

AFFIDAVIT

STATE OF GEORGIA

COUNTY OF FULTON

BEFORE ME, the undersigned authority, duly commissioned and qualified in and for the State and County aforesaid, personally came and appeared Alfred A. Heartley, who, being by me first duly sworn deposed and said that:

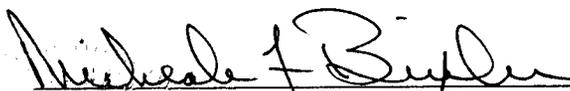
He is appearing as a witness before the Kentucky Public Service Commission in Case No. 2003-00379, Review of Federal Communications Commission's Triennial Review Order Regarding Unbundling Requirements for Individual Network Elements, and if present before the Commission and duly sworn, his testimony would be set forth in the annexed testimony consisting of 14 pages and 1 exhibits.



Alfred A. Heartley

SWORN TO AND SUBSCRIBED BEFORE ME

THIS 9th DAY OF FEBRUARY, 2004



Notary Public

MICHEALE F. BIXLER
Notary Public, Douglas County, Georgia
My Commission Expires November 3, 2005

1 BELL SOUTH TELECOMMUNICATIONS, INC.

2 DIRECT TESTIMONY OF ALFRED A. HEARTLEY

3 BEFORE THE PUBLIC SERVICE COMMISSION OF KENTUCKY

4 DOCKET NO. 2003-00379

5 FEBRUARY 11, 2004

6

7 Q. PLEASE STATE YOUR NAME, YOUR BUSINESS ADDRESS, AND YOUR
8 POSITION WITH BELL SOUTH TELECOMMUNICATIONS, INC.
9 ("BELL SOUTH").

10

11 A. My name is Alfred A. Heartley. My business address is 754 Peachtree Street,
12 Atlanta, Georgia 30308. My title is General Manager – Wholesale Performance
13 and Regional Centers.

14

15 Q. PLEASE SUMMARIZE YOUR BACKGROUND AND EXPERIENCE WITH
16 BELL SOUTH.

17

18 A. I graduated from North Carolina State University in 1971 with a BS Degree in
19 Applied Mathematics. I have over 32 years experience in the
20 telecommunications industry working for BellSouth. I have held numerous
21 management positions in BellSouth, including positions involving outside plant
22 engineering and construction, installation and maintenance, central office
23 operations, data processing and process and performance improvement.

24

25

1 Q. WHAT IS THE PURPOSE OF YOUR TESTIMONY?

2

3 A. The purpose of my testimony is to explain how the BellSouth Network Services
4 organization is prepared to scale the network operations to provide seamless,
5 cost-effective hot cuts (whether individual; project; or batch) in the volumes likely
6 to be presented if BellSouth obtains full relief from providing unbundled circuit
7 switching. My testimony will demonstrate that BellSouth's network operations
8 can be scaled both to convert the embedded base of UNE-Ps and to provision
9 the new UNE-L orders that would result from the removal of unbundled circuit
10 switching.

11

12 Second, I will demonstrate that the network operations portions of BellSouth's hot
13 cut processes are regional.

14

15 Q. PLEASE EXPLAIN NETWORK SERVICES ROLE IN THE HOT CUT PROCESS.

16

17 A. BellSouth provides service to both retail and wholesale customers through its
18 Network Services organization. This department is responsible for performing
19 the actual provisioning, maintenance, and repair of customer services within the
20 nine BellSouth states. Network Services is a single team of employees that
21 reports to one corporate officer, the President of BellSouth Network Services,
22 who in turn reports to the CEO of BellSouth. These Network employees are
23 organized into common work functions. These work functions are independent of
24 the type of customer – retail, access, or wholesale. The main work functions into

1 which these employees are organized are central office operations, engineering
2 and construction, and installation and maintenance.

3
4 In the single or batch Hot Cut process the central office operations employees will
5 perform the actual central office wiring required to perform the hot cut. The
6 installation and maintenance employees will perform any wiring changes required
7 in the outside plant network to perform the hot cut.

8
9 **I. SCALABILITY OF THE NETWORK OPERATIONS**

10
11 Q. HOW WILL NETWORK SERVICES HANDLE INCREASED HOT CUT DEMAND
12 WITH CURRENT FORCE IF RELIEF IS GRANTED FROM UNBUNDLED
13 CIRCUIT SWITCHING?

