mutually agreeable modifications to the Cellnet field support work agreement to improve root cause analysis of missed meter reads.</p>	<p>Metering Meter Reading</p>	<ol style="list-style-type: none"> Leverage the November 2010 dispute resolution processes to negotiate enhancements related to GEM referenced recommendations. Implement six process improvements that were specific to the GEM findings 	<p>October/ November 2010 (Change Order Complete)</p> <p>June 2010</p>

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>10) Ensure that the additional internal random and period testing and RMA testing and tracking on failed integrated electric meters and modules is designed to predict integrated meter/module trends, since the long-term performance and potential failure modes of these measuring devices are not yet well established.</p>		<p>Meter Engineering Metering</p>	<p>Verify that non-mechanical meters for purposes of random and periodic testing are identified as separate lots. Complete identified annual random and periodic testing for non-mechanical lots. <u>Module Testing (Removed from Field)</u> Implement negotiated Cellnet Returned Material Analysis (RMA) and ensure process separately identifies non-mechanical electric meter types or models. Utilizing Cellnet RMA data develop predictive failure information for non-mechanical electric meters. <u>Meter Testing (Removed from Field)</u> Review and adjust as necessary the Xcel RMA</p>	<p>December 2009 (Complete random and periodic testing) <i>Completed</i> June 2009 (Cellnet RMA process implemented) <i>Completed</i> October 2009 (Xcel RMA process reviewed) <i>Completed</i> October 2009 (Cellnet predictive failure analysis implemented) <i>Completed</i></p>



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>11) Ensure that the two-way Cellnet AMR system equipment that will be deployed in the final phase of the Cellnet automation project has passed rigorous first article testing that accounts for the increased communication complexity of peer RF communications among modules.</p>		<p>Meter Engineering Metering</p>	<p>processes to ensure that non-mechanical meters are being adequately tested and reported. Leverage the current one-way first article testing process to build the success criteria for two-way first article testing ensuring contractual obligations are met.</p>	<p>December 2009 (Finalize two-way First Article Test plans and criteria). <i>Completed</i></p> <p>December 2009 (Cellnet to deliver to Xcel Energy all necessary equipment and software and documentation for first article testing) <i>Completed</i></p> <p>June 2010 (First Article Testing to be completed per established schedule)</p>

Please note that the Action and Alternate or Related Action Description columns are direct references from the September 16, 2009 Final Report from Global Enterprise Managers, filed with the Commission on September 25, 2009 in Docket No. G-002/CI-08-871. Additionally, the dates provided in the Timeline column are current targets and subject to change, as appropriate.



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>12) Although it would require renegotiation of the Cellnet deployment contract and changes to the target date for full AMR deployment, Xcel should explore the possibility of a pilot field test of the two-way Cellnet AMR system equipment through a full set of seasons in Xcel's demanding environment before embarking on full deployment of this new technology. Such a pilot would assess physical performance of the equipment, RF communication performance, and overall reliability of readings to verify end-to-end performance under field conditions. GEM recognizes that restructuring this phase of the Cellnet deployment into a pilot presents a difficult challenge, and recommends if a pilot is not undertaken, then at a minimum Xcel should review the new technology for potential failure modes and confirm that the internal Xcel processes and data systems will promptly recognize/address these failures.</p>		<p>Metering Meter Reading</p>	<p>Leverage the November 2010 dispute resolution processes to negotiate enhancements related to GEM referenced recommendations. Based on two-way pilot decisions, implement as necessary in-field testing component of First Article testing.</p>	<p>October/ November 2010 (Change Order Complete) <i>Completed</i> March 2010; co-incident to first article testing of two way. <i>In Progress.</i></p>

