# MUSES Utility Survey Utility Contact Information Utility Contact Information

**1.)** Please fill in the fields below with contact information for your utility office. For the first name and last name fields, please insert the name of a relevant office holder.

First Name:
Last Name:
Title:
Utility Company Name:
Street Address:
Apt/Suite/Office:
City:
State
Postal Code:
Email Address:
Phone Number:
Fax Number:
Mobile Phone:
URL:

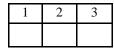
## How Many Years of Data

Hello,

We appreciate you taking the time to complete the Muses Utility Survey. Our goal is to create a price demand curve for the Great Lakes region by compiling the information that you and other water purveyors provide for the following questions.

To create the most representative price-demand curve, it is important that we learn specific details about your customers' consumption during the most recent period when your billing rates and rate structure remained unchanged. If possible, we hope that you will provide us with additional information for other periods (up to three) when your billing rates or rate structures remained unchanged.

2.) Before proceeding with the survey, please indicate how many periods you are willing to provide information for.



3.) Please indicate which of the following types of customers your utility served. We understand that some utilities might have different definitions for the customer class names provided. However it is that you define them, you will have the opportunity to define rate information later on.

Residential	
Commercial	
Industrial	
Public Authority	
Other –1	
Other –2	

4.) Please specify the period of time for which the information you will provide is valid. If the exact dates are not known, provide the closest approximation.

Note: All questions that follow, enquire about this specified period.

	Year	Month	Day
Start Date			
End Date			

5.) How many years does the above specified period span? Round to the nearest whole year.



6.) During this period, was your utility experiencing a surplus or shortage of water that was not anticipated in your management plans?

no	
yes- surplus	
yes- shortage	

7.) Please specify the county/counties where your utility provided water service.

8.) Indicate the units your utility typically used for reporting.

NOTE: FROM NOW ON IT IS IMPLIED THAT ANY VOLUME OF WATER OR WASTEWATER THAT YOU REPORT ARE IN THESE UNITS.

9.) If your utility served customers that fell into the Other-1 and Other-2 category above, please name Other-1 and Other-2 at this time.

Other-1: \_\_\_\_\_

Other-2: \_\_\_\_\_

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## **Details for First Period**

Please answer the following question for each applicable customer class. The years shown in the first column correspond to the period of time you specified earlier, which may encompass multiple years. If you specified a period with multiple years, answer these chronologically, with "Year 1" being the very first year of the period and so on.

Note: Be sure to choose "Yes" or "No" when answering whether a particular year is part of the period of time you specified earlier.

			Is this year period specif	part of the ïed by you?	Number of accounts served	Percentage of Accounts	Estimated total volume of water consumed by this customer class (in
			Yes	No		Metered	units specified by you earlier)
		Year 1					
		Year 2					
10.)	Residential Customers	Year 3					
		Year 4					
		Year 5					
		Year 1					
		Year 2					
11.)	Commercial Customers	Year 3					
	Customers	Year 4					
		Year 5					
		Year 1					
		Year 2					
12.)	Industrial Customers	Year 3					
,		Year 4					
		Year 5					
		Year 1					
		Year 2					
13.)	Public Authority	Year 3					
13.)	Customers	Year 4					
		Year 5					
		Year 1					
		Year 2					
	Other 1	Year 3					
14.)	Customers						
		Year 4					
		Year 5					
		Year 1					
		Year 2					
15.)	Other 2 Customers	Year 3					
		Year 4					
		Year 5					

Please indicate the sources that were used by your utility to provide water for the following customer classes.

		Ground Water	Surface Water	Mixed Source (Surface and Ground Water)	Ground Water (Purchased)	Surface Water (Purchased)	Mixed Source (Purchased)	Unknown
16.)	Residential Customers							
17.)	Commercial Customers							
18.)	Industrial Customers							
19.)	Public Authority Customers							
20.)	Other 1 Customers							
21.)	Other 2 Customers							

22.) Please specify the (exact) name of the source(s) that were used by your utility to provide water for all the customer classes you served. Also, please provide estimates of the total quantity (in units specified by you earlier) withdrawn from the source(s) for this period of time.