14
15 A. Network Services is prepared to move personnel to locations requiring additional
16 staffing if the local employees cannot handle the increased load. As the FCC
17 recognized in BellSouth's section 271 proceedings, BellSouth's network forces
18 and network processes and procedures are regional¹. Our employees are
19 trained in regional training centers and therefore can be relocated to areas
20 requiring additional staffing when necessary. Our methods and procedures are
21 developed and maintained by a regional staff and therefore minimal training will
22 be required for any loaned forces. If the additional staffing is required on a

¹ FCC's Alabama, Kentucky, Mississippi, North Carolina, and South Carolina 271 Order, dated September 18, 2002, ("Five-State Order"), WC Docket No. 02-150, ¶¶130-135 and Florida/Tennessee 271 Order, dated December 19, 2002, WC Docket No. 02-307, ¶ 81.

1 permanent basis, Network Services will hire the necessary personnel to handle
2 any increased load.

3
4 Q. ARE BELLSOUTH'S NETWORK OPERATIONS SCALABLE?

5
6 A. Absolutely. BellSouth has over one hundred years of experience in managing
7 force and load to ensure that it can provide its customers service. Managing
8 force and load for hot cuts to provide UNE loops to BellSouth wholesale
9 customers is no different. Staffing the network forces to meet expected needs is
10 business as usual for BellSouth.

11
12 Q. HOW DOES BELLSOUTH MANAGE FORCE AND LOAD?

13
14 A. One of the major tools BellSouth uses to manage force and load in both network
15 operations and in its centers is the Force Model. A Force Model allows the user
16 to take certain inputs and generate anticipated volumes and the force needed to
17 handle those volumes.

18
19 Q. HAS NETWORK SERVICES DONE A FORCE MODEL TO FORECAST THE
20 ADDITIONAL HOT CUT LOAD THAT WILL BE REQUIRED IF UNE-P RELIEF IS
21 GRANTED?

22
23 A. Yes. BellSouth has run force models to forecast the additional load necessary in
24 the centers and in network operations if BellSouth receives relief from unbundled
25 switching. I will discuss the network operations force model and the results of

1 that model for the network services operation. BellSouth witness Ken Ainsworth
2 discusses the results of the centers force model for the centers personnel.

3
4 Q. WHAT ARE SOME OF THE INPUTS THAT GO INTO THE NETWORK FORCE
5 MODEL?

6 A. Some examples of the network inputs that go into the force model are as follows:

7 1. Forecast of inward movement and lines in service for various products

8 including 1FR, 1FB, UNE, ADSL, DS1, DS3 etc

9 2. Assumptions for trouble report rates and dispatch rates

10 3. Productivity levels

11 4. Productive vs. non-productive hours

12 5. Capital expenditures

13 6. Span of Control

14
15 Q. WHAT ASSUMPTIONS DID BELL SOUTH MAKE ABOUT THE VOLUME OF
16 HOT CUTS IF BELL SOUTH OBTAINS RELIEF FROM UNBUNDLED CIRCUIT
17 SWITCHING?

18
19 A. BellSouth made various assumptions about the volume of UNE-L in its forecast.

20 In each instance, however, BellSouth took the highest expected volumes to

21 generate a "worst-case" view of UNE-L volume. As I will demonstrate, BellSouth

22 can scale its network forces to meet that "worse-case" scenario.

23
24 Q. WHAT DO YOU MEAN BY WORST CASE SCENARIO?

- 1 A. By that, I mean the absolute maximum amount of hot cuts that the central office
2 forces and I&M forces would have to handle if the following were to occur:
- 3 1. This Commission finds that CLECs are not impaired without unbundled
4 switching (and thus, UNE-Ps) in any market in BellSouth's nine-state region.
 - 5 2. CLECs decide to convert the totality of their UNE-P base to unbundled loops
6 attached to the CLECs' switches rather than BellSouth's switches.
 - 7 3. UNE-P growth and UNE-L growth is maintained throughout the relevant
8 period for the absolute highest volumes of each that has occurred at any time
9 in the last 33 months that BellSouth has maintained records.