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
13) Complete and formalize receipt sampling and test processes for the AMR modules that Xcel receives with most new meters.		Meter Engineering Metering	Review and adjust as necessary the Xcel new meter sample testing processes. As necessary obtain module testing equipment.	June 2009 (Complete review and implement) <i>Completed</i> October 2009 (Obtained necessary equipment) <i>Completed</i>
14) Continue to update the types of "safety nets" that are in place to identify and efficiently remediate metering and meter reading problems when they occur. The issues of repeated readings that began in late 2007 and 2008 were not caught quickly by the CRS billing stop bill checks, consecutive estimate checks, or zero usage checks. When every meter was actually observed by a meter reader, certain types of failures and field conditions could be detected and reported more quickly. With AMR, a		Billing	Perform root cause analysis on a monthly basis on various exceptions to the Stop Billing Rules, Interface Exchange Handling, and Special Reporting. Identify common patterns and event triggers. Develop and implement enhancements/"safety nets" to prevent future occurrences.	Monthly beginning January 2009 <i>Completed and ongoing</i>



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>problem consumption pattern must be identified in the data processing systems.</p> <p>15) If natural gas meters continue to be damaged, adopt at least one of the following three paths:</p> <ul style="list-style-type: none"> ▪ Realizing that these failures will occur, continue to enhance processes to detect and fix the failures on an expedited basis and understand the root causes of the failures. ▪ Work with both Cellnet and natural gas meter manufacturers to find a more appropriate match between the quality and robustness of the module mechanical components and the meter register and internal gear construction. ▪ If significant mechanical issues persist with Cellnet AMR modules on natural gas meters, evaluate the possibility of utilizing a different module/register 		<p>Metering Meter Engineering</p>	<p><u>DR Detection Process</u> Continue to utilize and enhance as necessary to gas DR detection process.</p> <p><u>Field Order Completion</u> Develop reporting to monitor and ensure timely field response by Cellnet and internal crews to meter orders.</p> <p>Complete identified annual random and periodic testing.</p> <p><u>Module Testing (Removed from Field)</u> Implement negotiated</p>	<p>March 2009 (enhanced DR detection process implemented) <i>Completed</i></p> <p>June 2009 (Field order completion reporting implemented) <i>Completed</i></p> <p>June 2009 (Cellnet RMA process implemented) <i>Completed</i></p> <p>September 2009 (Xcel RMA processes)</p>

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>interface approach for natural gas meters that does not make the same mechanical interface tradeoffs between damaging the module and damaging the meter.</p>			<p>Cellnet Returned Material Analysis (RMA). Develop predictive failure information, using Cellnet RMA data. <u>Meter Testing (Removed from Field)</u> Review and adjust as necessary the Xcel RMA processes to ensure that gas meters are being adequately tested and reported. <u>Cellnet Agreement</u> Leverage the November 2010 resolution processes to negotiate enhancements related to GEM referenced recommendations.</p>	<p>reviewed <i>Completed</i> November 2009 (Change Order complete) <i>Completed</i> March 2010 (Change Order process enhancements implemented) <i>Completed</i> November 2009 <i>Completed</i></p>
<p>16) Establish goals for investigating and determining root cause for meters on the Lost Meter report. The Lost Meter report lists</p>		Metering	<p>Incorporate Lost Meter monitoring into metering area scorecards and utilize existing processes to</p>	<p>October 2009 (add to area scorecards) Ongoing (use</p>



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
meters that are providing automated readings but that are not known to Xcel's information systems.			<p>conduct investigations.</p> <p>Leverage the 1074 and 5-dial dispute resolution processes to negotiate enhancements related to GEM referenced recommendations.</p> <p>Establish a team to review</p> <p>Lost Meter results and implement recommendations to improve performance.</p>	<p>existing processes to conduct investigations) <i>Completed</i></p> <p>November 2009 (Change Order Complete) <i>Completed</i></p> <p>December 2009 (Identify process improvement opportunities) <i>Completed</i></p> <p>March 2010 (Implementation of change order process enhancements) <i>On track</i></p> <p>December 2009 (Complete random and</p>
17) Implement an AMR Natural Gas Meter assessment program to find and repair meters that are		Metering Meter	<p><u>In-Service Meters Testing Program</u> Complete identified annual</p>	

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Revenue Cycle Process Review Action Plan

