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August 22, 2011

VIA COURIER

Ms. Kirsten Walli
Board Secretary
Ontario Energy Board
2300 Yonge Street, 27th Floor
Toronto, ON M4P 1E4

Dear Ms. Walli:

**Re: Enbridge Gas Distribution Inc. ("Enbridge")
Enbridge Customer Care and Customer Information System Costs
Board Filed Number: EB-2011-0226**

The Accenture Contract attached to Board Staff Interrogatory #12 (Exhibit I, Tab 1, Schedule 12) that was filed on August 18, 2011, inadvertently failed to include one of the schedules.

Attached is a copy of this schedule, which should be included with the Accenture Contract. There are no redactions associated with this schedule.

If you have any questions, please contact the undersigned.

Yours truly,

A handwritten signature in blue ink that reads 'Bonnie Jean Adams'.

Bonnie Jean Adams
Regulatory Coordinator

cc: EB-2011-0226 Intervenors

ENBRIDGE GAS DISTRIBUTION INC.

CUSTOMER CARE SERVICES AGREEMENT

**SECTION 3 – SCHEDULE 2.2A
RACI MATRIX**

January 1, 2011

ACCENTURE BUSINESS SERVICES FOR UTILITIES INC.

Schedule 2.2A- RACI Matrix

Definitions

Term	Definition
AMB	Annual Minimum Bill
ARC	Additional Resource Charge
Banked Gas Account (BGA)	Reporting of gas transportation customers gas delivering and consumption with a contract period
BBP	Budget Billing Plan
Customer Attachment Department	Department within Enbridge that manages new installations of gas service
Customer Information System (CIS)	References to "Customer Information System" or CIS in this attachment means New CIS or SAP
e-bill	Electronic Billing
ERT	Electronic Radio Transmission
Incident	Any event or occurrence that requires assistance to resolve
Incident Escalation Procedures	As defined in Appendix 9 - Governance
Incident Tracking System	Service Provider provided Incident Tracking System deployed to record and track Incidents
Knowledge Management	System used to maintain documentation of Company's Policies and Procedures
Mass Market	EGD Customers, excluding EGD Customers having an account identified as a "Large Volume Billing" account in the CIS.
PAP	Pre-Authorized Payment - payments processed through Symcor
PAP NSF	Pre-Authorized Payment that is returned for Non-Sufficient Funds
PAD	Pre-Authorized Debit - payments processed through Kubra
PAD NSF	Pre-Authorized Debit that is returned for Non-Sufficient Funds
RRC	Reduced Resource Credit
System Measurement	Department within Enbridge that is accountable for meter equipment
T-Service	Transportation Service
Combination Order (Combo)	The combination of a lock and unlock order, usually due to a change in property ownership

Meter Reading

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
1.0	Prepare and Manage Meter Reading Routes							
	The activities involved in preparing meter reading routes							
1.0.1	Prepare and implement efficient meter reading routes (e.g., balance number of meter reads between routes)	R/A	C/I			I		
1.0.2	Implement route assignment changes for handheld units in MVRS as required.	C/I/A	R					
1.0.3	Identify the need to reassign accounts to different billing cycles	R/A	C/I			I		
1.1	Consecutive Estimates Program							
	The activities involved in managing scheduled readings of hard-to-access gas meters with four or more consecutive estimates							
1.1.1	Pull consecutive estimates file from SAP	R/A				C/I		
1.1.2	Report on consecutive estimate status on a weekly/monthly basis	C/I	R/A			C/I		
1.1.3	Receive and print file of accounts from Billing(CIS) which list meters that are difficult to access and require special attention (OUTS program)	R/A				C/I		
1.1.4	Contact the customer to schedule an appointment for the special reads	R/A						
1.1.5	Receive a lock order (when necessary)	R/A						
1.1.6	Obtain reading (if successful)	R/A						
1.1.7	Return successful readings to the Company	R/A	C/I			C/I		
1.2	Regular Meter Reading							
	The activities involved in obtaining meter readings in the field							
1.2.1	Purge handheld device of completed Meter Reading daily, and load new readings daily through the Company provide system	R/A	I					
1.2.2	Leave a meter reading card to be completed by the customer if reading cannot be obtained	R/A						
1.2.3	Input meter readings and update other pertinent information into the handheld device (e.g. meter location, meter conditions)	R/A						
1.2.4	Perform a visual safety check. Capture and report problems with the meter via handheld or call in case of an emergency	R/A				I		
1.2.5	Process download file from SAP to MVRS. Advise Enbridge of errors.	C/I	R/A			C/I		
1.2.6	Process upload file with completed reads from MVRS to SAP. Advise Enbridge of errors.	C/I	R/A			C/I		
1.3	Automated Meter Reading Using Radio Frequency							
	The activities involved in acquiring meter reads through radio frequency							

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
1.3.1	Send and receive the completed ERT meter readings and load the new ERT meter readings through the Company provided system on a daily basis	R/A	I					
1.3.2	Identify and report faulty ERT units and radio frequency meter reading handheld devices, investigate and issue exchange orders as required	R/A						
1.4	Special / Check Readings							
	The activities involved in completing ad hoc meter readings to verify a previous meter reading.							
1.4.1	Extract special read work orders from SAP for specific dates for field completion	R/A	I					
1.4.2	Receive a file of special / check reads for field completion	R/A						
1.4.3	Obtain reading and other pertinent information (e.g. meter location, meter conditions)	R/A						
1.4.4	Perform a visual safety check. Capture and report problems or call in case of an emergency	R/A						
1.4.5	Return file of readings obtained to Company	R/A	I					
1.4.6	Receive work order files back from Meter Reading Service Provider and uploads to EGD CIS. Sort exceptions from upload and distribute to operational groups	C/I				R/A		
1.4.7	Co-ordinate special appointments outside of regular schedule as requested by Customer.	C/I	R/A					
1.5	Move In / Move Out Readings							
	The activities involved in completing a final meter reading where there is a change in ownership							
1.5.1	Receive a file of lock and unlock orders for field completion	R/A						
1.5.2	Obtain reading and other pertinent information (e.g. meter location, meter conditions)	R/A						
1.5.3	Perform a visual safety check. Capture and report problems with the meter or call in case of an emergency	R/A						
1.5.4	Return file of orders with readings obtained to Company	R/A	I					
1.6	Final Readings and Meter Locks							
	The activities involved in completing a final meter reading and meter lock							
1.6.1	Receive a file of lock orders for field completion	R/A						
1.6.2	Obtain reading, lock meter, and obtain any other pertinent information (e.g. meter location, meter conditions)	R/A						
1.6.3	Perform a visual safety check. Capture and report problems with the meter or call in case of an emergency	R/A						
1.6.4	Return file of orders with readings obtained to Company	R/A	I					

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
Stakeholders (R, A, C, I)								
1.7	Meter Locks for Termination of Service for Non-Payment							
	The activities involved in terminating services for non-payment							
1.7.1	Receive a file of Redlock orders for field completion	R/A						
1.7.2	Perform dunning disconnect and update work order with a completed status	R/A		I				
1.7.3	If access to meter is available, Obtain reading, lock meter using Enbridge provided locking device, and obtain any other pertinent information (e.g. meter location, meter conditions)	R/A		I		C		
1.7.4	If access to meter is not available, terminate service by closing valve using valve key provided by Enbridge	R/A		I		C		
1.7.5	Perform a visual safety check (if meter is accessible). Capture and report problems with the meter or call in case of an emergency	R/A						
1.7.6	Return file of orders with readings obtained to Company	R/A	I					
1.8	Meter Reading Quality Assurance							
	The activities involved in planning and implementing quality assurance processes for meter reading							
1.8.1	Coordinate repair to handheld devices with ITRON as required	R/A						
1.8.2	Apply firmware updates to meter reading devices and conduct test readings for accuracy	A				I	R	
1.8.3	Perform supervisory meter reading verification to evaluate reading accuracy on a continuous basis	R/A				I		
1.8.4	Perform supervisory customer satisfaction visits to remedy customer issues	R/A				I		
1.8.5	Perform daily checks to validate accuracy of meter reading data transferred to Company	R/A				I		
1.9	Meter Reading Key Program							
	The activities involved in managing the customer meter reading key program							
1.9.1	Obtain keys from customers where meter is inaccessible and customer wishes to provide a key for the bi-monthly meter readings	R/A						
1.9.2	Coordinate return or destruction of keys at time of ownership transfer	R/A						
1.9.3	Obtain keys as required for daily reads	R/A						
1.9.4	Maintain keys in a secure and locked storage device	R/A						
1.9.5	Inform Billing Provider of any required updates to customer key information	R/A	I					

MM & General Billing Services

MASS MARKET BILLING SERVICES & GENERAL BILLING ADMINISTRATIVE SERVICES (Mass Market & Large Volume Billing)