10

11 Q. WHAT MONTHLY VOLUME OF UNE-P TO UNE-L CONVERSIONS RESULTS
12 FROM YOUR ASSUMPTIONS?

13

14 A. The worst-case monthly volume of hot cuts (except for adjustments to that
15 volume that I will discuss later in this testimony) is 317,998 across the entirety of
16 BellSouth's nine-state region. The following explains how I arrived at that value:

17

18 The quantity of UNE-Ps in service across BellSouth's nine-state region was
19 about 2.21 million at the end of October 2003. The highest single-month volume
20 of UNE-Ps added (116,295) occurred in June 2002. The highest single-month
21 volume of UNE-Ls inward movement (19,029) occurred in January 2001. The
22 pictorial in Exhibit KLA-3, which is attached to Ken Ainsworth's testimony, depicts
23 how those volumes grow over time.

24

25 Following is a brief explanation:

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In October 2003, there were about 2.21million UNE-Ps in service. Projecting forward for nine (9) months to July 2004 (the earliest expected decision by a Utilities Commission in BellSouth’s region), there would be 3.26 million UNE-Ps in service ($2.21M + (9 * 116,295)$). However, because the conversion of a BellSouth retail account to a UNE-P arrangement does not require a hot cut, the monthly volume expected in July 2004 is equal to the quantity of “stand-alone” unbundled loops requested (19,029).

Assuming that in July 2004, all nine Commissions in BellSouth’s region decided that CLECs are not impaired without unbundled switching and that CLECs may continue to request UNE-Ps for an additional five (5) months, the expected quantity of UNEP-s in service in December 2004 would be 3.84 million. This level of UNE-Ps becomes the “embedded base” which later will be converted to stand-alone unbundled loops via the hot cut process. For the next eight (8) months, the monthly volume of hot cuts would rise to 135,324. This is the sum of the worst-case unbundled loop volume (19,029) plus the worst-case monthly growth for UNE-Ps (116,295) that now would be unbundled loops also.

Beginning in August 2005, BellSouth would begin the transition of the embedded base of UNE-Ps (3.84 million) plus handle the worst-case monthly unbundled loop volume (19,029) and the worst-case monthly UNE-P growth volume (116,295). During each of the subsequent seven-month intervals, BellSouth would migrate one third of the embedded base. Thus, the worst-case monthly hot cut volume at the region level would be 317,998 (that is, $19,029 + 116,295 +$

1 ((3.84M * 0.333)/7)

2
3 Because on average there are 22.3 business days per month, the daily volume
4 becomes 14,260 (that is, 317,998 / 22.3) at the regional level.

5
6 Q. WHAT OTHER ADJUSTMENTS TO ANTICIPATED VOLUMES HAVE YOU
7 ASSUMED?

8
9 A. During CLEC workshops, CLECs have suggested that two adjustments to
10 anticipated volumes should be made. While I do not necessarily agree with such
11 a suggestion, I have included those adjustments to prove my point that BellSouth
12 can enlarge its LCSC and CWINS groups to handle even worst-case volumes
13 with these additional factors considered. The two adjustments suggested are to
14 increase the volumes to include some level of “churn” from one local carrier to
15 another and to increase the volumes to include some level of increased trouble
16 report rate for unbundled loops compared to UNE-P arrangements. Accordingly,
17 I made an upward adjustment of 4% churn per month (48%) per year and an
18 upward adjustment of 5% increased trouble report rate. I treated these
19 adjustments as if they resulted in additional hot cuts (again, a worst case
20 assumption) and the resultant monthly volume for hot cuts rose to 347,254 per
21 month (15,572 per business day).

22
23 Q. DID BELLSOUTH FACTOR DISPATCHES AS A RESULT OF IDLC INTO ITS
24 FORCE MODEL?

1 A. Yes. The model includes the percent of IDLC in each central office. Employees
2 in our installation and maintenance operations perform hot cuts when IDLC is
3 involved. These employees will be involved in hot cuts when we have to change
4 the outside plant facility, such as converting a loop from integrated digital loop
5 carrier (IDLC) to non integrated DLC or a copper pair. This will vary by central
6 office and facility availability.