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<p>under-reporting usage due to register/module interface slippage.</p>		<p>Reading Meter Engineering</p>	<p>random and periodic testing for non-mechanical lots. <u>DR Detection Process</u> Continue to utilize and enhance as necessary to gas DR detection process.</p> <p><u>Field Order Completion</u> Develop reporting to monitor and ensure timely field response by Cellnet and internal crews to meter orders.</p> <p><u>Module Testing (Removed from Field)</u> Implement negotiated Cellnet Returned Material Analysis (RMA).</p> <p>Develop predictive failure information using Cellnet RMA data.</p>	<p>periodic testing) <i>Completed</i></p> <p>March 2009 (enhanced DR detection process implemented) <i>Completed</i></p> <p>June 2009 (Field order completion reporting implemented) <i>Completed</i></p> <p>June 2009 (Cellnet RMA process implemented) <i>Completed</i></p> <p>October 2009 (Xcel RMA processes reviewed) <i>Completed</i></p>

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
			<p><u>Meter Testing (Removed from Field)</u> Review and adjust as necessary the Xcel RMA processes to ensure that gas meters are being adequately tested and reported.</p>	

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Revenue Cycle Process Review Action Plan

Recommendation 3 – Ensure there is a sufficient pool of skilled revenue cycle process performers (Actions 18-24)

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
18) Ensure that the meter reading resource staffing level is sufficient to read all manual routes under normal conditions – which is Xcel's current policy – and also to account for potential de-automation – the reversion of selected AMR electric or natural gas meters for which reliable automated readings cannot be obtained back to manual reading		Meter Reading Human Resources	Track consecutive estimates on a daily basis to ensure timely response to changes in this key metric that could indicate a short-term resource gap. Develop process to better link the release of meter reading resources to the Cellnet deployment schedule. Submit comprehensive HR plan to HR. CS leadership reconciles the workforce plan. <i>(Note: This plan is based on the current Cellnet deployment schedule.)</i> Create contingency plan for increasing staffing in the event of de-automation by February 28.	June 2009 <i>Completed</i> November 2009 <i>Completed</i> September 2009 <i>Completed</i> October 2009 <i>Completed</i> February 2010 <i>Contingency plan still under development- on track to be completed April 2010</i>

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
19) Create more comprehensive structured training courses for advanced mass market billing analysts, C&I billing analysts, and rate information specialists and use these training courses to upgrade current skill levels and introduce additional resources into these groups as needed.	Establish more formal progression of advanced training for all billing analysts, but particularly C&I billing analysts, to shorten the time required to make a billing analyst fully productive.	Billing Training	Identified set of sustainment training topics Sustainment training developed and implemented. Progression Program core curriculum design and planning.	June 2009 <i>Completed</i> October 2009 <i>Completed and ongoing</i> March 2010 <i>September 2010</i>
20) Plan for staffing increases in C&I Billing area to prepare for retirements and to accommodate the non-C&I tariff work that has been added to this group's responsibilities.		Billing Human Resources	Submit comprehensive HR plan to HR. CS leadership reconciles the workforce plan.	September 2009 <i>Completed</i> October 2009 <i>October 2010 (first reported date was a typo)</i>
21) Evaluate Business System staffing levels to ensure appropriate support levels are maintained for processes that are automated and for new technologies that are implemented to support the revenue cycle process.		Business Systems	Review historic staffing levels to support rate changes and compare to expected rate case activity for coming 18 to 24 months. Review analysis with	September 2009 <i>Completed</i> October 2009



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
22) Implement more cross functional training on the revenue cycle processes so that participants better understand how they fit into the process and how other groups also fit in.	<p>Create revenue process training courses that clarify each process performer's role in the overall process, handoffs between roles and groups, and best practices for using the CRS, IEH, Mobile Dispatch System, and other shared technologies.</p> <p>Develop and deliver formal revenue cycle process-wide familiarization training for most revenue cycle participants so the impacts of actions in one area on others are better understood by all process performers.</p>	<p>Revenue Cycle Process Owners</p> <p>Training</p> <p>Human Resources</p>	<p>management and determine next steps re: staffing changes.</p> <p>Complete any approved staffing changes</p> <p>Conduct Training Needs Analysis.</p> <p>Develop a formal proposal to design and deliver entry level and sustainment training to close identified gaps.</p> <p>Training Development</p> <p>Training Delivery</p> <p>Develop a module to educate employees (cross-functional) on the Revenue Cycle Process.</p> <p>Implementation begins</p>	<p><i>Completed</i></p> <p>April 2010 <i>August 2010</i></p> <p>November 2009 <i>Completed</i></p> <p>December 2009 <i>Completed</i></p> <p>March 2010 <i>April 2010</i></p> <p>December 2010</p> <p>March 2010 <i>April 2010</i></p> <p>June 2010</p>