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
2.0	Set up new and maintain Mass Market account records							
	Set-up new account record							
2.0.1	Provide the billing and meter reading cycle information to Company Customer Attachment Department		C/I			R/A		
2.0.2	Request a credit review for new customers in order to determine security requirements		R/A					
2.0.3	Request security deposit if required as per Company specified risk criteria		R/A					
2.0.4	Request customer identification information for billing and credit related customer contact purposes		R/A					
2.0.5	Update customer account information as required (names, rate codes, contact information, etc)		R/A					
2.1	Bill Calculation - General							
	The activities involved in calculating the bill							
2.1.1	Develop and update the monthly reading and billing schedule		R/A			C/I		
2.1.2	Run compilation of meter reading jobs		I			A	R	
2.1.3	Verify and approve meter reading jobs to CIS		I			R/A		
2.1.4	Upload and maintain the reading and billing schedule in CIS		I			R/A		
2.1.5	Update rate changes, verify accuracy and maintain rate table		I			R/A		
2.1.6	Verify that batch process is run nightly to calculate consumption, apply rate schedule, apply adjustments and create current bill		I			R/A		
2.1.7	Identify and Flag account types for selected billing inserts		I			R/A		
2.1.8	Identify and Flag account types for selected on bill messages		I			R/A		
2.1.9	Request a random sample of Mass Market test bills		A				R	
2.1.10	Review a random sample of Mass Market (test bills) of various account types for bill calculation quality		R/A			I		
2.1.11	Send a transaction to the General Ledger for the total dollar value of daily cyclical billing		I			R/A		
2.1.12	Interface with Application Support for batch run, scheduling, and issue resolution		I			R/A		
2.1.13	Create daily file of customer bills to be printed/ electronically presented		I			R/A		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
2.1.14	Post Transactions to accounts		I			R/A		
2.1.15	Post manual transactions to Mass Market accounts		R/A					
2.2	Canada Post Standards - General							
	The activities involved in gathering and maintaining mailing addresses according to Canada Post standards for bulk mailing rates							
2.2.1	Receive scheduled Canada Post postal code updates		I			R/A		
2.2.2	Produce reports to examine address accuracy		I			R/A		
2.2.3	Update billing records with address corrections		C/I			R/A		
2.2.4	Update billing records with corrections exceptions after EGD Auto Correct program has been run.		R/A			C/I		
2.2.5	Produce and submit annual statement of accuracy (memo) to Canada Post		I			R/A		
2.2.6	Produce and submit daily statement of mailing with address accuracy percentage		A					R
2.2.7	Pay the postage bill					R/A		
2.2.8	Affix postage to adhoc letters and manually produced invoices where letters are part of correspondence processes.		R/A					
2.3	Refund Management - Mass Market							
	The activities involved in verifying, processing and issuing refunds							
2.3.1	Process customer request for refunds on active accounts		R/A			I		
2.3.2	For final account credits, verify transferability to new service address prior to refund decision		R/A			I		
2.3.3	Verify the accuracy of the credit (refund)		R/A			I		
2.3.4	Follow established authorization process		R/A			I/C		
2.3.5	Prepare a transaction in the Company customer information system to process a cheque		R/A			I		
2.3.6	Send an electronic file to the Company's financial institution		I			R/A		
2.3.7	Cheque is issued by Company financial institution and sent to Service Provider for mailing to customer		R/A			I		
2.4	Lawyer Letter Management - Mass Market							
	The activities involved in processing customer move orders at the request of their lawyer and provide arrears and lien information							
2.4.1	Receive letters, sort by date and validate information, scan into vendor provided system		R/A			I		
2.4.2	Resolve issues where incomplete information is provided by contacting appropriate party		R/A			I		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
2.4.3	Collect and process payment fee for lawyer request (Note: payment must accompany request)		R/A			I		
2.4.4	Create a work request to transfer ownership, and update customer information (i.e., meter read, physical lock)		R/A			I		
2.4.5	Provide arrears and notification of title registrations to the vendor lawyer in writing		R/A			I		
2.4.6	Archive lawyer letters (hard copies) for seven (7) years		R/A			I		
2.4.7	Discharge customer liens originated prior to 2002 as required			R/A		C/I		
2.4.8	Prepare monthly summary of activity		R/A			I		
2.5	Bill Production and Delivery - General							
	The activities involved in Bill production and delivery - in English, French or Braille for paper or hosted eBilling services							
2.5.1	Receive daily file of customer printed and electronic bills		A			I		R
2.5.2	Send daily bill print file(s) to bill formatting / e-bill service provider		I			R/A		
2.5.3	Print customer bill on English/ French/ Braille forms		A					R
2.5.4	Provide inserts according to Billing Service Provider specifications to facilitate bill insertion (e.g. Insert weight, thickness, size, finish types, fold types, packaging, labeling etc.)		I			R/A		
2.5.5	Maintain inventory of Company provided bill inserts and envelopes		A					R
2.5.6	Verify that bills include appropriate inserts in the envelope		A			I		R
2.5.7	Verify that bills includes appropriate bills messages		R/A			I		
2.5.8	Extract a sample of customer envelopes for physical inspection		A					R
2.5.9	Review a random sample of bills for bill print and presentment quality (includes Bill Print Provider quality checks)		R/A			I		
2.5.10	Sort bills that require special handling prior to mailing		A					R
2.5.11	Forward special handling bills to appropriate party for action		A					R
2.5.12	Manually stuff envelopes with special handling bills and appropriate inserts		A					R
2.5.13	Affix appropriate postage on special handle bills		A					R
2.5.14	Create the statement of mailing for regular mail		A			I		R
2.5.15	Arrange delivery to Canada Post		A					R
2.5.16	Create monthly report on bill delivery turnaround to Canada Post		A			I		R
2.5.17	Manage inventory of bill forms (bill forms, mailing envelopes and return envelopes)		A					R
2.5.18	Maintain storage space for inventory of monthly bill inserts and envelopes		A					R

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
2.6	Print Services - General							
	Provide print services as required							
2.6.1	Print, stock, and store Company specified forms (e.g., bill forms, envelopes, statements, letters, notices, etc)		A			I, C		R
2.7	Payment Processing - General							
	The activities involved in processing payments for all customers							
	Pre-authorized Debit Program (PAD) Administration							
2.7.1	Receive electronic file of authorized PAD applications from vendor sourced payment processing provider, and update to Company customer information system on a weekly basis		C/I			R/A		C
2.7.2	Prepare and transmit PAD file to Company's financial institution on a daily basis as per the billing schedule		I			R/A		
2.7.3	Archive hard copies of customer PAD applications including void cheque based on statutory period for hard copy		R/A					
2.7.4	Resolve PAD applications that cannot be processed due to incorrect banking or account information		A					R
2.7.5	Resolve monthly PAD payment problems, including financial institution rejects regarding incorrect bank information, customer disputes and claims for reimbursement		R/A					
2.7.6	Comply with Canadian Payment Association (CPA) rules		A			C		R
2.7.7	Daily reconciliation of PAD amounts transmitted, to the financial institution		R			A		
2.7.8	Process payment file to update customer's account in the company customer information system on the due date.		C			R/A		I
2.7.9	Reconcile bank deposit to PAD amounts processed to the Company customer information system daily		R/A			I		
2.7.10	Update customer account in the Company customer information system with any revised information (e.g., bank information, suspend/cancel/transfer service)		R/A					
	Pre-authorized Payment Program (PAP) Administration							
2.7.11	Receive electronic file of authorized PAP applications from vendor sourced payment processing provider, and update to Company customer information system on a weekly basis		I			R/A		
2.7.12	Prepare and transmit PAP file to Company's financial institution on a daily basis as per the billing schedule		I			R/A		
2.7.13	Archive hard copies of customer PAP applications including void cheque based on statutory period for hard copy		R/A					
2.7.14	Resolve PAP applications that cannot be processed due to incorrect banking or account information		A					R

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
2.7.15	Resolve monthly PAP payment problems, including financial institution rejects regarding incorrect bank information, customer disputes and claims for reimbursement		R/A					
2.7.16	Comply with Canadian Payment Association (CPA) rules		A			C		R
2.7.17	[n/a - intentionally deleted]							
2.7.18	Daily reconciliation of PAP amounts transmitted, to the financial institution		R			A		
2.7.19	Process payment file to update customer's account in the company customer information system on the due date.					R/A		
2.7.20	Reconcile bank deposit to PAP amounts processed to the Company customer information system daily		R/A			I		
2.7.21	Update customer account in the Company customer information system with any revised information (e.g., bank information, suspend/cancel/transfer service)		R/A					
Payment Processing - General								
2.7.22	Retrieve customer payments from Company's Post Office Box		A					R
2.7.23	Process contents of deposit lock box in the Company's financial institution		A					R
2.7.24	Receive and approve payment file from payment processing vendor and post payments to customer accounts in Company's customer information system		I			R/A		
2.7.25	Receive and approve manual payments from payment processing vendor and manually post payments to customer accounts in Company's customer information system		R/A					
2.7.26	Reconcile payments received to payments posted in Company's customer information system		R/A			I		
2.7.27	Manage post-dated cheques using Company specified guidelines		A					R
2.7.28	Manage returned cheques, PAP and PAD returns (e.g., NSF items)		R/A					
2.7.29	Resolve Unpostable payments (e.g., incorrect account number)		R/A					
2.7.30	Follow up on payments that may have been incorrectly posted		R/A					
2.7.31	Communicate to Company's treasury department daily the dollar value transferred to the Company's bank account		R/A			I		
2.7.32	Reconcile bank deposits to payment files		R/A			I		
2.7.33	Manage payment exceptions which occur prior to posting. E.g. cheques with no account number, electronic payments with an invalid account number, or bank payments submitted with the customer portion of the bill		R/A					
2.7.34	Reconcile non-deposit payment files to deposits in the Bank Account		R/A					

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
2.8	Budget Billing Plan - Mass Market							
	Administer Budget Billing Plan (BBP)							
2.8.1	Administer customer participation in the BBP including set-up, modification, cancellation		R/A					
2.8.2	Administer BBP reviews 3 times per year (including year end review) to balance actual usage vs. estimated billing		C/I			R/A		
2.8.3	Provide summary report on overall plan balance		I			R/A		
2.9	Billing Exception Handling and Adjustments - Mass Market							
	Manage Billing Exceptions and Adjustments							
2.9.1	Work mass market billing exceptions in order to correct the bill (e.g., bill amounts exceeding tolerance thresholds, suspected faulty meters, locked meters reporting consumption, incomplete transactions, retroactive billings, etc.) and produce a corrected bill as required.		R/A					
2.9.2	Issue mass market work order request to obtain additional information (e.g., special meter reads, equipment verification, etc.) required to perform the steps in 2.9.1		R/A					
2.9.3	Communicate with Mass Market customers (letter or call) results as required		R/A			I		
2.10	Customer Care Communication - Mass Market							
	Communicate new/changed information to Service Provider							
2.10.1	Notify service provider of any updates to standards, policies, practices, marketing programs and general business environment		I			R/A		
2.10.2	Broadcast Company initiated communication to affected New Service Provider staff		R/A			I		
2.10.3	Service Provider will accommodate EGD requested changes to existing standards, policies, practices, marketing programs, and general business environment changes and existing processes for a one time or ongoing modification. Resulting updates to existing training material will not be charged to EGD as per Section 8.7.1 in the CCSA. Costs pertaining to the delivery of related training for Service Provider personnel communicated via email or normally scheduled operational call centre huddles will not be chargeable to EGD.		R/A			I		
2.10.4	Identify and report customer issue trends, and work collaboratively with the Company to develop solutions		R/A			I/C		
2.10.5	Communicate solutions approved by the Company (systems / process changes, train personnel)		R			A		
2.11	Security Deposit Administration - Mass Market							
	The activities involved in administering the security deposit program							
2.11.1	Reconcile and report total new security deposit monthly		R			A		

January 1, 2011 Customer Care Services Agreement

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
2.11.2	Calculate security interest and credit customer account per Company guidelines		I			R/A		
2.11.3	Issue tax receipts (T5)		I			R/A		
2.11.4	Apply security deposit credits to accounts according Company specified criteria		I			R/A		
2.11.5	Apply security deposit credits to accounts manually according Company specified criteria		R/A			I		
2.12	Meter Reading Administration							
	The back office activities involved in Meter Reading							
2.12.1	Approve and send scheduled reads to Meter Reading Service Provider for next billing cycle	C/I	C/I			R/A		
2.12.2	Verify that all DCI & DCO files sent to Meter Reading Service Provider, are returned and have been reconciled to CIS. Escalate any differences to EGD.	C/I	R/A			C/I		
2.12.3	Input CIS parameters (e.g., Degree Dates, Due Date etc.)		I			R/A		
2.12.4	Prepare and send schedule for ERT annual visual reads to Meter Reader Service Provider	C/I	C/I			R/A		
2.12.5	Extract work orders from customer information system for specific dates (specials, combos, locks, redlocks) and send to Meter Reading Service Provider	R/A	I			I		
2.12.6	Receive work order files back from Meter Reading Service Provider and uploads to customer information system. Sort exceptions from upload and distribute to operational groups	R/A	C/I			R/A		
2.12.7	Send consecutive estimates file to Meter Reader Service Provider	I	R/A					
2.12.8	Receive completed consecutive estimates from Meter Reading Service Provider	R/A	I			I		
2.12.9	Download reports (trouble code reports – broken glass) from MVRS and uploads to Work Management System. Verify any ‘smell gas’ or other safety trouble codes have been reported		R/A			I		
2.12.10	Transcribe IVR voicemail and transfer into CIS		I			R/A		
2.12.11	Assign accounts to new routes including refolio if required	I	R/A					
2.12.12	Receive, sort and mail consecutive estimate letters	I	I			R/A		
2.12.13	Track and report consecutive estimate information	I	R/A			I		
2.12.14	Verify that consecutive estimate letters are produced and mailed					R/A		
2.12.15	Operate MVRS system.		R/A					
2.12.16	Resolve any technical issues with connectivity or software		C/I			R/A		
2.12.17	Provide Enbridge with meter reading reporting on lag time and SLA targets		R/A			I		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
2.12.18	Receive and resolve escalated customer issues (work with Meter Reader Service Provider, if required)	C	R/A			I		
2.12.19	Complete all Meter Reading correspondence received from customer		R/A					