7

8 Q. DID BELLSOUTH CONSIDER COORDINATED VERSUS NON-COORDINATED
9 CUTS IN THE MODEL?

10

11 A. Yes. Network Services staff considered the percent of conversions and ongoing
12 activity that would go to SL1s and SL2s and the percent that would be
13 coordinated and non coordinated.

14

15 Q. ONCE YOU HAVE THE LOAD PROJECTIONS, HOW DO YOU USE THEM?

16

17 A. The load projections were multiplied by the amount of time required in the central
18 office and field to complete the wiring and perform the hot cuts. We calculated
19 the time projections based on wiring and cutting one line per order. This method
20 yielded the largest number of employees required. We anticipate that when the
21 conversions do occur, there will be some efficiency gained when multiple hot cuts
22 can be performed at the same location.

23

24 Q. USING THESE ASSUMPTIONS, WHAT FORCE AND LOAD DID THE MODEL
25 GENERATE?

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A. The model generated a load of a maximum of 44 hot cuts in a central office per business day. Exhibit AH-1 sets forth the expected load per day in the top 20 central offices in Kentucky. The total load per day for all central offices in Kentucky is shown at the bottom of the exhibit. Based on this load, the model yielded a force increase of an additional 89 central office employees in Kentucky and an additional 30 installation and maintenance employees.

Q. COULD BELLSOUTH HIRE 89 CENTRAL OFFICE EMPLOYEES AND 30 INSTALLATION AND MAINTENANCE EMPLOYEES?

A. Absolutely. Again, force and load management is something BellSouth has been doing for decades. BellSouth would hire the additional force by engaging its Human Resources Department. Human Resources would advertise the jobs in local media and conduct job fairs and testing events to screen applicants. Human Resources would require 90 days from notification to employees being added to the payroll.

Q. WHERE WOULD BELLSOUTH FIND THIS KIND OF WORKFORCE?

A. BellSouth will find these potential employees in technical schools, military bases and other colleges. Based on the amount of downsizing that has occurred in the industry, many applicants may be looking for technical jobs like we will have.

1 Q. COULD BELLSOUTH TRAIN 89 NEW CENTRAL OFFICE EMPLOYEES AND
2 30 NEW INSTALLATION AND MAINTENANCE EMPLOYEES SUFFICIENTLY
3 TO PERFORM HIGH QUALITY HOT CUTS?
4

5 A. Absolutely. First, as Mr. Ainsworth explains in his testimony, hot cuts are not
6 difficult. Consequently, BellSouth's basic training will permit employees to
7 perform the hot cut functions. BellSouth trains new employees through its
8 region-wide training program. Technical training is developed and delivered by a
9 centralized BellSouth Training organization that operates training facilities in 5
10 locations scattered throughout the nine-state region. These training locations are
11 staffed with 35 people and are supplemented by contract trainers as needed.
12 Approximately 70% of the training is performed at the training centers with the
13 remaining 30% being "suitcased" to the various locations throughout the nine-
14 state region. Technical personnel throughout the nine-states attend training at all
15 of these locations depending on the subject matter and class sizes. Because the
16 training is identical, it is irrelevant which location is selected. Training is divided
17 by subject matter, not by state. Consequently, BellSouth has more than enough
18 training facilities to train these new network employees.
19

20 The training necessary to perform hot cuts will typically take between 15 to 35
21 days of mandatory training. In addition, employees receive on-the-job training
22 related to their work assignments.
23

1 Q. BASED ON THIS HIRING AND TRAINING PLAN, HOW LONG WOULD IT
2 TAKE FOR BELLSOUTH TO FIND CANDIDATES, HIRE THEM, TRAIN THEM,
3 AND HAVE THEM ON THE JOB PERFORMING HOT CUTS?
4

5 A. BellSouth would required 4 to 5 months to hire, train and place job applicants
6 on the job and have them performing high quality hot cuts.
7

8 Q. DOES BELLSOUTH HAVE TO HIRE ALL OF THESE PEOPLE AT ONCE?
9

10 A. No. The transition period in the order is almost 2 years. So BellSouth has an
11 extended period over which to add and train the force additions.
12