			Se	ource type				Quantity
	Ground Water	Surface Water	Mixed (Ground and Surface)	Ground Water (Purchased)	Surface Water (Purchased)	Mixed (Purchased)	Source Name	Quantity Extracted from Source
Source 1								
Source 2								
Source 3								
Source 4								
Source 5								
Source 6								
Source 7								
Source 8								
Source 9								
Source 10								

Please indicate how frequently each customer class was billed.

		Did y	ou bill	this customer class?	Frequency (ex: Every: <u>20   days</u> )				
		Yes No Don't Know Ev			Every: (Number)	(Unit of Time)			
23.)	Residential Customers								
24.)	Commercial Customers								
25.)	Industrial Customers								
26.)	Public Authority Customers								
27.)	Other 1 Customers								
28.)	Other 2 Customers								

Please indicate whether each customer class was billed using a block rate, a flat volumetric rate, or a fixed flat rate structure for water service provision.

**Block Rate:** A block rate structure typically defines blocks of water consumption where the unit price of water changes (increases or decreases) with each of several preset consumption blocks for each billing period (see this for more information). For example, a utility may define two blocks, 0-10,000 gallons for block-1 and 10,001-20,000 gallons for block-2. Further, the utility may decide to set an increasing block price. Ex. \$P1 equals the price for each unit of water consumed within block-1, and \$P2 equals the price for each unit in block-2, where P1 < P2. Also, note that this rate structure may exist in addition to some fixed flat rate (see below).

**Flat Volumetric Rate:** A flat volumetric rate structure essentially charges consumers a fixed rate for each unit of water consumed. For example, a utility may define a unit of consumption, say 1,000 gallons, and a price, \$P, for each 1,000 gallons consumed. Thus, this utility's flat volumetric rate is \$P/1000 gallons.

**Fixed Flat Rate:** A fixed flat rate structure charges consumers a fixed amount, with no reference to the quantity of water consumed by that customer or a charge that is independent of actual consumption. Often, this depends on the class or type of the consumer (residential, commercial, industrial, public authority or other) and/or the size of the meter affixed to their property. Additionally, this fixed rate may be charged in tandem with a Flat Volumetric Rate or a Block Rate.

		Block Rate	Flat Volumetric Rate (Metered Rates)	Fixed Flat Rate	Other
29.)	<b>RESIDENTIAL</b> Billing Structure				
30.)	COMMERCIAL Billing Structure				
31.)	INDUSTRIAL Billing Structure				
32.)	PUBLIC AUTHORITY Billing Structure				
33.)	OTHER 1 Billing Structure				
34.)	OTHER 2 Billing Structure				

Some utilities change their billing frequency, structure and/or prices depending on predictable fluctuations in water demand and availability or the "season". Thus, a utility may define seasons (e.g. some utilities define two seasons in a year, say winter and summer, with a sense for how demand for water fluctuates) within a year and change the properties of its billing. In the following questions if there were no seasons defined for the customer class please select "1." If seasons were defined for the customer class please select the number of seasons that were included in your billing structure.

Did the billing structure for the following customer classes have defined "seasons"? If "yes" how many? (If any class does not apply, please leave row blank)

		1	2	3	4	5	No	Don't Know
35.)	Residential Customers							
36.)	Commercial Customers							
37.)	Industrial Customers							
38.)	Public Authority Customers							
39.)	Other 1 Customers							
40.)	Other 2 Customers							

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## Questions about **RESIDENTIAL** Water Rate Structure and Rates

NOTE: Please fill out the questions pertaining to your rate structure as specified before. When filling out the online survey, this section will appear slightly different.

If this customer class is charged a **FIXED FLAT RATE** for water provision, what was the basic flat rate charged per billing period (if there was none, leave blank)?

Please indicate and provide details for any of the following that added additional charges to the customer's water bill. For example, a certain dollar sum might be added to the bill based on the size of the customer's property in square feet. Be sure to indicate "No" if this customer class was not charged for the specified item.

									Unit	s use	d				
	Yes	No	Don't Know	$\mathrm{Km}^2$	$m^2$	cm <sup>2</sup>	mi <sup>2</sup>	$yd^2$	$ft^2$	$in^2$	Hectare	Acre	Number of faucets	Presence of pool	Amount added to bill per unit of this item
Did the size of the land parcel affect the water bill?															
Did the size of the covered area of the land parcel affect the water bill?															
Did the presence of a pool on the land parcel affect the water bill?															
Did the number of faucets affect the water bill?															