MM and Sundry Collections

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
3.1	Collection of Mass Market Accounts							
	The activities involved in managing arrears and ensuring effective collection recovery							
	Arrears determination and recovery planning							
3.1.1	Tabulate receivable amounts in each of the aging arrears categories on a daily basis			R/A				
3.1.2	Develop collections strategies to achieve overall goals and objectives, and consider influencing factors (e.g., seasonal variations, economic conditions, rate changes, etc.)			R		A/C		
3.1.3	Develop tactical campaigns and align with overall strategy			R/A		R/A		
	Active arrears collection							
3.1.4	Set up Campaign in the Company provided system and send to Service Provider			C/I		R/A		
3.1.5	Produce, and mail arrears notices as per campaign (e.g., included on monthly bill/statement, or standalone written notice)			A				R
3.1.6	Collection Call Handling (Inbound / Outbound) - refer to Section 3.8			R/A				
3.1.7	Resolve disputed accounts		C/I	R/A		C/I		
3.1.8	Manage payment arrangements (Make, follow up, update)			R/A				
3.1.9	Liaise with social agencies and credit counselling services			C/I		R/A		
3.1.10	Assess and request security deposit as per Company specified risk criteria			R/A				
3.1.11	Review results and make adjustments to campaigns			R/A		C/I		
3.1.12	Report collection performance and arrears statistics			R/A		I		
	Final arrears collection							
3.1.13	Receive file from Company provided system			R/A				
3.1.14	Set up and execute campaigns in the Company provided system and send to Service Provider			C/I		R/A		
3.1.15	Produce, and mail final bill notices as per campaign (e.g., included on monthly bill/statement, or standalone written notice)			A				R
3.1.16	Collection Call Handling (Inbound / Outbound) - refer to Section 3.8			R/A				
3.1.17	Resolve disputed accounts		C/I	R/A		C/I		
3.1.18	Manage payment arrangements for final bills (Make, follow up, update)			R/A				
3.1.19	Perform skip tracing services on returned mail.			R/A				
3.1.20	Flag uncollectible final bills (e.g., Bankruptcies) and update status to stop further collection action			R/A				

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#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
3.1.21	Flag uncollected final bills and transfer to collection agency			R/A				
3.1.22	Review results and make adjustments to campaigns			R/A		C/I		
3.1.23	Report collection performance and arrears statistics			R/A		I		
	Special Investigation and Field Collection							
3.1.24	Identify accounts requiring special handling (e.g., unusual activity on account)			R/A				
3.1.25	Issue work order to dispatch field collector to the customer premises			R/A				
3.1.26	Assess situation, and follow work order instructions (Lock the Meter)			R/A				
3.1.27	Update work order with actions taken			R/A				
	Collection of Bankruptcies, Insolvencies, and Receivership							
3.1.28	Transfer account into the name of the receiver			R/A				
3.1.29	Negotiate settlements as per Company provided criteria			R/A		I		
3.1.30	Apply all disbursements, as received from bankruptcies			R/A				
3.1.31	Record action notes in the appropriate Company provided systems			R/A				
	Collection of Power of Sale and Mortgagees in Possession							
3.1.32	Receive, sort and respond to all correspondence from mortgage holder (i.e., financial institution, or individual mortgage holder)			R/A				
3.1.33	Advise mortgage holder of arrears outstanding, service status, and options available (i.e., transfer of ownership, service activation, service disconnection), and initiate appropriate action including follow through to completion			R/A				
3.1.34	Record action notes in the appropriate Company provided systems			R/A				
3.1.35	Negotiate settlements as per Company provided criteria			R/A		I		
3.1.36	Participate in settlement negotiation meetings with the mortgage holder(s) as required			C		R/A		
3.2	Collection of Sundry Accounts							
	The activities involved in collection of Sundry Accounts							
3.2.1	Prioritize accounts which require collection action			R/A		C/I		
3.2.2	Determine appropriate action (call, letter, fax, site visit, etc.)			R/A				
3.2.3	Collection Call Handling (Inbound / Outbound) - refer to Section 3.8			R/A				
3.2.4	Resolve disputed accounts			R/A		C/I		
3.2.5	Manage payment arrangements (Make, follow up, update)			R/A				
3.2.6	Perform skip tracing services on returned mail.			R/A				
3.2.7	Recommend write-offs of specific accounts for approval and action by Company			R/A		I		

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#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
3.2.8	Recommend litigation of specific accounts for approval and action by Company			R/A		I		
3.2.9	Report collection performance and arrears statistics			R/A		I		
3.3	Manage and Execute Service Disconnection for Non-Payment Accounts (Mass Market)							
	The Activities involved in determining and executing service disconnections							
3.3.1	Determine accounts to be disconnected for non-payment					R/A		
3.3.2	Provide 48 hour written notification to customers pending disconnection			A				R
3.3.3	Make outbound calls to customers scheduled for disconnection, 48 hours prior physical meter lock			R/A				
3.3.4	Create work order for service disconnection (meter lock)					R/A		
3.3.5	Perform service disconnections (meter locks) and update work order with a completed status	R/A		I				
3.3.6	Escalate to Company, service disconnections in one-off situations (customer-escalated issues)			R/A		I		
3.4	Manage service reconnection (Mass Market) -Note: Physical service reconnection is performed by Company							
	The activities involved in managing service reconnections							
3.4.1.	Confirm that customer account is paid in full, including security deposit and applicable service charges			R/A				
3.4.2	Schedule a reconnection date with the customer using Company provided schedule			R/A		I		
3.4.3	Issue a work request for reconnection using the Company provided system			R/A				
3.4.4.	Perform service reconnection and notify New Service Provider when complete			C/I		R/A		
3.4.5	Complete service reconnection exceptions in company provided system			R/A				
3.5	Collection Agency Administration							
	The activities involved in managing the final bill portfolio assigned to third party collection agencies							
3.5.1	Rank and select appropriate agency(ies) to handle the final bills portfolio based on performance			R/A		C/I		
3.5.2	Manage agency(ies) performance			R/A		C/I		
3.5.3	Extract final accounts to collection agency(ies) as per Company guidelines			A		R/I		
3.5.4	Submit final accounts to collection agency(ies) as per Company guidelines			R/A		C/I		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
3.5.5	Provide direction and policy re payment arrangements and settlements.			C		R/A		
3.5.6	Maintain a log of account assignments with each agency			R/A				
3.5.7	Recall uncollected accounts and reassign to new agency as per Company guidelines			R/A		I		
3.5.8	Assist in response to claims against the Company / agency			R		A		
3.5.9	Respond to complaints from customers regarding agency			R/A		I		
3.5.10	Approve agency documents and call scripts used to collect accounts			C		R/A		
3.5.11	Produce a monthly summary report of collection agency performance			R/A		I		
3.6	Escalated Complaints							
	The activities involved in Manage and resolve escalated complaints							
3.6.1	Receive and record the escalated complaints			R/A		I		
3.6.2	Investigate the escalated complaints			R/A		I/C		
3.6.3	Follow the established escalation process			R/A				
3.6.4	Resolve the complaint and provide feedback to the customer (written or verbal)			R/A		I/C/R		
3.6.5	Track details and resolution			R/A		I		
3.6.6	Provide monthly summary report			R/A		I		
3.7	Correspondence Management							
	The activities involved in processing all customer correspondence							
3.7.1	Receive correspondence, sort by date and validate information, scan into New Service Provider provided system			R/A				
3.7.2	Receive, resolve, and respond to incoming customer correspondence via various channels - mail, email, web, and fax, including performing the transactions using the Company provided system (e.g., revenue adjustments, change of ownership, Budget Billing Plan adjustments, etc.)			R/A				
3.7.3	Provide fulfillment service in order to mail company literature to customers upon request			R/A				
3.7.4	Code and track correspondence through the investigation and resolution process (routing may occur between service provider's and the Company) in the Company provided tracking system			R/A		I/C/R		
3.7.5	Capture resolution details in the Company provided customer information system (e.g., correspondence codes, free form details, etc.)			R/A		I		
3.7.6	Develop customer response form letter templates			R/A		C		
3.7.7	Archive correspondence (hard copies) for seven (7) years			R/A				
3.7.8	Prepare monthly summary of activity			R/A		I		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
3.8	Call Management (Inbound and Outbound)							
	The activities involved in responding to collections inquiries							
3.8.1	Receive, resolve, and respond to incoming customer calls, including performing the transactions using the Company provided system (e.g., payment arrangements, notice of payment, change of ownership, etc.)			R/A				
3.8.2	Execute live agent and automated outbound campaigns for the purposes of collecting accounts based on reports and files from the Company's Customer Information System.			R/A				
3.8.3	Provide required Telephony and Contact Handling Infrastructure to enable effective customer management as follows: ACD, IVR, CTI, 100% Call Recording, Skills Based Routing, Reporting, Contact Management, Predictive Dialer with direct transfer to live agent capability and sufficient outbound dialing capacity			R/A		C		
3.8.4	Effectively manage customers on hold (e.g., estimated wait time announcements, on-hold messaging including informational messages, etc.)			R/A		C		
3.8.5	Provide Enbridge Knowledge Management functionality			CI		R/A		
3.8.6	Provide Accenture Knowledge Management functionality			R/A		C/I		
3.8.7	Promote and sign up customers in various Company provided programs			R/A		C		
3.8.8	Capture inquiry resolution details in the Company provided customer information system (e.g., call disposition codes, free form details, etc.)			R/A		I		
3.8.9	Update customer information when the information on file has changed or is missing (i.e., Telephone numbers, names, contacts, postal codes)			R/A				
3.8.10	Escalate customer inquiries (if necessary) following Company specified escalation process			R/A		C/I		
3.8.11	Prepare regularly scheduled performance reports			R/A		I		
3.8.12	Hours of Operations - M-F 8AM-6PM (excluding public holidays)			R/A				

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Customer Contact

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
4.0	Emergency Call Handling							
	The activities involved in immediate response to emergency service order requests.							
4.0.1	Manage incoming customer contacts (e.g. voice, mail, email, web, fax, etc.)				R/A			
4.0.2	Collect and record emergency call details in Company provided system				R/A			
4.0.3	Provide safety instructions (EGD scripted) to caller				R/A			
4.0.4	Create/issue or update work order in Company provided system				R/A			
4.0.5	Confirm that the call was successfully received by dispatch.				R/A			
4.0.6	Record call type for statistical purposes				R/A			
4.0.7	Liaise with Fire Department in cases of alarming carbon monoxide calls with symptoms of CO exposure				R/A			
4.0.8	Follow up with Enbridge dispatch on calls exceeding response threshold to determine estimated time of arrival based on customer inquiry				R/A	C		
4.0.9	Hours of Operations - 24 hours per day, 7 days per week (24/7)				R/A			
4.1	Other Service Call Handling							
	The activities involved in responding to other service order requests							
4.1.1	Collect and record service call details in Company provided system				R/A			
4.1.2	Provide safety instructions (EGD scripted) to caller				R/A			
4.1.3	Schedule appropriate appointment times using Company provided system				R/A			
4.1.4	Create/issue or update work order in Company provided system				R/A			
4.1.5	Record call type				R/A			
4.1.6	Follow up with the Company dispatch on calls exceeding response threshold to determine estimated time of arrival based on customer inquiry				R/A	C		
4.1.7	Provide required Telephony and Contact Handling Infrastructure to enable effective customer management as follows: ACD, IVR, CTI, 100% Call Recording, Skills Based Routing, Reporting, Contact Management				R/A	C		
4.1.8	Hours of Operations - 24 hours per day, 7 days per week (24/7)				R/A			
4.2	Escalated Call Handling							
	The activities involved in handling call escalations from customers							
4.2.1	Follow the established escalations procedure				R/A	C/I		
4.2.2	Track escalated complaints using Company provided system				R/A	C/I		
4.2.3	Investigate escalated complaints				R/A	C/I		
4.2.4	Ensure that complaints are being effectively managed overall				R/A	C/I		