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
			Pilot Knowledge Management Tool with specific work group	February 2010 <i>June 2010</i>
			Review Pilot group results make adjustments	February 2010 <i>June 2010</i>
			Identify Long Term Operational Plan	March 2010 <i>July 2010</i>
			Launch Knowledge Management Tool to entire organization	March 2010 <i>July 2010</i>
			Utilize CCQR.	
			Review documented processes and update training programs to ensure knowledge is transferred.	



Revenue Cycle Process Review Action Plan

Additional Process Improvement Opportunities

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>A1) Define key billing accuracy measures (including those selected as key controls from the set of metrics in Section 4.1) to trigger employee notifications when they are violated, require positive confirmation that they have been addressed, and be subject to escalation if they are not resolved in a timely manner. If it is not possible to achieve this type of business process management with the current CRS workflow technology, evaluate business process management (BPM) tools that can be integrated with the CRS and other Xcel systems to provide advanced business process notification, workflow, routing, status tracking, and escalation capabilities.</p>		<p>Revenue Cycle Process Owners Business Systems</p>	<p>Evaluate current BPM tool capabilities. Determine appropriate action.</p>	<p>September 2010 January 2011</p>
<p>A2) [C]ontinue to review and refine customer letter templates for explaining billing errors and rebilling.</p>		<p>Billing</p>	<p>Conduct review of CRS letters with the communications team. Facilitate Regulatory review of CRS letters Review remaining, infrequently used letters in the repository.</p>	<p>October 2009 <i>Completed</i> March 2010 <i>On track</i> March 2010 <i>On track</i></p>



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>A3) Conduct a requirements analysis for the Mobile Dispatch System to identify the set of additional configuration, functional enhancements, integration, and training necessary to support the field installation and maintenance processes, which are critical to improving metering performance.</p>	<p>Update Mobile Dispatch System capabilities for all field support groups, as the current implementation does not meet the needs of the meter support groups.</p>	<p>Meter Reading</p>	<p>Identify cross functional requirements and gaps - (Determine what can the system can do and what can't the system do) Establish Advantex functional roadmap. Develop plan to close the gaps.</p>	<p>August 2009 <i>Completed</i> September 2009 <i>Completed</i> December 2010 <i>Completed</i></p>
<p>A4) Incorporate customer contact center information into the Enterprise Data Warehouse and combine this with enhanced call coding to provide trending and anomaly detection on call type, geographic location, customer class, measuring device type, or device lot. As the Xcel service areas have increased in size and diversity, it has become more important for informal correlation of call trends to be supplemented by additional analytics.</p>		<p>Call Center Business Analytics Business Systems</p>	<p>Determine level of effort Quantify potential benefits Determine cost/benefit and next steps Determine plan for accepted changes Complete changes</p>	<p>November 2009 <i>Completed</i> November 2009 <i>Completed</i> January 2010 <i>Completed</i> February 2010 <i>Completed</i> February 2010 <i>April 2010</i></p>



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
A5) Review the business utilization of the PTJ as a workflow tracking tool and determine if changes in the way PTJs are used will better suit the work needs. If the PTJ approach cannot meet Xcel's business needs, evaluate commercial business process management (BPM) tools that could potentially provide the benefits of the PTJ work tracking approach to both the revenue cycle and other Xcel business processes while providing the routing, escalation, and tracking needed for more efficient work processes and improved customer service.		Revenue Cycle Process Owners Business Systems	Determine level of effort Quantify potential benefits Determine cost/benefit and next steps Determine plan for accepted changes Complete changes	November 2010 November 2010 January 2011 February 2011 September 2011
A6) [Continue] development of the Enterprise Data Warehouse initiative, with the objective of supporting [a] flexible, ad hoc reporting facility allowing various business units involved in the revenue cycle to create new views of customer, metering, billing, and remittance data as needed.		Business Analytics	Rollout of Self Service Suite and standardized reporting requests. Schedule consistent meetings to discuss with business leadership their ongoing needs for data monitoring	September 2009 <i>Completed</i> September 2009 <i>Completed</i>
A7) Revise the BCL new premise/account/rate setup process for increased automation and improved quality assurance.	Refer to Section 3.1.1.4	Builders Call Line	Develop Proposals to: Update ServConn to provide a check box to	March 2010 <i>December 2010</i>