If some other item was used to determine an amount that was added or subtracted from the fixed flat rate for this customer class, please explain here.

For the following questions that inquire about the **BLOCK RATE STRUCTURE** by season: in the first column please provide the Block Size (start) or the minimum volume of water consumed that placed a consumer in the respective block; in the second column please answer "Yes" or "No" regarding the existence of an upper limit; in the third column please enter the upper limit of the block, if there was one; in the fourth column please provide the price charged per a unit volume consumption within the block, and in the fifth column please provide the unit volume associated with the charge in column four.

**Example:** suppose your utility defined no seasons, has two blocks (0 - 10,000 gallons and 10,001 to 20,000 gallons), and a unit consumption rate of \$2/1,000 gallons in the first block and \$5/1,000 gallons in the second block. For this scenario, you would fill in the following:

		Season 1 Block Size (start)	block spec	s this have a ified limit?	Season 1 Block Upper Limit: If ''Yes'', please specify this limit	Charge applied per unit volume within this block	Per unit volume of water
			Yes No specify this mint				
	First Block	0	X		10000	<i>Z</i> .00	1000
Se	Second Block	10001	X		20000	5.00	1000
Season	Third Block						
11	Fourth Block						
	Fifth Block						

		Season 1 Block Size (start)		block have a upper limit?	Season 1 Block Upper Limit: If ''Yes'', please	Charge applied per unit volume within this block	Per unit volume of water
			Yes	No	specify this limit		
	First Block						
S	Second Block						
Season 1	Third Block						
1	Fourth Block						
	Fifth Block						
	First Block						
S	Second Block						
Season 2	Third Block						
2	Fourth Block						
	Fifth Block						
	First Block						
S	Second Block						
Season 3	Third Block						
3	Fourth Block						
	Fifth Block						
	First Block						
S	Second Block						
Season 4	Third Block						
4	Fourth Block						
	Fifth Block						
	First Block						
s	Second Block						
Season 5	Third Block						
5	Fourth Block						
	Fifth Block						

If this customer class was charged a **BLOCK RATE** or a **FLAT VOLUMETRIC RATE** for water provision, please answer the following question as best as you can.

Enter the fixed meter charges for each meter size that were applied to this customer class (i.e. the amount charged during the billing cycle). Please indicate "Yes" for those that applied to this customer class and "No" for those that did not.

	Does this meter size apply?			Charge for this meter	Number of metered	Volume of water consumed by this customer class and meter size during this period			
	Yes	No	Don't Know	size per billing period	connections	(if known)			
5/8"									
3/4"									
1"									
1 1/4"									
1 1/2"									
2"									
2 1/2"									
3"									
4"									
б"									
8"									
10"									
12"									

If this customer class was charged a **FLAT VOLUMETRIC RATE** for water provision, please answer the following question regarding this rate structure as best as you can.

Please specify the flat rate charged and the associated unit volume of water for each season. Please specify the associated volume in the units that you chose earlier in the survey and include two decimal places when you enter the amount charged for each unit volume. For example, if your utility charges \$2 and 65.5 cents for every thousand gallons, please write "1000" for the Unit Volume and "2.70" for the Charge per Unit Volume.

	Unit Volume	Charge per Unit Volume
Season 1		
Season 2		
Season 3		
Season 4		
Season 5		

If this customer class does not fit the categories provided in this survey, please describe as best you can the rate structure for this customer class.

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## Questions about PUBLIC AUTHORITY Water Rate Structure and Rates

NOTE: Please fill out the questions pertaining to your rate structure as specified before. When filling out the online survey, this section will appear slightly different.

If this customer class is charged a **FIXED FLAT RATE** for water provision, what was the basic flat rate charged per billing period (if there was none, leave blank)?

Please indicate and provide details for any of the following that added additional charges to the customer's water bill. For example, a certain dollar sum might be added to the bill based on the size of the customer's property in square feet. Be sure to indicate "No" if this customer class was not charged for the specified item.

				Units used											
	Yes	No	Don't Know	$\mathrm{Km}^2$	$m^2$	cm <sup>2</sup>	mi <sup>2</sup>	yd²	$ft^2$	$in^2$	Hectare	Acre	Number of faucets	Presence of pool	Amount added to bill per unit of this item
Did the size of the land parcel affect the water bill?															
Did the size of the covered area of the land parcel affect the water bill?															
Did the presence of a pool on the land parcel affect the water bill?															
Did the number of faucets affect the water bill?															