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#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
4.2.5	Document an effective process for the management, tracking and reporting of complaints				R/A	C/I		
4.2.6	Resolve escalated complaints				R/A	C/I		
4.2.7	Document the resolution in the Company provided system				R/A	C/I		
4.2.8	Analyze escalated complaints				R/A	C/I		
4.3	Specialized Telephone Campaigns							
	Activities involved in making automated outbound telephone campaigns to communicate service outages							
4.3.1	Identify and provide target customer file				I	R/A		
4.3.2	Receive target customer file				R/A	I		
4.3.3	Record Company provided outbound script				R/A	I		
4.3.4	Execute campaign				R/A			
4.3.5	Report result				R/A	I		
4.4	Service Appointment Reminders							
	Activities involved in making automated outbound telephone service reminder (next day)							
4.4.1	Identify and provide target customer file				I	R/A		
4.4.2	Receive target customer file				R/A	I		
4.4.3	Record Company provided outbound script				R/A	I		
4.4.4	Execute campaign				R/A			
4.4.5	Report result				R/A	I		
4.5	Call Handling							
	Communicate new/changed information to Service Provider							
4.5.1	Notify Service Provider of any updates to standards, policies, practices, marketing programs, and general business environment		I			R/A		
4.5.2	Broadcast Company initiated communication to affected Service Provider staff		R/A			I		
4.5.3	Service Provider will accommodate EGD requested changes to existing standards, policies, practices, marketing programs, and general business environment changes and existing processes for a one time or ongoing modification. Resulting updates to existing training material will not be charged to EGD as per Section 8.7.1 in the CCSA. Costs pertaining to the delivery of related training for Service Provider personnel communicated via email or normally scheduled operational call centre huddles will not be chargeable to EGD.		R/A			I		
4.5.4	Identify and report customer issue trends, and work collaboratively with the Company to develop solutions		R/A			I/C		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
4.6	Escalated Complaints - Mass Market							
	Manage and resolve escalated complaints							
4.6.1	Receive and record the escalated complaints		R/A			I		
4.6.2	Investigate the escalated complaints		R/A			I/C		
4.6.3	Follow the established escalation process		R/A					
4.6.4	Resolve the complaint and provide feedback to the customer (written or verbal)		R/A			I/C/R		
4.6.5	Track details and resolution		R/A			I		
4.6.6	Provide monthly summary report		R/A			I		
4.7	Billing & General Inquiries Call Management - Mass Market							
	The activities involved in responding to billing and general inquiries							
4.7.1	Receive, confirm identify of customer, resolve, and respond to incoming customer calls, including performing the transactions using the Company provided system (e.g., revenue adjustments, change of ownership, Budget Billing Plan adjustments, etc.)		R/A			I		
4.7.2	Provide required Telephony and Contact Handling Infrastructure to enable effective customer management as follows: ACD, CTI, 100% Call Recording, Skills Based Routing, Reporting, Contact Management and offering Post Call Customer Satisfaction Surveys to 100% of callers.		R/A			C		
4.7.3	Effectively manage customers on hold as per the operational requirements (e.g., estimated wait time announcements, on-hold messaging including informational messages, etc.)		R/A			C		
4.7.4	Provide Knowledge Management functionality - EGD Customer Care Business Processes		C/I			R/A		
4.7.5	Provide Knowledge Management functionality - Accenture Customer Care Business Processes		R/A			C/I		
4.7.6	Promote and sign up customers in various Company provided programs		R/A			C		
4.7.7	Capture inquiry resolution details in the Company provided customer information system (e.g., call disposition codes, free form details, etc.)		R/A			I		
4.7.8	Update customer information when the information on file has changed or is missing (i.e., Telephone numbers, names, contacts, postal codes)		R/A			I		
4.7.9	Escalate customer inquiries (if necessary) following Company specified escalation process		R/A			I/C		
4.7.10	Prepare regularly scheduled performance reports		R/A			I		
4.7.11	Hours of Operations - M-F 8AM-6PM (excluding public holidays)		R/A					

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
4.8	Correspondence Management - Mass Market							
	The activities involved in processing all customer correspondence							
4.8.1	Receive, resolve, and respond to incoming customer correspondence via various channels - mail, email, web, and fax, including performing the transactions using the Company provided system (e.g., revenue adjustments, change of ownership, Budget Billing Plan adjustments, etc.)		R/A					
4.8.2	Receive correspondence, sort by date and validate information, scan into service provider provided system		R/A					
4.8.3	Provide fulfillment service in order to mail company literature to customers upon request		R/A					
4.8.4	Code and track correspondence through the investigation and resolution process (routing may occur between New Service Provider(s) and the Company) in the Company provided tracking system		A			I/R/C		
4.8.5	Capture resolution details in the Company provided customer information system (e.g., correspondence codes, free form details, etc.)		R/A			I		
4.8.6	Develop customer response form letter templates		CI			R/A		
4.8.7	Archive correspondence based on statutory period for hard copies		R/A					
4.8.8	Prepare monthly summary of activity		R/A			I		
4.9	Specialized Telephone Campaigns - Company Programs							
	Activities involved in making live or automated outbound telephone campaigns to communicate with customers regarding new Company programs							
4.9.1	Receive target customer file		R/A			I		
4.9.2	Record Company provided outbound script or implement Company provided call guide		R/A			I		
4.9.3	Execute campaign		R/A			I		
4.9.4	Report result		R/A			I		

Documentation

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
5.0	Meter Reading Policies and Procedures Manual					
	The activities involved maintaining this manual. This manual contains the general policies guiding the processes for the meter reading function					
5.0.1	Develop Policies	I	I	R/A		
5.0.2	Add, update and/or delete policies	R/A	I	I		
5.0.3	Discuss adds, updates and/or deletes	R/A	I	C		
5.0.4	Communicate revisions	R/A	I	I		
5.0.5	Implement changes	R/A	I	I		
5.1	Billing, Billing and General Inquiries, Billing Administration Policies and Procedures Manual - Mass Market					
	The activities involved maintaining this manual. This manual contains the general policies guiding the processes of the Billing, Billing and General Inquiries, Billing Administration function for Mass Market					
5.1.1	Develop Policies		I	R/A		
5.1.2	Add, update and/or delete policies		R/A	I		
5.1.3	Discuss adds, updates and/or deletes		R/A	C		
5.1.4	Communicate revisions		R/A	I		
5.1.5	Implement changes		R/A	I		
5.2	Billing, Billing and General Inquiries, Billing Administration Policies and Procedures Manual - Large Volume					
	The activities involved maintaining this manual. This manual contains the general policies guiding the processes of the Billing, Billing and General Inquiries, Billing Administration function for Large Volume					
5.2.1	Develop Policies		I	R/A		
5.2.2	Add, update and/or delete policies		R/A	I		
5.2.3	Discuss adds, updates and/or deletes		R/A	C		
5.2.4	Communicate revisions		R/A	I		
5.2.5	Implement changes		R/A	I		
5.3	Collection Services Policies and Procedures Manual					
	The activities involved in maintaining this manual. This manual contains the general policies guiding the processes of the Collection Services function					
5.3.1	Develop Policies		I	R/A		
5.3.2	Add, update and/or delete policies		R/A	I		
5.3.3	Discuss adds, updates and/or deletes		R/A	C		
5.3.4	Communicate revisions		R/A	I		

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
5.3.5	Implement changes		R/A	I		
5.4	Emergency and Service Call Handling Services Policies and Procedures Manual					
	The activities involved in maintaining this manual. This manual contains the general policies guiding the processes of the Emergency and Service Call Handling services function					
5.4.1	Develop Policies		I	R/A		
5.4.2	Add, update and/or delete policies		R/A	I		
5.4.3	Discuss adds, updates and/or deletes		R/A	C		
5.4.4	Communicate revisions		R/A	I		
5.4.5	Implement changes		R/A	I		
5.5	Customer Information System Policies and Procedures Manual					
	The activities involved in maintaining this manual for the customer information system, and other Company provided systems					
5.5.1	Add, update and/or delete services provided		I/C	R/A	C/I	C/I
5.5.2	Add, update and/or delete matters related to system, transactional and/or procedural processes	I	I/C	R/A	C/I	C/I
5.5.3	Discuss adds, updates and/or deletes		I/C	R/A	C/I	C/I
5.5.4	Communicate revisions	R/A	R/A	C		I
5.5.5	Implement changes	I	I/C	R/A	R/A	I
5.6	Knowledge Management Policies and Procedures					
	The activities involved in maintaining the online procedures for knowledge management					
5.6.1	Develop Policies		C/I	R/A		
5.6.2	Add, update and/or delete Enbridge policies	I	I	R/A		
5.6.3	Add, update and/or delete Accenture policies		R/A	C/I		
5.6.4	Add, update and/or delete Enbridge services provided		I	R/A		
5.6.5	Add, update and/or delete Accenture services provided		R/A	C/I		
5.6.6	Add, update and/or delete matters related to Enbridge system, transactional and/or procedural processes		I	R/A		
5.6.7	Add, update and/or delete matters related to Accenture system, transactional and/or procedural processes		R/A	C/I		
5.6.8	Discuss Enbridge adds, updates and/or deletes		C/I	R/A		
5.6.9	Discuss Accenture adds, updates and/or deletes		R/A	C/I		
5.6.10	Communicate revisions	I	R/A	C/I		
5.6.11	Implement changes		R/A	C/I		
	The activities involved in maintaining the online training manuals covering the associated functions in each Service Category					
5.6.12	Add, update and/or delete services provided		R/A	I/C		

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
5.6.13	Add, update and/or delete matters related to system, transactional and/or procedural processes		R/A	I/C		
5.6.14	Discuss adds, updates and/or deletes		R/A	C		
5.6.15	Communicate revisions		R/A	I		
5.6.16	Implement changes		R/A	I		
5.7	Business Process Manual - General Billing & Mass Market Services					
	The activities involved in documenting business processes					
5.7.1	Develop business processes	C/I	C/I	R/A		C/I
5.7.2	Add, update and/or delete business processes	R/A	R/A	I/C		
5.7.3	Discuss adds, updates and/or deletes	R/A	R/A	C		
5.7.4	Communicate revisions	R/A	R/A	I		
5.7.5	Implement changes	R/A	R/A	I		
5.8	Business Process Manual - Large Volume					
	The activities involved in documenting business processes					
5.8.1	Develop business processes	C/I	C/I	R/A		C/I
5.8.2	Add, update and/or delete business processes	R/A	R/A	I/C		
5.8.3	Discuss adds, updates and/or deletes	R/A	R/A	C		
5.8.4	Communicate revisions	R/A	R/A	I		
5.8.5	Implement changes	R/A	R/A	I		