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
A8) Restrict meter exchanges only until the actual reading is recorded, not throughout the entire read window.	Refer to Section 3.1.2.2	Billing Meter Reading Metering	select for heat affected. Add logic to ServConn that derives the appropriate tariff based on pre-determined criteria.	December 2010
A9) Review ways to reduce the impact of the reduced reading window on manual (handheld and van) meter readers.	Refer to Section 3.1.2.2	Meter Reading Business Systems	Implement changes to the IT process that upload meter reads to allow a later upload time on day 2, effectively adding 1 day to the read window.	January 2010 <i>Completed</i>
A10) Improve field meter location selection and recording of locations.	Refer to Section 3.1.2.2	Metering	Align the Cellnet upload process and the current 3 day read window in CRS	February 2010 <i>In progress</i>
A11) Review the project management tools and training for the Regulatory Administration group, and possibly the roles in the group itself, to ensure that it can continue to effectively	Refer to Section 3.1.3.2	Regulatory	Review impact on processes Facilitate review of process	December 2010 June 2010

Please note that the Action and Alternate or Related Action Description columns are direct references from the September 16, 2009 Final Report from Global Enterprise Managers, filed with the Commission on September 25, 2009 in Docket No. G-002/CI-08-871. Additionally, the dates provided in the Timeline column are current targets and subject to change, as appropriate.



Revenue Cycle Process Review Action Plan

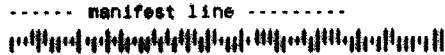
Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
accommodate both the core regulatory responsibilities and the important project management role.				

Please note that the Action and Alternate or Related Action Description columns are direct references from the September 16, 2009 Final Report from Global Enterprise Managers, filed with the Commission on September 25, 2009 in Docket No. G-002/CJ-08-871. Additionally, the dates provided in the Timeline column are current targets and subject to change, as appropriate.



Northern States Power Company
Please Return This Portion With Your Payment

	07/18/2009	\$1.75 CR Thank You!	Auto Pay Do Not Return
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P.O. BOX 9477
MPLS, MN 55484-9477



51071809 54442018 *0000000175*0000000175

Questions: Call 24 Hours 7 Days A Week
Please Call: (800) 895-4949 Fax: (600) 895-2895
Hearing Impaired: (800) 895-4949 (600) 895-2895
Español: (800) 897-8778

Detach and Retain This Portion For Your Records
or write to us at:
Northern States Power Company
PO BOX 8
EAU CLAIRE WI 54702-0008

Billing Summary

Residential	
Previous Balance 01/22	\$1 14.12
Payment Received as of 06/19	\$1 14.12 CR
Cancelled Bills 04/28	\$1 48.00 CR
Balance As Of 06/19	\$1 48.00 CR
Current Energy Charges 06/19	\$1 47.81
Total	\$1.75 CR

Averages for Billing Period	This Year	Last Year
Average Temperature	12°	8
Electric/kWh per Day	0.0	21.2
Cost per Day	\$8.85	\$5.88
Gas/therms per Day	0.0	5.2
Cost per Day	\$8.88	\$12.29

* 6 Degrees Warmer

Electric Charges Usage Period: 01/21/09 to 02/21/09

Invoice # 27398270	
Residential Underground 31 Days	
Basic Service Chg	\$7.80
Energy Charge Winter 729 kWh @ \$0.054200	\$39.51
Fuel Clause Adj 729 kWh @ \$0.014635	\$10.67
Interim Rate Adj	\$5.23
Subtotal	\$63.21
City Fees @ 2.00%	\$1.26
Total Amount	\$64.47