13 Q. HAS BELLSOUTH HAD TO INCREASE FORCE IN THE PAST TO HANDLE
14 LARGE CONVERSIONS OR WORKLOADS?
15

16 A. BellSouth has formed cutover teams in the past to handle central office
17 conversions, e.g. the 1996 Summer Olympic Games in Atlanta. We have also
18 hired and trained temporary employees to help handle the increased summer
19 workload. For example, BellSouth hired and trained 1000 Service Technicians
20 in 1999 to handle our service order and trouble load and to reduce overtime.
21 During 1998 to 2001 we hired over 3300 employees related to ENCORE and
22 Wholesale Operations. During 2001 and 2002 we hired over 800 Service
23 Technicians to handle increased ADSL demand. We organize our training
24 around the tasks to be performed and focus our force on those tasks. We
25 anticipate that the hot cuts generated by UNE-P relief will require teams of

1 employees performing specific tasks for up to 21 months. We also anticipate that
2 we will be able to supplement existing force in an area with employees from other
3 areas and to hire the necessary force to accomplish our goal in the required
4 timeframe.

5
6 Q. ARE THERE ANY INHERENT LIMITATIONS IN THE NUMBER OF HOT CUTS
7 THAT CAN BE PERFORMED IN A CENTRAL OFFICE IN A SINGLE DAY?

8
9 A. There are no limitations that BellSouth cannot manage around. Loop conversion
10 work is just part of the overall work done on a daily basis in any given central
11 office. Depending on the workload and lay out of the central office, anywhere
12 from 2 to 10 (or more) central office technicians may be at work simultaneously
13 on the same Main Distributing Frame ("MDF") with no negative impact on
14 productivity. Cable pairs are deployed on the MDF as cables are brought into the
15 central office. Moreover, when multiple loop conversions are scheduled in a
16 single day for a single central office, the pre-wiring work may be done over
17 several shifts in the days leading up to the due date. Because the access lines
18 for these conversions are generally spread throughout the central office, the
19 actual cutovers are then accomplished without technicians interfering in each
20 other's workspace. Finally, large hot cut quantities are project-managed. One of
21 the benefits of project-management is to schedule the central office forces such
22 that both the pre-wiring and the due date work can be accomplished without
23 space constraints.

24
25 **II. REGIONALITY**

1

2 Q. IS BELLSOUTH'S HOT CUT PROCESS REGIONAL?

3

4 A. Yes. As the FCC confirmed in BellSouth's section 271 applications, BellSouth's
5 network operations are regional.² Thus, BellSouth's Network services operations
6 personnel perform the hot cut processes the same way in all nine of BellSouth's
7 states

8

9 Q. DOES THIS CONCLUDE YOUR TESTIMONY?

10

11 A. Yes.

² Id.

Percentage of UNEPs that will convert to UNEL **100%**
 Business days per month **22.3**

Regional growth UNEPs per month **116,295**
 Regional IM UNELs per month **19,029**
 Churn percentage per month **4%**
 Maintenance and Repair Report Rate increase per mo. **5%**

Top 20 Kentucky Wire Centers List
 Worst Case Force Projection

Daily Conversion % to SL1 Non-Coordinated 50.00% **CO Cutover Times (Hours)** First Line (Worst Case) Additional Line
 Daily Conversion % to SL1 Coordinated 25.00% CO Time SL1 Non Coordinated 0.43333 0.30000
 Daily Conversion % to SL2 (Coordinated) 25.00% CO Time SL1 Coordinated 0.60000 0.33333
 CO Time SL2 (Coordinated) 1.05000 0.63333

Outside Tech Cutover Hours per Dispatch 1.0000

No new UNEP.
 Only new UNE-L.
 Monthly UNE-P
 to UNE-L
 Conversions
 plus Normal
 UNE-P and UNE-L
 Growth