Service Management

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
6.0	Reporting					
	The activities involved in developing and delivering Service Reports to Enbridge					
	Service Reports					
6.0.1	Update portfolio of Service Reports (See Service Reports tab)	R/C	R/C	A		
6.0.2	Prepare Reports (See Service Reports tab)	R/A	R/A	I		
6.0.3	Review reports for accuracy	R/A	R/A	I		
6.0.4	Deliver Service Reports	R/A	R/A	I		
6.0.5	Consolidate reports for Enbridge management			R/A		
	Finance					
	The activities involved in forecasting, budgeting and other financial functions					
	Forecasting and Budgeting					
6.0.6	Develop Annual Operating Plan and Forecast	R/C	R/C	A		
6.0.7	Provide input into Customer Care Forecast as requested by Enbridge	R/A	R/A	I		
6.0.8	Track actuals to Annual Forecast on a monthly basis	R/A	R/A	I		
6.0.9	Report monthly variances against Annual Forecast to Enbridge	R/A	R/A	I		
	Audit					
6.0.10	Assign Independent Auditor			R/A		
6.0.11	Develop and issue information requirements			R/A		
6.0.12	Collect Data and Documents required to fulfill information requirements	R/A	R/A			
6.0.13	Provide Data and Documents, assistance in interpreting and verifying Data and Documents, access to Independent Auditor	R/A	R/A			
	ARCs/RRCs Management					
6.0.14	Track ARCs/RRCs	R/A	R/A	I		
6.0.15	Report variances from baseline	R/A	R/A	I		
6.0.16	Forecast ARCs/RRCs	R/A	R/A	I		
6.0.17	Report ARC/RRC forecasts and impact on monthly invoice	R/A	R/A	I		
6.0.18	Determine the impact on pricing	R/A	R/A	C/I		
	Invoicing					
6.0.19	Develop monthly invoice for baseline services	R/A	R/A			
6.0.20	Develop monthly invoice or credit for ARCs/RRCs	R/A	R/A			
6.0.21	Validate accuracy of monthly invoices	R/A	R/A			

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
6.0.22	Issue invoices electronically to Enbridge	R/A	R/A			
6.0.23	Approve Invoice			R/A		
	Project Tracking					
6.0.24	Develop projects plan and budgets	R/A	R/A	I		
6.0.25	Approve project plans and budgets	R	R	A		
6.0.26	Track projects and budgets	R/A	R/A	I		
6.0.27	Report performance against project plan and budgets	R/A	R/A	I		
6.0.28	Review performance against project plan and budgets	C	C	R/A		
	Sarbanes-Oxley (SOX) Compliance Reports					
6.0.29	Develop SOX process maps and control documentation		R/A	C		
6.0.30	Monitor process maps and control documentation for changes		R	A		
6.0.31	Produce and deliver quarterly monitoring reports to the Company (re: updates to process maps and control documentation)		R/A	I		
6.0.32	SOX Pre-Production sign-off for changes		R	A		
6.1	Communications					
	The activities involved in clearly articulating messages across the organization and New Service Provider(s) (communications).					
6.1.1	Develop customer communication strategy	I	C	R/A		
6.1.2	Develop customer communication policies & procedures for Enbridge and Service Providers (i.e., methods of communications, frequency etc.)	I	C/I	R/A		
6.1.3	Develop customer communications	I	C	R/A		
6.1.4	Issue and coordinate customer communications		R/A	I		
6.1.5	Monitor compliance with policies & procedures	R	R	A		
6.1.6	Prepare communication compliance report	R	R	A		
6.1.7	Approve compliance report			R/A		
6.1.8	Make corrective actions where non compliant	R/A	R/A	I		
6.2	Performance and Continuous Improvement					
	The activities involved in performance management and continuous improvement					
	Benchmarking					
6.2.1	Assign independent Benchmarker	I	R/A	R/A		
6.2.2	Develop and issue information requirements	C	C	C	R/A (Independent Benchmarker)	
6.2.3	Provide assistance, Data, Documentation, access to Independent Benchmarker	R/A	R/A	R/A		

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
	Continuous Improvement					
6.2.4	Identify opportunities to improve Services, Service Levels and performance	R/A	R/A	C		
6.2.5	Develop business case to address improvement areas	R/A	R/A	C		
6.2.6	Raise Change Request (including business case components)	R/A	R/A	C/I		
6.2.7	Approve Change Requests	I	I	R/A		
6.2.8	Develop, maintain and report on continuous improvement plan	R/A	R/A	C		
	Problem & Issue Coordination					
6.2.9	Provide common Incident Tracking System	I	R/A	I/C	I	
6.2.10	Provide access to Incident Tracking System to Enbridge and Meter Reading	I	R/A	I	I	
6.2.11	Proactively monitor Services for Incidents within the Service Category	R/A	R/A	I	R/A	
6.2.12	Identify Incidents arising from Services within the Service Category	R/A	R/A	I	R/A	
6.2.13	Assign a problem manager	R/A	R/A	I	R/A	
6.2.14	Determine if Incident impacts other Service Categories	R/A	R/A	I	R/A	
6.2.15	Inform problem manager(s) from affected Service Categories	R/A	R/A	I	R/A	
6.2.16	Report all Priority 1 and Priority 2 Incidents to Enbridge Problem Manager or designate	R/A	R/A	I		
6.2.17	Problem manager to coordinate Incidents through to resolution with problem manager from other affected Service Categories	R/A	R/A	I	R/A	
6.2.18	Track Incidents using a common issue tracking mechanism	R/A	R/A	I	R/A	
6.2.19	Report all Priority 1 and Priority 2 Incidents to Enbridge Problem Manager or designate	R/A	R/A	I	R/A	
6.2.20	Escalate Incidents in accordance with Incident Escalation Procedures	R/A	R/A	I	R/A	
6.2.21	Conduct meetings to communicate resolution progress of issues/problems with Enbridge Problem Manager and Service Category Problem Managers	R	R	A	R	
6.2.22	Track Incidents through to resolution	R/A	R/A	I	R/A	
6.2.23	Close Incidents and record progress in problem/issue tracking system	R/A	R/A	I	R/A	
6.2.24	Conduct root cause analysis for Priority 1 and Priority 2 Incidents	R/A	R/A	C	R/A	
	Change Control					
6.2.25	Define change control management policies	C	C	R/A	C	
6.2.26	Follow agreed-to documented change control process	A/R	A/R	A/R	A/R	
6.2.27	Identify change control requirements	R	R	A	R	
6.2.28	Develop Change Orders	C	C	R/A	R/A	
6.2.29	Develop and issue Change Estimate	R/A	R/A	C	R/A	
6.2.30	Approve Change Order	I	I	R/A	I	

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
6.2.31	Develop Change Requests (identifying cost and impact of change)	R/A	R/A	C	R/A	
6.2.32	Approve Change Requests	I	I	R/A	I	
6.2.33	Test approved changes	R/A	R/A	I	R/A	
6.2.34	Notify affected stakeholders of change	R/A	R/A	I	R/A	
6.2.35	Implement change	R/A	R/A	I	R/A	
6.2.36	Verify change met objectives and did not have negative impacts	R/A	R/A	R/A	R/A	
6.2.37	Report results of change	R/A	R/A	I	R/A	
Business Case Development & Prioritization						
6.2.38	Identify business/process initiatives (e.g., changes to systems, process improvements, workflow automation etc.)	R	R	A		
6.2.39	Obtain the necessary data required to develop business case (i.e., financial inputs, qualitative factors, etc.)	R/A	R/A	C		
6.2.40	Develop business case	R	R	A		
6.2.41	Validate assumptions with stakeholders	R	R	A		
6.2.42	Revise business case if assumptions need to be changed	R	R	A		
6.2.43	Raise Change Request (including business case components)	R/A	R/A	C		
6.2.44	Approve Change Requests	I	I	R/A		
6.2.45	Prioritize Change Requests	R/C	R/C	A		
6.2.46	Implement Change Request	R/A	R/A	I		
6.3	Relationship Management					
The activities involved in developing and maintaining relationships between New Service Providers						
6.3.1	Participate in Governance meetings	R	R	R/A	R	
Build SP-SP Relationships						
6.3.2	Identify key operational and management counterparts	C/I	C/I	R/A	C/I	
6.3.3	Develop communication/interface processes	C/I	C/I	R/A	C/I	
6.3.4	Conduct meetings with Service Category counterparts	C/I	C/I	R/A	C/I	
6.3.5	Develop continuous improvements programs with Service Category counterparts	C/I	C/I	R/A	C/I	
6.3.6	Manage and coordinate Incident resolution with Service Category counterparts	C/I	C/I	R/A	C/I	
6.3.7	Conduct Enbridge/Service Provider Quarterly Relationship Survey	R/A	R/A	C		
6.4	Business Requirements					
The activities involved in proactively anticipating business requirements						

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
	Business Requirements Definition					
6.4.1	Identify new business requirements	C	C	R/A	C	
6.4.2	Operationalize business requirements	R/A	R/A	I	R/A	
6.4.3	Utilize Change Control procedures	R/A	R/A	R/A	R/A	
	Business Performance Management					
6.4.4	Work with Enbridge to understand business performance expectations	A	A	R/C	A	
6.4.5	Identify business/process initiatives to align with business performance expectations	R/A	R/A	I/C		
6.5	Contract Conformance					
	The activities involved in maintaining contract conformance					
	Conformance with Terms & Conditions					
6.5.1	Track compliance with contract terms and conditions	R	R	R/A		
6.5.2	Document non-compliant areas	R	R	A		
6.5.3	Report non-compliance	R/A	R/A	R/A		
6.5.4	Escalate non-compliance through Governance	R/A	R/A	R/A		
6.5.5	Remedy non-compliance	R/A	R/A	R/A		
	Contract Amendments					
6.5.6	Develop contract amendments	R/A	R/A	R/A		
6.5.7	Negotiate amendments	R/A	R/A	R/A		
6.5.8	Implement amendments	R/A	R/A	R/A		
6.5.9	Track amendments	R/A	R/A	R/A		
	Contract Audit					
6.5.10	Audit Service Provider conformance to contract	I	I	R/A		
6.5.11	Develop and issue information requirements for Audit	I	I	R/A		
6.5.12	Collect data required to fulfill information requirements for Audit	R/A	R/A	C/I		
6.5.13	Provide assistance, data, documentation, access to Enbridge or designate to complete contract audit	R/A	R/A	I		
6.5.14	Document discrepancies and exceptions	I	I	R/A		
6.5.15	Prepare audit report	I	I	R/A		
6.5.16	Discuss discrepancies and exceptions with Service Provider management	C	C	R/A		
6.5.17	Develop resolution plan for discrepancies and exceptions	R/A	R/A	I/C		
6.5.18	Implement resolution plan	R/A	R/A	I		
6.5.19	Track resolution	R/A	R/A	I		
6.5.20	Report resolution progress	R/A	R/A	I		