If some other item was used to determine an amount that was added or subtracted from the fixed flat rate for this customer class, please explain here.

For the following questions that inquire about the **BLOCK RATE STRUCTURE** by season: in the first column please provide the Block Size (start) or the minimum volume of water consumed that placed a consumer in the respective block; in the second column please answer "Yes" or "No" regarding the existence of an upper limit; in the third column please enter the upper limit of the block, if there was one; in the fourth column please provide the price charged per a unit volume consumption within the block, and in the fifth column please provide the unit volume associated with the charge in column four.

**Example:** suppose your utility defined no seasons, has two blocks (0 - 10,000 gallons and 10,001 to 20,000 gallons), and a unit consumption rate of \$2/1,000 gallons in the first block and \$5/1,000 gallons in the second block. For this scenario, you would fill in the following:

		Season 1 Block Size (start)	specified		Season 1 Block Upper Limit: If ''Yes'', please specify this limit	Charge applied per unit volume within this block	Per unit volume of water	
			Yes	No	specify this milit			
	First Block	0	X		10000	<i>2</i> .00	1000	
Sé	Second Block	10001	X		20000	5.00	1000	
Season	Third Block							
n 1	Fourth Block							
	Fifth Block							

		Season 1 Block Size (start)		block have a upper limit?	Season 1 Block Upper Limit: If ''Yes'', please	Charge applied per unit volume within this block	Per unit volume of water
			Yes	No	specify this limit	within this block	
	First Block						
S	Second Block						
Season 1	Third Block						
1	Fourth Block						
	Fifth Block						
	First Block						
S	Second Block						
Season 2	Third Block						
12	Fourth Block						
	Fifth Block						
	First Block						
5	Second Block						
Season 3	Third Block						
3	Fourth Block						
	Fifth Block						
	First Block						
S	Second Block						
Season 4	Third Block						
4	Fourth Block						
	Fifth Block						
	First Block						
s	Second Block						
Season 5	Third Block						
5	Fourth Block						
	Fifth Block						

If this customer class was charged a **BLOCK RATE** or a **FLAT VOLUMETRIC RATE** for water provision, please answer the following question as best as you can.

Enter the fixed meter charges for each meter size that were applied to this customer class (i.e. the amount charged during the billing cycle). Please indicate "Yes" for those that applied to this customer class and "No" for those that did not.

	Does this meter size apply?			Charge for this meter	Number of metered	Volume of water consumed by this customer class and meter size during this period			
	Yes	No	Don't Know	size per billing period	connections	(if known)			
5/8"									
3/4"									
1"									
1 1/4"									
1 1/2"									
2"									
2 1/2"									
3"									
4"									
6"									
8"									
10"									
12"									

If this customer class was charged a **FLAT VOLUMETRIC RATE** for water provision, please answer the following question regarding this rate structure as best as you can.

Please specify the flat rate charged and the associated unit volume of water for each season. Please specify the associated volume in the units that you chose earlier in the survey and include two decimal places when you enter the amount charged for each unit volume. For example, if your utility charges \$2 and 65.5 cents for every thousand gallons, please write "1000" for the Unit Volume and "2.70" for the Charge per Unit Volume.

	Unit Volume	Charge per Unit Volume
Season 1		
Season 2		
Season 3		
Season 4		
Season 5		

If this customer class does not fit the categories provided in this survey, please describe as best you can the rate structure for this customer class.

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## Wastewater and Water Demand Management

The next few sections will help us better understand the way your utility deals with wastewater and water conservation (or recommendations to customers for better use management). Please answer these as best as you are able. Please report all volumetric amounts of water in the same units that you specified earlier in the rate information section.

## Wastewater Rate Information

This section looks to collect information regarding wastewater service rates. This section is optional; however, please consider answering the next five questions to help us form a more complete picture of the relationship between rate structure water use. If your utility does not provide wastewater service to any of its customer classes and never has, please indicate so in the second question and skip to the next section. If your utility does or did at one time provide wastewater service, but you do not have time to answer the questions in this section scroll to the bottom of the page and hit "next" to go to the next section.

409.) Please specify the period of time for which the information you will provide is valid. We would like information from the most recent period of time when your wastewater rate structure remained unchanged. If the exact dates are not known, provide closest approximation.