STATE	W/C	I&M Work Center	% of Total UNE-Ps	% IDLC	UNE-P Growth per Month	UNE-L Growth per Month	Total UNE-P Dec. 2004	UNE-P and UNE-L Growth	Daily UNE-P to UNE-L Conversions	Daily Conversions Requiring Outside Dispatch	Daily Conversions to SL1 Non-Coordinated	Daily Conversions to SL1 Coordinated	Daily Conversions to SL2 (Coordinated)	CO Transfer Man-Hours	Outside Transfer Man-Hours
KY	bwlgkyma	1061 Lovers Lane, Bo	0.28269%	40%	329	54	10,849	899	44	18	22	11	11	27.69	17.79
KY	pdchkyma	1200 Old Mayfield Rd	0.25680%	28%	299	49	9,856	816	40	11	20	10	10	25.15	11.17
KY	owbokyma	605 Fulton Drive, Owe	0.24748%	17%	288	47	9,498	787	39	6	19	10	10	24.24	6.41
KY	hplkyma	801 Richard St., Hopk	0.17232%	22%	200	33	6,614	548	27	6	13	7	7	16.88	5.97
KY	pkvlkyma	102 Walters Rd., Pike	0.16797%	27%	195	32	6,447	534	26	7	13	7	7	16.45	7.18
KY	lsvlkybe	9501 Dixie Hwy, Loui	0.14711%	12%	171	28	5,646	468	23	3	11	6	6	14.41	2.80
KY	lsvlky26	623 South 26th St. , L	0.14327%	0%	167	27	5,499	455	22	0	11	6	6	14.03	0.00
KY	lsvlkywe	3323 Freys Hill Rd. , L	0.13498%	39%	157	26	5,181	429	21	8	11	5	5	13.22	8.20
KY	lsvlkybr	1264 Old fern Valley F	0.13480%	7%	157	26	5,174	429	21	1	10	5	5	13.20	1.37
KY	hnsnkyma	120 Clark St., Hender	0.13440%	27%	156	26	5,158	427	21	6	10	5	5	13.16	5.69
KY	crbnkyma	1003 U.S. Hwy 25 No	0.12354%	35%	144	24	4,741	393	19	7	10	5	5	12.10	6.65
KY	rcmdkyma	5050 Corporate Way,	0.12010%	42%	140	23	4,609	382	19	8	9	5	5	11.76	7.82
KY	lsvlkyoa	1264 Old fern Valley F	0.11964%	0%	139	23	4,592	380	19	0	9	5	5	11.72	0.00
KY	pdchkylo	3134 Oregon St., Pad	0.11245%	24%	131	21	4,316	357	18	4	9	4	4	11.01	4.19
KY	lsvlkyap	623 South 26th St. , L	0.11141%	5%	130	21	4,276	354	17	1	9	4	4	10.91	0.78
KY	mdvikyma	1050 Island Ford Rd.,	0.11096%	15%	129	21	4,259	353	17	3	9	4	4	10.87	2.53
KY	brtwkyes	1340 E. John Rowan l	0.10856%	41%	126	21	4,166	345	17	7	8	4	4	10.63	6.86
KY	lsvlkyism	623 South 26th St. , L	0.10313%	2%	120	20	3,958	328	16	0	8	4	4	10.10	0.35
KY	myfdkyma	513 N. 17th St., Mayfi	0.10001%	29%	116	19	3,838	318	16	5	8	4	4	9.79	4.50
KY	wncchkyma	203 Forest Ave., Winc	0.09417%	24%	110	18	3,614	299	15	4	7	4	4	9.22	3.54
KY	lsvlkyts	623 South 26th St. , L	0.08960%	0%	104	17	3,439	285	14	0	7	3	3	8.78	0.01
Kentucky Total			5.28052%	22%	6,141	1,005	202,667	16,787	822	177	411	206	206	517	177

Headcount	69	24
Add Undistributed	83	28
Supervisors 15/1	6	2
Total Force	119	

Top 20 Regional Wire Centers List
Worst Case Force Projection

Percentage of UNEPs that will convert to UNEL	100%
Business days per month	22.3
Regional growth UNEPs per month	116,295
Regional IM UNELs per month	19,029
Churn percentage per month	4%
Maintenance and Repair Report Rate increase per mo.	5%

Daily Conversion % to SL1 Non-Coordinated	50.00%	CO Cutover Times (Hours)	First Line (Worst Case)	Additional Line
Daily Conversion % to SL1 Coordinated	25.00%	CO Time SL1 Non Coordinated	0.43333	0.30000
Daily Conversion % to SL2 (Coordinated)	25.00%	CO Time SL1 Coordinated	0.60000	0.33333
		CO Time SL2 (Coordinated)	1.05000	0.63333
		Outside Tech Cutover Hours per Dispatch	1.0000	