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
	Assets & 3rd Party Agreement Management					
6.5.21	Procure New Service Provider provided assets	R/A	R/A			
6.5.22	Manage and maintain New Service Provider provided assets	R/A	R/A			
6.5.23	Manage 3rd Party (subcontractor) contracts	R/A	R/A			
6.5.24	Monitor 3rd party (subcontractor) performance against contracts	R/A	R/A	I		
6.5.25	Manage and maintain Meter Reading assets and agreements on Enbridge's behalf as provided in Schedule 2.8.1 - EGD Provided Assets	R/A		C/I		
6.5.26	Raise requisitions for new Meter Reading assets	R		A		
6.5.27	Approve new Meter Reading assets and/or maintenance agreements	I		R/A		
	Incentive and Service Level Remedy Framework					
6.5.28	Manage Incentive and Service Level Remedy Framework in accordance with Article 4 of the Agreement	R	R	A		
6.5.29	Calculate Penalties and/or Incentives periodically based on framework guidelines	R	R	A		
6.5.30	Include Penalties and Incentives in invoices with supported rationale	A	A	R		
6.5.31	Approve Penalties and Incentives			R/A		
6.5.32	Recommend changes to Incentive and Service Level Remedy Framework	R/C	R/C	A		
6.6	Policy & Procedure Development & Control					
	The activities involved in maintaining and ensuring adherence to strategies, policies & procedures.					
	Workstation Hardware Configuration Requirements					
6.6.1	Maintain workstation and other technology	R/A	R/A			
	Customer Care Strategy					
6.6.2	Develop Enbridge Customer Care Strategy		I	R/A		
6.6.3	Provide input, ideas for Enbridge Customer Care Strategy	R	R	A		
6.6.4	Review Enbridge Customer Care Strategy	R	R	A		
6.6.5	Identify changes to deliver Customer Care strategy	R	R	A		
6.6.6	Monitor progress against strategy	R	R	A		
	Policy, Procedure and Regulatory Compliance					
6.6.7	Manage and monitor Services to maintain compliance with Policies and Procedures and Regulatory Requirements	R	R	A		
6.6.8	Report Service Provider compliance with Regulatory Requirements	R/A	R/A	I		
6.6.9	Identify Regulatory Compliance reporting requirements	I	I	R/A		
6.6.10	Develop Regulatory Reports	R	R	A		

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
	Management of Documentation, Program Materials & Inventories					
6.6.11	Develop Program Materials	R/A	R/A	I		
6.6.12	Develop operating procedures manual	R/A	R/A	I		
6.6.13	Develop Process Documentation	R/A	R/A	C/I		
6.6.14	Develop descriptions for each Service Category including assets, human resources, software licenses, hardware etc required for the ongoing delivery of the Services specifically related to the Service Category	R/A	R/A	I		
6.6.15	Develop Service Provider Equipment and Assets inventory and description	R/A	R/A	I		
6.6.16	Develop Third Party Software inventory and description	R/A	R/A	I		
6.6.17	Develop Service Provider Software and Owned Software inventory and description	R/A	R/A	I		
6.6.18	Develop inventory and description of all 3rd party arrangements	R/A	R/A	I		
6.6.19	Maintain Program Materials	R/A	R/A	I		
6.6.20	Maintain operating procedures manual	R/A	R/A	I		
6.6.21	Maintain Process Documentation	R/A	R/A	C/I		
6.6.22	Maintain descriptions for each Service Category including assets, human resources, software licenses, hardware etc required for the ongoing delivery of the Services specifically related to the Service Category	R/A	R/A	I		
6.6.23	Maintain Service Provider Equipment and Assets inventory and description	R/A	R/A	I		
6.6.24	Maintain Third Party Software inventory and description	R/A	R/A	I		
6.6.25	Maintain Service Provider Software and Owned Software inventory and description	R/A	R/A	I		
6.6.26	Maintain inventory and description of all 3rd party arrangements	R/A	R/A	I		
6.6.27	Maintain repository of policies and procedures	R/A	R/A	I		
6.6.28	Provide Program Materials, Process Documentation and all other inventories and documentation to Enbridge	R/A	R/A	I		
6.6.29	Identify gaps in Program Materials, Process Documentation and other documentation and inventories	R/A	R/A	R/A		
6.6.30	Agree gaps as identified in 6.6.33	R/A	R/A	R/A		
6.6.31	Rectify gaps in Program Materials, Process Documentation and other documentation and inventories	R/A	R/A	I		
	Disaster Recovery Planning / Business Risk Planning & Monitoring					
6.6.32	Develop Disaster Recovery and Business Continuity Plans	R/A	R/A	I		
6.6.33	Validate that Disaster Recovery and Business Continuity Plans meet industry standards	R/A	R/A	I		
6.6.34	Communicate Disaster Recovery and Business Continuity communication and escalation contacts and procedures	R/A	R/A	I		

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
6.6.35	Review Disaster Recovery and Business Continuity plans with Enbridge	A	A	R		
6.6.36	Establish Disaster Recovery and Business Continuity test requirements and plans	A	A	R		
6.6.37	Review test plans	R/A	R/A	C/I		
6.6.38	Test Disaster Recovery and Business Continuity Plans annually or as agreed	R	R	A		
6.6.39	Communicate Disaster Recovery and Business Continuity Plan test results	R/A	R/A	C/I		
6.6.40	Document Disaster Recovery and Business Continuity recovery procedures	A	A	R		
6.6.41	Update Disaster Recovery and Business Continuity plans	A	A	R		
6.6.42	Communicate disaster in accordance with Disaster Recovery plan	R/A	R/A	I		
	Security Planning & Monitoring					
6.6.43	Establish security policies	I	I	R/A		
6.6.44	Report security violations	R/A	R/A	I		
6.6.45	Resolve security violations	R/A	R/A	I		
6.6.46	Facilitate internal and Enbridge audits	R	R	A		
6.6.47	Provide updates to security polices	I	I	R/A		
6.7	Operational Performance Management					
	The activities involved managing the Enbridge customer care operations and its New Service Provider(s)					
6.7.1	Participate in Periodic Service Reviews	R	R	A		
6.7.2	Update and maintain Reference Materials	R	R	A		
	Integrated Service Level Development & Management					
6.7.3	Identify service levels that are common to all New Service Providers (integrated Service Levels)	R/A	R/A	R/A	R/A	
6.7.4	Update Integrated Service Levels in Schedule 2.2.B - SLAs	I/C	I/C	R/A	I/C	
6.7.5	Provide data required to report integrated Service Levels	R/A	R/A	I	R/A	
6.7.6	Coordinate with other Service Providers to deliver integrated Service Levels	R/A	R/A	I	R/A	
6.7.7	Monitor contribution to delivery of integrated Service Levels	R	R	A	R	
6.7.8	Manage integrated Service Levels	R	R	A	R	
6.7.9	Report challenges to delivering integrated Service Levels	R/A	R/A	I	R/A	
6.7.10	Identify resolution tactics to resolve non-performance of integrated Services Levels	R	R	A	R	
	Individual Service Level Development & Management					
6.7.11	Measure Service Level performance against Schedule 2.2.B - SLAs	R/A	R/A	I		

#	Activities	Meter Reading	Core	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)				
6.7.12	Recommend improvements/changes to Service Levels as defined in Schedule 2.2.B - SLAs	R/A	R/A	C		
6.7.13	Report actual performance against Service Levels in Schedule 2.2.B - SLAs	R/A	R/A	I		
Scorecard Development & Management						
6.7.14	Develop Scorecard	R	R	A		
6.7.15	Recommend improvements/changes to scorecard	R	R	A		
6.7.16	Report actual performance against scorecard	R/A	R/A	I		
6.7.17	Work with other New Service Providers to achieve integrated scorecard indicators	R/A	R/A	I		
Demand Forecasting						
6.7.18	Obtain trends, historical data, indicators for future demand	R	R	A		
6.7.19	Prepare forecast using trends etc., to determine increase/decrease in volumes	R	R	A		
6.7.20	Determine impact on pricing as a result of forecasted demand	R/A	R/A	I		
6.7.21	Conduct monthly volume forecasting meetings	R	R	A		
6.7.22	Review forecast assumptions	C	C	R/A		
6.7.23	Approve forecast	R/A	R/A	C		
Capacity Planning						
6.7.24	Develop and maintain the capacity plan	R/A	R/A	I		
6.7.25	Provide capacity recommendations relating to changes in the environment	R/A	R/A	C		
6.7.26	Evaluate future business trends to forecast upcoming capacity requirements	R/A	R/A	C		
6.7.27	Provide business trends pertinent to capacity planning	I	I	R/A		

LVB & Monthly Statements

**LARGE VOLUME & MONTHLY STATEMENTS
 BILLING, COLLECTION & CUSTOMER CONTACT**

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.0	Set up new and maintain account records							
	Set-up new Large Volume & Collective Account Parent Account records							
7.0.1	Provide the billing and meter reading cycle information to Company Customer Attachment Department		R/A			I		
7.0.2	Request a credit review for new customers in order to determine security requirements		R/A	C		I		
7.0.3	Request security deposit if required as per Company specified risk criteria		R/A	C		I		
7.0.4	Request customer identification information for billing and credit related customer contact purposes as required		R/A	C		R/A		
7.0.5	Update customer account information as required (names, rate codes, contact information, etc)		R/A	C		I		
7.1	Bill Calculation - Large Volume							
7.1.1	Receive customer meter reading data from EGD System Measurement application for large volume bill calculation		I			R/A		
7.1.2	Update rate changes and maintain rate table		I			R/A		
7.1.3	Verify that batch process is run nightly to calculate consumption, apply rate schedule, apply adjustments and create current bill		I			R/A		
7.1.4	Identify and flag account types for selected bill inserts (safety and rate notices)		I			R/A		
7.1.5	Identify and Flag account types for selected on bill messages		I			R/A		
7.1.6	Request a random sample of test bills		A				R	
7.1.7	Manually review a sample of bills for reasonability		R/A			I		
7.1.8	Send a transaction to the General Ledger for the total dollar value of daily cyclical billing of large volume accounts		I			R/A		
7.1.9	Interface with Application Support for batch run, scheduling, and issue resolution		I			R/A		
7.1.10	Create daily file of customer bills to be printed		I			A	R	
7.1.11	Post Manual Transactions to Large Volume Accounts		R			A		
7.1.12	For LVB, make adjustments based on corrections that are due to incorrect billing generated from system-based exceptions.		R			A		
7.1.13	Post Transactions for Contract Penalty Charges to Large Volume Accounts		R			A		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.1.14	Perform manual billing transactions as required including the support of large volume customers as a result of the Natural Gas Electricity Interface Review (NGEIR)		R			A		
7.1.15	Create daily file of monthly statement bills to be printed/ electronically presented		I			R/A		
7.1.16	Develop and update the monthly reading and billing schedule		R/A			C/I		
7.1.17	Upload and maintain the reading and billing schedule in CIS		I			R/A		
7.2	Canada Post Standards							
	The activities involved in gathering and maintaining mailing addresses according to Canada Post standards for bulk mailing rates							
7.2.1	Receive scheduled Canada Post postal code updates		I			R/A		
7.2.2	Produce reports to examine address accuracy		I			R/A		
7.2.3	Update large volume billing records with address corrections		A			R		
7.2.4	Produce and submit annual statement of accuracy (memo) to Canada Post		I			R/A		
7.2.5	Produce and submit daily statement of mailing with address accuracy percentage		A					R
7.2.6	Pay the postage bill					R/A		
7.3	Refund Management							
	The activities involved in verifying, processing and issuing refunds							
7.3.1	Process customer request for refunds on active accounts		R/A			I		
7.3.2	For final account credits, verify transferability to new service address prior to refund decision		R/A			I		
7.3.3	Verify the accuracy of the credit (refund)		R/A			I		
7.3.4	Follow established authorization process		R/A			I/C		
7.3.5	Prepare a transaction in the Company customer information system to process a cheque		R/A					
7.3.6	Cheque is issued by Company financial institution and sent to vendor for mailing to customer		R/A					
7.3.7	Send an electronic refund file to the Company's financial institution		I			R/A		
7.4	Change of Ownership							
	The activities involved in processing customer move orders at the request of their lawyer and provide arrears and lien information							
7.4.1	Receive requests, sort by date and validate information, scan into vendor provided system		R/A			I		
7.4.2	Resolve issues where incomplete information is provided by contacting appropriate party		R/A					