Note: All questions that follow, enquire about this specified period.

	Year	Month	Day
Start Date			
End Date			

		Residential	Commercial	Industrial	Public Authority	Other 1	Other 2
410.) Please specify which customer	Yes						
classes your utility provided	No						
wastewater service to during this period.	Don't Know						
	Yes						
	No						
412.) Were customers charged a vol-	Don't Know						
umetric wastewater rate that was	Charge						
assessed upon their water consumption for the previous winter	Unit volume of water consumed by the customer class to apply this charge.						
	Yes						
411.) Were customers charged for	No						
wastewater per their volumetric wa- ter consumption? If you charged a	Don't Know						
rate that was both dependent on wa-	Charge						
ter consumption and metered wastewater, metered wastewater questions will follow shortly.	Unit volume of water consumed by the customer class to apply this charge.						
	Yes						
413.) Were customers charged a flat	No						
rate for wastewater service based on	Don't Know						
their customer class (that does not vary within the customer class)?	What was the fixed charge for this customer class?						

#### Meter Dependent Waste Water Service

Do any or all of your customer classes have meter dependent waste water billing? This section is optional.

Yes	
No	
I don't know	

Γ					Ind	lus	tria	I									C	Com	nme	ercia	al									I	Res	ide	ntia	al						
12"	10"	®_	6"	4"	3"	2 ½"	2"	1 ½"	1 ¼"	1"	3/4"	5/8"	12"	10"	8"	6"	4"	3"	2 ½"	2"	1 ½"	1 ¼"	1"	3/4"	5/8"	12"	10"	°.	6"	4"	3"	2 ½"	2"	1 ½"	1 ¼"	1"	3/4"	5/8"		
									-										-		_			-								_		-					Yes No Don't Know	Was a customer's wastewater rate based on the size of the wa- ter meter?
																																								If yes, specify how much was charged for each partic- ular meter size (fixed charge per billing period)?
																																							Yes	Was o meter unit charg
																																							No	custom red an of was ge (uni
																																							Don't Know	Was customer wastewater metered and charged per unit of waste water dis- charge (units as specified
																																								If yes, please specify per unit rate.
																																							Yes No	Was of w tion (vol
																																							No L	there ater char
																																							Don't Know	Was there a per unit of water consump- tion charge applied (volumetric rate)?
																																								If yes, please specify this volumetric rate (per unit volume in units speci- fied earlier)?

			, u		0	the												0	the	r 1										Pu	hlic	Au	tho	ritv	,					
12"	10"	-8	6"	4"	<u>م</u>	2 ½"	2	1 ½"	1 ¼"	1"	3/4"	5/8"	6" 10" 12"				4"		2 ½"	2"	1 ½"	1 ¼"	1"	3/4"	5/8"	12"	10"	®		4		2 ½"	2"		1 ¼"	1"	3/4"	5/8"		
2"	9	=	-	=	=	2"	=	2"	4"	=	4	°_	19	"	-	-	=	=	2"	-	2"	14"	=	4"	-8	<u>"</u>	<u></u>	=	=	=	=	2"	=	'2"	¥"	=	4"	°_		
																																							Yes No Don't Know	Was a customer's wastewater rate based on the size of the wa- ter meter?
																																								If yes, specify how much was charged for each partic- ular meter size (fixed charge per billing period)?
																																							Yes	Was met uni
																																							No	custo ered a it of w ge (u
																																							metered and charged per unit of waste water dis- charge (units as specified <u>Yes No Don't Know</u>	Was customer wastewater metered and charged per unit of waste water dis- charge (units as specified
																																							If yes, please specify per unit rate.	
																																							Yes	Was of v tion (vo
																																							No I	ther vater chai lume
																																							No Don't Know	Was there a per unit of water consump- tion charge applied (volumetric rate)?
																																								If yes, please specify this volumetric rate (per unit volume in units speci- fied earlier)?

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### Wastewater Service

421.) If the above questions were not satisfactory in letting you provide information on your utility's wastewater service, please specify the nature of wastewater charges below as best you can.



### Water Demand Management

This section will look to gain some insight into your utility's water demand management efforts (if any). The questions pertain to the most recent period you defined earlier and the catchment your utility is in. This section is optional.