Meter Reading Information	
Meter #800002970122	
Total Energy-kWh	
Estimated Reading on 02/22	59927
Company Reading on 01/22	59198
Total Usage in 31 Days	kWh 729

Invoice # 27398271	
Residential Underground 23 Days	
Basic Service Chg	\$8.72
Energy Charge Winter 581.66 kWh @ \$0.042730	\$25.28
Fuel Cost Charge 581.66 kWh @ \$0.024603	\$14.56
Residential Underground 6 Days	
Basic Service Chg	\$1.55
Energy Charge Winter 154.34 kWh @ \$0.054200	\$8.37
Fuel Clause Adj 154.34 kWh @ \$0.013735	\$2.12
Interim Rate Adj	\$1.10

Meter #000002090122	
Total Energy-kWh	
Estimated Reading on 03/23	60573
Estimated Reading on 02/22	59927
Total Usage in 29 Days	kWh 746

00000003 1/2



Next Scheduled Meter Reading Date		
03/24/09	07/18/2009	\$1.75 CR

See back of bill for more information.

Account #: [Redacted]

Page 1 of 2

Statement Date: 06/19/09

Your bill is paid through Xcel Energy's Auto Pay program. On your due date, the amount is withdrawn from your financial institution and immediately credited.

Statement # [Redacted]

Premise # [Redacted]



Current Charges (continued)

Subtotal	\$61.79		
City Fees @2.00%	\$1.24		
Total Amount	\$62.94		
Invoice # 2739 99272		Meter #000002070122	
Residential Underground 30 Days		Total Energy-KWh	
Basic Service Chg	\$11.00	Estimated Reading on 04/22	61305
Energy Charge Winter 632 kWh @ \$0.042730	\$27.01	Estimated Reading on 03/23	60673
Fuel Cost Charge 632 kWh @ \$0.024035	\$15.11	Total Usage in 30 Days	kWh 632
Subtotal	\$53.28		
City Fees @2.00%	\$1.06		
Total Amount	\$54.26		
Gas Charges Usage Period: 01/23/09 to 02/23/09		Meter Reading Information	
Heat Content Adjustment 140 ccf x 1.0037 = 141 therms		Meter #000000825764	
Invoice # 132229453		Total CCF	
Residential Service 31 Days		Estimated Reading on 02/23	9925
Delivery Services Chg	\$18.48	Estimated Reading on 01/23	9785
Cost Of Gas 141 therms @ \$0.722765	\$101.91	Total Usage in 31 Days	ccf 140
Subtotal	\$120.39		
City Fees @2.00%	\$2.41		
State Tax @1.00%	\$1.21		
Total Amount	\$124.03		
Heat Content Adjustment 98 ccf x 1.0052 = 99 therms		Meter #000000825764	
Invoice # 132229454		Total CCF	
Residential Service 28 Days		Estimated Reading on 03/23	9023
Delivery Services Chg	\$18.48	Estimated Reading on 02/23	8925
Cost Of Gas 99 therms @ \$0.823131	\$81.41	Total Usage in 28 Days	ccf 99
Subtotal	\$99.17		
City Fees @2.00%	\$1.60		
State Tax @1.00%	\$0.82		
Total Amount	\$101.59		
Heat Content Adjustment 75 ccf x 1.0052 = 75 therms		Meter #000000825764	
Invoice # 132229455		Total CCF	
Residential Service 31 Days		Estimated Reading on 04/23	9098
Delivery Services Chg	\$18.48	Estimated Reading on 03/23	8923
Cost Of Gas 75 therms @ \$0.528200	\$39.69	Total Usage in 31 Days	ccf 75
Subtotal	\$58.17		
City Fees @2.00%	\$1.16		
State Tax @1.00%	\$0.59		
Total Amount	\$60.92		

We found a billing error on your account. To correct our error, we cancelled previous charges and rebilled your account to reflect the accurate amount owed. Be assured that all payments received before this corrected bill are properly credited to your account. We apologize for the inconvenience. Contact us at 1-800-895-4999 or at xcelenergy.com with questions or if you need to discuss payment arrangements.