January 1, 2011 Customer Care Services Agreement

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.4.3	Create a work request to transfer ownership, and update customer information (i.e., meter read, physical lock)		R/A					
7.4.4	Provide arrears and notification of title registrations to the vendor lawyer in writing		R/A					
7.4.5	Archive change of ownership requests (hard copies) for seven (7) years		R/A					
7.4.6	Discharge customer liens Originated prior to 2002 as required			R/A		C/I		
7.4.7	Prepare monthly summary of activity		R/A					
7.5	Bill Production and Delivery							
	The activities involved in Bill production and delivery - in English, French or Braille for paper or hosted eBilling services							
7.5.1	Manually stuff envelopes with special handling bills and appropriate inserts		R/A					
7.5.2	Affix appropriate postage on special handling bills		R/A					
7.5.3	Verify that bills includes appropriate bills messages		I			R/A		
7.5.4	Forward special handling bills to appropriate party for action		I			R/A		
7.5.5	Arrange delivery to Canada Post		A					R
7.6	Payment Processing							
	The activities involved in processing payments for all customers							
	Pre-authorized Debit Program (PAD) Administration							
7.6.1	Resolve PAD applications that cannot be processed due to incorrect banking or account information		R/A					
7.6.2	Resolve monthly PAD payment problems, including financial institution rejects regarding incorrect bank information, customer disputes and claims for reimbursement		R/A					
7.6.3	Update customer account in the Company customer information system with any revised information (e.g., bank information, suspend/cancel/transfer service)		R/A					
	Payment Processing							
7.6.4	Receive and approve Unpostable payments from the payment processing vendor and manually post payments to Company's customer information system		R/A					
7.6.5	Manage post-dated cheques using Company specified guidelines		A					R
7.6.6	Manage returned cheques and PAD returns (e.g., NSF items) which have been identified as exceptions in CIS		R/A					
7.6.7	Resolve unpostable payments (e.g., incorrect account number)		R/A					
7.6.8	Follow up on payments that may have been incorrectly posted		R/A					

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.7	Billing Exception Handling and Adjustments							
	Manage Billing Exceptions and Adjustments							
7.7.1	Work LVB system created billing exceptions in order to correct the bill (e.g., bill amounts exceeding tolerance thresholds, suspected faulty meters, locked meters reporting consumption, incomplete transactions, retroactive billings, etc.) and produce a corrected bill as required.		R/A					
7.7.2	Issue LVB work order request to obtain additional information (e.g., special meter reads, equipment verification, etc.) required to perform the steps in 2.10.2		R/A					
7.7.3	Update gas commodity contract renewal dates as required (Large Volume Accounts only)					R/A		
7.7.4	Communicate with large volume customer (letter or call) results as required		R/A			I		
7.7.5	Receive and complete all non-compliance adjustment requests from Strategic and Key Accounts. Advise Strategic and Key Accounts when request has been completed.		R/A			I		
7.8	Security Deposit Administration							
	The activities involved in administering the security deposit program							
7.8.1	Reconcile and report total new security deposit monthly		R			A		
7.8.2	Apply manual security deposit credits to accounts according Company specified criteria			R/A				
7.9	Billing & General Inquiries Call Management							
	The activities involved in responding to billing and general inquiries							
7.9.1	Receive, confirm identify of customer, resolve, and respond to incoming customer calls, including performing the transactions using the Company provided system (e.g., revenue adjustments, change of ownership, Budget Billing Plan adjustments, etc.)		R/A			I		
7.9.2	Provide required Telephony and Contact Handling Infrastructure to enable effective customer management as follows: ACD, IVR, CTI, 100% Call Recording, Skills Based Routing, Reporting, Contact Management and offering Post Call Customer Satisfaction Surveys to 100% of callers		R/A			C		
7.9.3	Effectively manage customers on hold as per the operational requirements (e.g., estimated wait time announcements, on-hold messaging including informational messages, etc.)		R/A			C		
7.9.4	Provide Enbridge Knowledge Management functionality - Customer Care Business Processes		C/I			R/A		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.9.5	Provide Accenture Knowledge Management functionality - Customer Care Business Processes		R/A			C/I		
7.9.6	Promote and sign up customers in various Company provided programs		R/A			C		
7.9.7	Capture inquiry resolution details in the Company provided customer information system (e.g., call disposition codes, free form details, etc.)		R/A			I		
7.9.8	Update customer information when the information on file has changed or is missing (i.e., Telephone numbers, names, contacts, postal codes)		R/A					
7.9.9	Escalate customer inquiries (if necessary) following Company specified escalation process		R/A			I/C		
7.9.10	Prepare regularly scheduled performance reports		R/A			I		
7.9.11	Hours of Operations - M-F 8:30 AM - 6:00 PM (excluding public holidays)		R/A					
7.10	Correspondence Management							
	The activities involved in processing all customer correspondence							
7.10.1	Receive, resolve, and respond to incoming customer correspondence via various channels - mail, email, web, and fax, including performing the transactions using the Company provided system (e.g., revenue adjustments, change of ownership, etc.) .		R/A					
7.10.2	Receive correspondence, sort by date and validate information, scan into service provider provided system		R/A					
7.10.3	Provide fulfillment service in order to mail company literature to customers upon request		R/A					
7.10.4	Code and track correspondence through the investigation and resolution process (routing may occur between New Service Provider(s) and the Company) in the Company provided tracking system		R/A			I/C/R		
7.10.5	Capture resolution details in the Company provided customer information system (e.g., correspondence codes, free form details, etc.)		R/A			I		
7.10.6	Develop customer response form letter templates		CI			R/A		
7.10.7	Archive correspondence based on statutory period for hard copies		R/A					
7.10.8	Prepare monthly summary of activity		R/A			I		
7.11	Escalated Complaints							
	Manage and resolve escalated complaints							
7.11.1	Receive and record the escalated complaints		R/A			I		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.11.2	Investigate the escalated complaints		R/A			I/C		
7.11.3	Follow the established escalation process		R/A					
7.11.4	Resolve the complaint and provide feedback to the customer (written or verbal)		R/A			I/C/R		
7.11.5	Track details and resolution		R/A			I		
7.11.6	Provide monthly summary report		R/A			I		
7.12	Collection Services							
	The activities involved in collection of Large Volume and Monthly Statement Accounts							
	Arrears determination and recovery planning							
7.12.1	Tabulate receivable amounts in each of the aging arrears categories on a monthly basis			R/A				
7.12.2	Develop collections strategies to achieve overall goals and objectives, and consider influencing factors (e.g., seasonal variations, economic conditions, rate changes, etc.)			R/A		C/I		
7.12.3	Conduct a monthly review of Large Volume Accounts where escalated action is required due to broken promises, no response, credit status change, etc. and determine next steps			R/A		C		
	Active arrears collection							
7.12.4	Determine accounts which require collection action			R/A				
7.12.5	Determine appropriate action (call, letter, fax, site visit, etc.)			R/A		I		
7.12.6	Collection Call Handling (Inbound / Outbound) - refer to Section 3.10			R/A				
7.12.7	Resolve disputed accounts		C/I	R/A		C/I		
7.12.8	Manage payment arrangements (Make, follow up, update)			R/A				
7.12.9	Perform credit worthiness checks of new Large Volume Accounts upon service initiation and monitor at regular intervals		I	I		R/A		
7.12.10	Assess and request security deposit as per Company specified risk criteria			I		R/A		
7.12.11	Review results and make adjustments to campaigns			R/A		C/I		
7.12.12	Report collection performance and arrears statistics			R/A		I		
	Final arrears collection							
7.12.13	Determine accounts which require collection action			R/A		C/I		
7.12.14	Determine appropriate action (call, letter, fax, site visit, etc.)			R/A		I		
7.12.15	Collection Call Handling (Inbound / Outbound) - refer to Section 3.10			R/A		C/I		
7.12.16	Resolve disputed accounts		C/I	R/A		C/I		
7.12.17	Manage payment arrangements for final bills (Make, follow up, update)			R/A		C/I		
7.12.18	Perform skip tracing services on returned mail.			R/A				

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.12.19	Recommend write-offs of specific accounts for approval and action by Company			R/A		C/I		
7.12.20	Recommend litigation of specific accounts for approval and action by Company			R/A		C/I		
7.12.21	Review results and make adjustments to campaigns			R/A		C/I		
7.12.22	Report collection performance and arrears statistics			R/A		I		
	Special Handling and Field Collection							
7.12.23	Identify accounts requiring special handling (e.g., unusual activity on account)			R/A		C/I		
7.12.24	Issue work order to dispatch field collector to the customer premises for investigation			R/A		C/I		
7.12.25	Assess situation, and follow work order instructions			C/I		R/A		
7.12.26	Update work order with actions taken			C/I		R/A		
	Collection of Bankruptcies, Insolvencies, Receiverships, Power of Sale and Mortgagees in Possession							
7.12.27	Receive, sort and respond to all correspondence from customers, lawyers and trustees			R/A		CI		
7.12.28	Transfer account into the name of the receiver			R/A		CI		
7.12.29	Submit a Proof of Claim to the trustee as appropriate			C/I		R/A		
7.12.30	Negotiate settlements as per Company provided criteria			R/A		C		
7.12.31	Apply all disbursements, as received from bankruptcies			R/A				
7.12.32	Participate in settlement negotiation meetings with the trustee(s) as required			C		R/A		
7.12.33	Record action notes in the appropriate Company provided systems			R/A				
7.12.34	Provide notification to Company Large Volume Account representatives			R/A		I		
7.12.35	Receive, sort and respond to all correspondence from mortgage holder (i.e., financial institution, or individual mortgage holder)			R/A				
7.12.36	Advise mortgage holder of arrears outstanding, service status, and options available (i.e., transfer of ownership, service activation, service disconnection), and initiate appropriate action including follow through to completion			R/A				
7.12.39	Participate in settlement negotiation meetings with the mortgage holder(s) as required			C		R/A		
7.13	Manage and Execute Service Disconnection for Non-Payment Accounts							
	The Activities involved in determining and executing service disconnections for Key Accounts							
7.13.1	Determine accounts to be disconnected for non-payment			R/A				

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.13.2	Provide Company with service disconnection list for approval			R		A		
7.13.3	Provide written notification to accounts regarding pending disconnection 48 hours in advance			R/A				
7.13.4	Schedule service disconnection with the Company technician group (specialized technicians are required)			R		C/A		
7.13.5	Perform service disconnections and notify New Service Provider when complete	R		I		A		
7.13.6	Forward request for service disconnection to the Company			R/A		I		
7.13.7	Provide a monthly report of accounts that remain locked for non-payment			I		R/A		
7.14	Manage service reconnection - Note: Physical service reconnection is performed by Company							
	The activities involved in managing service reconnections							
7.14.1	Confirm that customer account is paid in full, including security deposit and applicable service charges			R/A				
7.14.2	Schedule a reconnection date with the customer			R/A		I		
7.14.3	Issue a work request for reconnection with the Company technician group (specialized technicians are required)			R/A		I		
7.14.4	Perform service reconnection and notify New Service Provider when complete	R		I		A		
7.14.5	Update and forward service reconnection completion information to Company			I		R/A		
7.15	Collection Agency Administration							
	The activities involved in managing the final bill portfolio assigned to third party collection agencies							
7.15.1	Rank and select appropriate agency(ies) to handle the final bills portfolio based on performance			R/A				
7.15.2	Manage agency(ies) performance			R/A				
7.15.3	Extract and submit final accounts to collection agency(ies) as per Company guidelines			A		R/I		
7.15.4	Maintain a log of account assignments with each agency			R/A				
7.15.5	Recall uncollected accounts and reassign to new agency as per Company guidelines			R/A		I		
7.15.6	Assist in response to claims against the Company / agency			R		A		
7.15.7	Respond to complaints from customers regarding agency			R/A		I		

