

CASE STUDY: Managing Your Path to the Smart Grid

The Situation

Starting August 2015, a Midwestern utility undertook an aggressive program to replace all of its manual gas meter reading territory with an AMR system. For years, CCI provided all of the manual meter reading services. The Indiana territory had a total of 110 readers in 29 site offices reading close to 1 million meters a month. The replacement program was to take 20 months and be accomplished by two installation contractors working at both the north and south sections of the Indiana territory. CCI was to continue reading all of the meters that had not been converted over yet as well as the required contractual soft services (mid cycle billing) all the while maintaining its minimum reading proficiency of 97.5%. A contractual item included the need to reduce meter reading staffing levels in relationship to the reduction of meters read. Often, routes had to be combined mid conversion so that reads could still be acquired on their billing date.

CCI's Solution

Project Management was key to maintaining service levels during a very challenging transition. Proactive, continual communication with the client and daily staffing assignment strategies including relocation to different sites were implemented. CCI was able to maintain the reading proficiency and meet all service levels. Staff retention was accomplished by implementing a bonus plan which include retention bonuses, potential transition to end state project, and the potential for relocation onto other CCI projects. CCI instituted a number of KPIs to track and identify any areas that needed to be addressed during this AMR deployment. Some of the items tracked included staffing levels, total remaining meters to be read, and total AMR units installed.



The Results

- ◆ CCI maintained over 99% completion rate throughout the deployment
- ◆ CCI maintained an acceptable level of Skip Reads
- ◆ CCI optimized staffing levels to provide over 65% in cost reductions