This bill reflects an estimate. Actual charges will be billed once a meter reading is obtained. If you feel this estimate is above or below your average billing, please contact us at 1-800-895-4999.

Your bill has a credit balance. Do not pay this amount. Please contact our office if you would like a refund. See phone numbers above.

No payment will be deducted from your Auto Pay program. If you have any questions, please call immediately.

Your satisfaction is important to us! If you are having trouble understanding your bill, visit xcelenergy.com/MyBill for more information.

Thank you for your payment.



Next Scheduled Meter Reading Date		
05/23/09	07/18/2009	\$1.75 CR

See back of bill for more information.

Account #: [REDACTED]

Your bill is paid through Xcel Energy's Auto Pay program. On your due date, the amount is withdrawn from your financial institution and immediately credited.

Page 2 of 2

Statement Date: 06/19/09

Statement # [REDACTED]

Premise # [REDACTED]

CERTIFICATE OF SERVICE

I, Aimee Lemen, hereby certify that I have this day served copies of the foregoing document on the attached list of persons.

xx by depositing a true and correct copy thereof, properly enveloped with postage paid in the United States mail at Minneapolis, Minnesota

xx electronic filing

DOCKET No. G-002/CI-08-871

Dated this 1st day of March 2010

/s/

Aimee Lemen

Service List Name	First Name	Last Name	Email	Company Name	Address	Delivery Method	View Trade Secret
OFF_SL_8-871_1	Aakash	Chandarana	achandarana@briggs.com	BRIGGS and MORGAN	2200 IDS Center 80 South 8th Street Minneapolis, MN 554022157	Paper Service	No
OFF_SL_8-871_1	Bill	Bullard		South Dakota Public Utilities Commiss	Capitol Building Pierre, SD 575015070	Paper Service	No
OFF_SL_8-871_1	Burt W.	Haar	burt.haar@state.mn.us	MN Public Utilities Commission	Suite 350 121 7th Place East St. Paul, MN 551012147	Electronic Service	No
OFF_SL_8-871_1	Christopher	Clark	christopher.b.clark@xcelenergy.com	Xcel Energy	5th Floor 414 Nicollet Mall Minneapolis, MN 554011993	Paper Service	No
OFF_SL_8-871_1	Darrell	Nitschke		North Dakota Public Service Commission	600 E. Boulevard Avenue Bismarck, ND 585050480	Paper Service	No
OFF_SL_8-871_1	James M.	Strommen	jstrommen@kennedy-graven.com	Kennedy & Graven, Chartered	470 U.S. Bank Plaza 200 South Sixth Street Minneapolis, MN 55402	Paper Service	No
OFF_SL_8-871_1	John	Lindell	agorud.ecj@state.mn.us	OAG-RUD	900 BRM Tower 445 Minnesota St St. Paul, MN 551012130	Electronic Service	No
OFF_SL_8-871_1	Julia	Anderson	Julia.Anderson@state.mn.us	MN Office Of The Attorney General	1400 BRM Tower 445 Minnesota St St. Paul, MN 551012131	Electronic Service	No
OFF_SL_8-871_1	Michael	Krikava	mkrikava@briggs.com	Briggs And Morgan, P.A.	2200 IDS Center 80 South Minneapolis, MN 55402	Electronic Service	No
OFF_SL_8-871_1	Pam	Marshall	pam@energycents.org	Energy CENTS Coalition	823 7th St E St. Paul, MN 55106	Paper Service	No
OFF_SL_8-871_1	SaGonna	Thompson	Regulatory.Records@xcelenergy.com	Xcel Energy	414 Nicollet Mall FL 7 Minneapolis, MN 554011993	Electronic Service	No

Service List Name	First Name	Last Name	Email	Company Name	Address	Delivery Method	View Trade Secret
OFF_SL_8-871_1	Sharon	Ferguson	sharon.ferguson@state.mn.us	State of MN - DOC	85 7th Place E Ste 500 Saint Paul, MN 551012198	Electronic Service	No
OFF_SL_8-871_1	William	Stamets	bill.stamets@state.mn.us	Office of the Attorney General	Suite 900445 Minnesota Street St. Paul, MN 551012127	Electronic Service	No