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.15.8	Approve agency documents and call scripts used to collect accounts			A		R		
7.15.9	Produce a monthly summary report of collection agency performance			R/A		I		
7.16	Call Management (Inbound and Outbound)							
	The activities involved in responding to collections inquiries							
7.16.1	Receive, resolve, and respond to incoming customer calls, including performing the transactions using the Company provided system (e.g., payment arrangements, notice of payment, change of ownership, etc.)			R/A				
7.16.2	Receive outbound call file from Company			R/A				
7.16.3	Execute live agent and automated outbound campaigns for the purposes of collecting accounts based on reports and files from the Company's Customer Information System.			R/A				
7.16.4	Provide required Telephony and Contact Handling Infrastructure to enable effective customer management as follows: ACD, IVR, CTI, 100% Call Recording, Skills Based Routing, Reporting, Contact Management, Predictive Dialer with direct transfer to live agent capability and sufficient outbound dialing capacity			R/A		C		
7.16.5	Effectively manage customers on hold (e.g., estimated wait time announcements, on-hold messaging including informational messages, etc.			R/A		C		
7.16.6	Provide Enbridge Knowledge Management functionality			C/I		R/A		
7.16.7	Provide Accenture Knowledge Management functionality			R/A		C/I		
7.16.8	Promote and sign up customers in various Company provided programs			R/A		C		
7.16.9	Capture inquiry resolution details in the Company provided customer information system (e.g., call disposition codes, free form details, etc.)			R/A		I		
7.16.10	Update customer information when the information on file has changed or is missing (i.e., Telephone numbers, names, contacts, postal codes)			R/A				
7.16.11	Escalate customer inquiries (if necessary) following Company specified escalation process			R/A		C/I		
7.16.12	Prepare regularly scheduled performance reports			R/A		I		
7.16.13	Hours of Operations - M-F 8:30 AM - 6:00 PM (excluding public holidays)			R/A				
7.17	Customer Care Communication							
	Communicate new/changed information to Service Provider							

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
7.17.1	Notify service provider of any updates to standards, policies, practices, and general business environment		I			R/A		
7.17.2	Broadcast Company initiated communication to affected New Service Provider staff		R/A			I		
7.17.3	Service Provider will accommodate EGD requested changes to existing standards, policies, practices, marketing programs, and general business environment changes and existing processes for a one time or ongoing modification. Resulting updates to existing training material will not be charged to EGD as per Section 8.7.1 in the CCSA. Costs pertaining to the delivery of related training for Service Provider personnel communicated via email or normally scheduled operational call centre huddles will not be chargeable to EGD.		R/A			I		
7.17.4	Identify and report customer issue trends, and work collaboratively with the Company to develop solutions		R/A			I/C		

RACI (New CO)

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
8.0	Credit Card Payment Service							
	The activities involved in providing the Credit Card Payment Service to mass market customers. [Change Request RMT# 46886 as amended by Amendment #1]							
	This service is offered to early to late stage collection customers, but will be accepted from any regular mass market customer who requests it.							
8.0.1	Respond to credit card payment customer inquiries to initiate a payment using the Company's vendor's website during contact centre hours for billing calls.		R			A		
8.0.2	Initiate meter red-unlock order after the credit card payment has been completed on the Company Vendor's website.		R/A					
8.0.3	Receive and approve payment file from Company's Vendor and post payments to customer accounts in Company's customer information system		I			R/A		
8.0.4	Monitor reports from Company's Vendor's system and process adjustments to customer accounts for out of balance amounts.		R/A					
8.0.5	Correct credit card payment errors contained in the payment file from Company's Vendor		I			R/A		C
8.0.6	Reverse credit card payments resulting from non-sufficient funds. Re-set Dunning level to pre-payment Dunning level.		R/A					
8.0.7	Correct credit card unpostable payments		R/A					
8.0.8	Perform the credit card charge-back process for unauthorized credit card use		R/A					
8.0.9	Verify credit card charge back disputes in Company's Vendor's website		R/A					
8.0.10	Investigate & challenge dispute (Contact customer; Fill in form from credit card payment processor to challenge dispute and evidence validity of credit card charge)		R/A					
8.0.11	Send credit card charge-back arrears letter and reverse payment if a payment is disputed		R/A					
8.0.12	Send credit card charge-back 48 hour notice if a payment is not received in cases where collection activities are pended awaiting payment		R/A					C
8.0.13	Contact customers to investigate credit card disputes		R/A					
8.1	Security Deposit Assessment							
	The activities involved in establishing a security deposit with all new residential mass market customers. [Change Request (RMT #48128)]							
8.1.1	Manage security deposit waivers		R/A					
8.1.2	Provide escalations for approval to EGD for Security Deposit waivers		R/A					

January 1, 2011 Customer Care Services Agreement

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
Stakeholders (R, A, C, I)								
8.1.3	Respond to Customers' inquiries/complaints re Security Deposits billed		R/A					
8.2	Open Bill Access							
	The activities involved in providing Open Bill Access (OBA) services to gas and non-gas mass market, Collective Accounts and large volume customers in the EGD franchise]Change Order RMT #39821, as amended by Amendment 2]							
8.2.1	Provide billing services for charges billed automatically by Open Bill Parties		R/A					
8.2.3	Provide payment processing and collections Services with the same rules and processes used for regular mass market, Collective accounts and large volume customers.		R			A		
8.2.4	Process customer move out including transfer of recurring rentals to new customer		R/A					
8.2.5	Manage the Billing Hotline for Open Bill Parties requiring information about CIS or billing processes. Line open 8:00am to 6:00 pm M to F *Biller inquiries to confirm what is in SAP and/or kubra *Confirm loan payout amounts & confirmation of payment *As requested by Biller – mail bill copies to customers (gas, infranchise & non franchise accts)		R/A					
8.2.6	Provide audit trails to Open Bill Parties to be used to manage financial obligations with EGD					R/A		
8.2.7	Retroactively bill or adjust monthly recurring rental charges on red-locks and combos		R/A					
8.2.8	Process rate changes to rentals					R/A		
8.2.9	Investigate OBA interface file rejects					R/A		
8.2.10	At the Billers request, process product/service deletes, adjustments, transfers and/or rental buyouts that can't be performed by the biller via the OBA interface. If the biller is having issues performing these transactions via the OBA interface then the Biller Hotline will manually perform these transactions on behalf of the biller.		R/A					
8.2.11	Respond to inbound enquiries pertaining to billed OBA line items. Where items are deemed that OBA party can handle them, redirect the call to the OBA party. If items are deemed such that OBA party cannot handle them, then items will be handled by Call centre/Backoffice.		R/A					
8.2.12	Supply specific information required to establish a non-gas account in CIS					R/A		
8.2.13	Process OBA billing exceptions & manual matches/adds by working all Open Bill EMMA case and/or outsort queues		R/A			-		
8.2.14	Provide bill message descriptions in English/ French for each line item					R/A		
8.2.15	Perform billing dispute resolution activities for billed OBA line items.		R/A					

#	Activities	Meter Reading	Billing, Billing and General Inquiries & Billing Administration	Collections Services	Emergency & Service Call Handling	Enbridge	Other Service Providers - Application Support	Third Party Contract
		Stakeholders (R, A, C, I)						
8.3	Collections Improvement Pilot							
	The activities involved in providing Collection Improvement Pilot services . [Change Order 49030]							
8.3.1	Manage collection agency inquiries and disputes		-	R/A				
8.3.2	Allocate payments to collection agencies and reconcile		-	R/A				
8.3.3	Track and report agency performance and commissions paid		-	R/A				
8.3.4	Coordinate activities with agencies		-	R/A				
8.3.5	Update account adjustments and information to Debt Recovery Network		-	R/A				
8.3.6	Manage escalation complaints and billing issues		-	R/A				
8.4	Dedicated Phone Lines							
8.4.1	Provide dedicated toll free phone line for Dispatch to confirm Customer Emergency information [include in Contact Centre tab] [Change Order 49192]		R/A					
8.4.2	Provide dedicated toll free phone line for Customers to have meter unlocked [Contact Center tab][Change Order 49201]		R/A					
8.5	Quarterly Rate Adjustment Mechanism (QRAM)							
	The activities involved in providing quarterly QRAM Services							
8.5.1	Create IVR scripts for quarterly QRAM rate information					R/A		
8.5.2	Analyse IVR Scripts and create spreadsheet of updated English and French Scripts and send to Company		R/A					
8.5.3	Approve IVR Scripts					R/A		
8.5.4	Record IVR scripts in both English and French		R/A					
8.5.5	Upload voice segments to the IVR application		R/A					
8.5.6	Update Accenture MMB and LVB rate spreadsheets with new rates		R/A					
8.5.7	Update and test the Service Provider's Mass Market Billing bill calculator tool		R/A					
8.5.8	Update the Service Provider scripting tool with the QRAM gas rates information		R/A					
8.6	Compliance with Sarbanes Oxley							
8.6.1	Fulfill requests for information, data, records and documentation (including performing access reviews) as requested by client on quarterly basis in completing their reviews		R/A					
8.6.2	Provide access to staff and management on quarterly basis for interviews and process validation regarding SOX audit		R/A					
8.6.3	Complete daily sampling of SOX audit controls.		R/A					

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		Stakeholders (R, A, C, I)						
8.7	Winter Warmth Letter [49139]							
8.7.1	Provide corrected customer mailing information to MTP		R/A					
8.7.2	Print winter warmth campaign letters on an annual basis							R/A
8.7.3	Stuff specified envelopes, insert safety inserts and mail the winter warmth campaign letters on an annual basis							R/A
8.8	Winter Warmth Dialer Campaign [49138] - annual							
8.8.1	Analyse script		R/A					
8.8.2	Approve Script					R/A		
8.8.3	Record script		R/A					
8.8.4	Receive customer data files from EGD		R/A					
8.8.5	Perform automated outbound calls on an annual basis		R/A					
8.9	Business Reply Envelope (BRE) Suppression [47716]							
8.9.1	Suppress Business Reply envelope for PAP customers and when requested by mass market customers.		R/A					
8.9.2	Reactivate Business Reply envelope when requested by customer		R/A					
8.9.3	Track monthly BRE suppression stats and provide to the Company.		R/A					
8.10	eBill 1st Option [47715]							
8.10.1	Advise new/move customers about ebill		R/A					
8.10.2	Process eBill enrollments in Company website		R/A					
8.10.3	Advise customer with enrollment confirmation & password information		R/A					
8.10.4	Advise Customer of cancellation process when required		R/A					
8.10.5	Create and track eBill information and provide Company with eBill Monthly Enrollment Reporting		R/A					