422.) During what months does your area experience increased amounts of precipitation and/or runoff that may raise groundwater levels and increase surface water flows? Check all that apply. Jan Feb Mar Apr May June July Aug Sep Oct Nov Dec

423.) During what months does your area experience decreased or no precipitation and/or runoff that may lower groundwater levels and decrease surface water flows? Check all that apply. Jan 424.) For approximately Feb what planning horizon is your utility expected to Mar have adequate drinking Apr water supplies, given May current sources? June July Aug Sep Oct Nov

/	Less than 10 Years	
S	10 years	
	20 Years	
	30 Years	
	40 Years	
	50 Years	
	More than 50 Years	
	We don't plan for	
	this	
	Don't Know	

425.) Please indicate which, if any, public information campaigns your utility was involved with during any of the time periods earlier specified.

Dec

	Water shortage or drought (climatic condi- tions, expense of poten- tial new supplies)	Indoor conservation meth- ods (graywater, appliance efficiency, retrofitting)	Outdoor conserva- tion methods (irrigation equip- ment, xeriscaping)
Television advertising			
Conservation-related World Wide Web site			
Utility bill inserts or postcard/brochure announcements			
Utility bill compares monthly use to that of previous year, month or city average			
Billing envelope is printed with message urging water conservation			
Radio spots			
Local billboards			
Newspaper advertising or press releases			
Bumper stickers			
Speaking engagements by local water conservation officials			
Public school presentations, or materials made available to teachers			
Utility conservation telephone hotline			
Other			

426.) Please indicate as many of the following plumbing and appliance retrofitting measures that your utility has engaged in over the last year and how much has been spent on those activities.

		Activi derta	•	Amount spent
	Yes	No	Don't Know	on activity in last year?
Low-flow toilet rebate programs or connection fee discounts				
Low-flow toilet (free) distribution programs				
Water-efficient appliance (dishwasher, clotheswasher, etc.) rebate programs or con- nection fee discounts				
Plumbing retrofit kit distribution programs (low-flow showerheads, faucet aerators, toilet tank displacement devices, dye tablets for leak detection)				
Outdoor conservation kit distribution pro- grams (moisture sensors, hose shutoff noz- zles)				
Other				

429.) Please check if any of the following activities have been undertaken for any part of the period you defined earlier.

Free or subsidized household water-audits	
Free or subsidized leak detection and repair	
Public school conservation education	
programs	
Rebates or connection fee discounts for	
xeriscaping	
None	
Don't Know	

430.) Please use this space to describe any other conservation measures that your utility may have been involved with that our questions have not covered.

427.) Please indicate which, if any, of the following ordinances have been in force for any part of the period you defined earlier.

Outdoor watering restricted to specific days of the week	Т
Outdoor watering restricted to specific times of the day	
Outdoor watering restricted to specific types of equipment	
Prohibitions or restrictions on sidewalk-washing, car-washing, pool-filling	
Building codes requiring installation of low-flow toilets, showerheads	
Landscape ordinances requiring drought-tolerant planting, mulching, automatic irrigation	
Ordinances forbidding use of water resulting in excessive runoff	
Ordinances forbidding use of water for decorative fountains, ponds, lakes	
Ordinances requiring leak repair	
Ordinances requiring pools to be covered when not in use	
None	
Don't Know	

428.) Please indicate which, if any, of the following methods were utilized for enforcement of water related ordinances for any part of the period you defined earlier.

No monitoring or enforcement	
"Water police" or utility staff monitoring	
Households monitor and report their neighbors (voluntary)	
Install flow restrictors on meters of households in violation	
Publish names of violators in newspapers	
None	
Don't Know	

## Thank you!

Thank you for taking out the time to fill this survey: your effort is greatly appreciated. For updates and more information on the "MUSES: Great Lakes" project see www.yale-mtu-greatlakes.net

431.) What was the approximate total budget devoted to water conservation by your utility in the last fiscal year? This figure should include all expenses related to the non-price utility conservation programs listed above, as well as program staff salaries and fringe benefits.

432.) Please describe the staff time the utility devoted to water conservation programs in the last fiscal year? If one or both employee types were not working on conservation measures, please fill in a zero in both columns.

	Number working on conservation efforts	Typical number of hours dedicat- ed to conserva- tion efforts
Full-time employees		
Part-time employees		