No new UNEP.
Only new UNE-L.
Monthly UNE-P to UNE-L

STATE	W/C	I&M Work Center	% of Total UNE-Ps	% IDLC	UNE-P Growth per Month	UNE-L Growth per Month	Total UNE-P Dec. 2004	UNE-P and UNE-L Growth	Daily UNE-P to UNE-L Conversions	Daily Conversions Requiring Outside Dispatch	Daily Conversions to SL1 Non-Coordinated	Daily Conversions to SL1 Coordinated	Daily Conversions to SL2 (Coordinated)	CO Transfer Man-Hours	Outside Transfer Man-Hours
FL	hlwdfipe	61 NW 98 AVE./ 1390	1.25174%	82%	1,456	238	48,042	3,979	195	161	97	49	49	122.60	160.57
FL	miamfihl	13305 NW 45 AVENU	0.81674%	51%	950	155	31,347	2,596	127	64	64	32	32	80.00	64.44
FL	hlwdfllw	250 SW 62 AVE.	0.81249%	21%	945	155	31,183	2,583	126	27	63	32	32	79.58	26.96
GA	mrttgama	185 Old Hamilton Rd.	0.70588%	52%	821	134	27,092	2,244	110	57	55	27	27	69.14	57.02
FL	prnmflma	10330 SW 184 St., F	0.68049%	47%	791	129	26,117	2,163	106	50	53	26	26	66.65	49.83
GA	lrvlgaos	330 Oak Street.	0.59361%	73%	690	113	22,783	1,887	92	68	46	23	23	58.14	67.91
FL	pmbhflcs	9500 Royal Palm Blvc	0.54365%	56%	632	103	20,865	1,728	85	47	42	21	21	53.25	47.15
FL	wpbhflga	1201 Barnett Dr, Lake	0.53062%	51%	617	101	20,365	1,687	83	42	41	21	21	51.97	42.45
FL	miamflca	12800 SW 56 St. Miar	0.52962%	46%	616	101	20,327	1,684	82	38	41	21	21	51.87	38.07
FL	ftldfla	4200 W. Oakland Pk.	0.50691%	14%	590	96	19,455	1,611	79	11	39	20	20	49.65	11.26
FL	pmbhflma	1180 Banks Rd., Marq	0.48107%	37%	559	92	18,463	1,529	75	28	37	19	19	47.12	28.04
FL	ndadflbr	19051 N.E 3RD CT.	0.46745%	42%	544	89	17,941	1,486	73	31	36	18	18	45.78	30.64
GA	jnbogama	107 Smith Street, Jon	0.43383%	63%	505	83	16,650	1,379	68	43	34	17	17	42.49	42.55
GA	smyrgama	1359 Springs St., Smy	0.43315%	33%	504	82	16,624	1,377	67	23	34	17	17	42.42	22.52
GA	wdstgacr	1200 JVL Industrial C	0.43220%	68%	503	82	16,588	1,374	67	46	34	17	17	42.33	45.93
FL	orldflph	5120 SilverStar Road	0.42568%	63%	495	81	16,338	1,353	66	42	33	17	17	41.69	41.78
FL	ftldflpl	4401 DAVIE BLVD.-F	0.42563%	27%	495	81	16,336	1,353	66	18	33	17	17	41.69	18.03
GA	rswlgama	850 Holcomb Bridge F	0.42048%	46%	489	80	16,138	1,337	65	30	33	16	16	41.18	30.10
GA	alprgama	1525 Hembree Rd & 2	0.41699%	75%	485	79	16,004	1,326	65	48	32	16	16	40.84	48.37
FL	miamflwd	12800 SW 56 St. Miar	0.40957%	55%	476	78	15,719	1,302	64	35	32	16	16	40.12	35.05
FL	ftldflja	10141 W. BROWARD	0.40898%	54%	476	78	15,697	1,300	64	34	32	16	16	40.06	34.26
Regional Total			100.00000%	31%	116,295	19,029	3,838,007	317,903	15,567	4,827	7,784	3,892	3,892	9,794	4,827

Headcount	1306	644
Add Undistributed	1567	772
Supervisors 15/1	104	51
Total Force	2495	