Reduction of Vegetation Related Elevated Calls

Booker T. Washington IV

Distribution

Green Belt

Summary Project Charter: Reduce Vegetation Elevated Calls

(continuously updated to reflect current knowledge)

• Project Description

- **Problem Statement:** From June 2010 through May 2011 Vegetation related Elevated Calls have increased by 20%(102 Elevated Calls/month). This is driven by an average of 23 debris related complaints/month and an average of 28 responsiveness complaints/month
- Elevated calls contribute to an increase in customer dissatisfaction.

- **Project Goals:**
- Reduce Vegetation related Elevated Calls by reducing the Debris and Responsiveness Elevated Calls.
- Reduce the average of debris related Elevated Calls from an average of 23 complaints/month to an average 12 complaints/month.
- Reduce the average of responsiveness Elevated Calls from an average of 28 complaints/month to 20 complaints/month.

• Business Impact

Financial Benefit	Hard, Soft	Yearly $ savings	# Yrs of benefits
Reduction in Elevated Calls	Soft	N/A	N/A

- **Intangible Benefits**
- Customer Satisfaction
- Reduction of Elevated Calls
- Reduction in Arborist processing Elevated Calls

- **Risks**
- Increase in PSC Complaints
- Increase in customer dissatisfaction.

• Team

Project Role	Name	Area of Expertise	Hrs /Wk
Lead	Booker Washington	Vegetation	2
Mentor	Eli Viamontes	Vegetation Manager	0
Champion	Tom Gwaltney	Director	0
Core Team Members	Wade Jollimore Steve Jolly Janet Chaves Susan Walborne	VM Lead Edu. Specialist Cust Advocacy Cust Service	0 0 0 0

• Timeline

Phase	Planned	Actual
Training (classes)	7/18/11	11/12/11
Test(s)	7/22/11	11/12/11
Launch	7/25/11	7/25/11
Define	8/1/11	9/15/11
Measure	9/30/11	9/15/11
Analyze	12/09/11	11/20/11
Improve	02/17/12	12/1/11
Control	3/30/12	3/01/11

Project Charter Supporting Detail

(continuously updated to reflect current knowledge)

- **Certification Desired:** Green Belt
- **Strategic Fit: Top decile in customer satisfaction**
- **Measurable Project Goals**

Voice of the Customer				Performance		
Who is the customer?	**What customer need is not adequately being met (Big Y, CTQ)?**	**How will performance be measured (Project Y)?**	**Customer Specification**	**Current (Baseline)**	**Entitlement (Best Actual)**	**Project Goal**
Internal	Elevated Complaints due to Vegetation.	Monthly %	70	**Placeholder get w/ Paul**	Best ever (lowest mo – highest mo	Overall reduction

Customer need that may be negatively impacted by your project	Risk Level (H,M,L)	Consequential Metric (if Risk = M, H)
Increased Maintenance Cost	Low	High

- **Benchmarking Results: None**

What is the scope of your project?

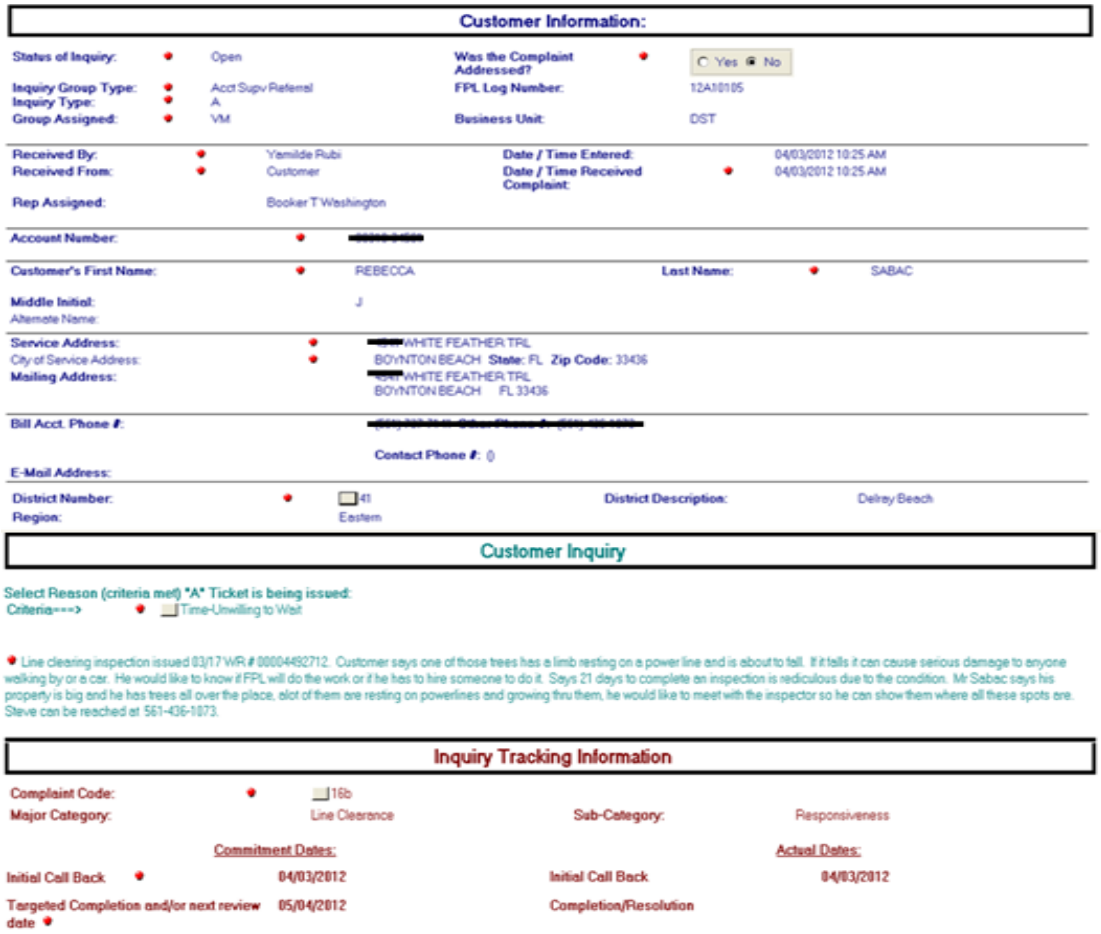
Definitions

- **Vegetation Management (VM)** – Noun, referring to the distribution group that maintains facilities clear of vegetation to ensure safe and reliable service
- **Line Clearance** – The activity of trimming and/or removing vegetation near electrical facilities to ensure reliability
- **Line Clearance Vendor** – A qualified company contracted by FPL to trim and/or remove vegetation near our facilities
- **Removal** – Completely removing a tree, by cutting to the ground
- **Trimming** – Selectively pruning some or all palm fronds away from Feeder facilities to ensure reliability and safety
- **Elevated Call** – A documented customer complaint from a previous request not satisfied.
- **Vegetation Related Customer Inquiry (VMCI)** – A generic Work Request created when a customer inquires into a Vegetation Issue.
- **Customer Contact Inquiry Remarks (CCIN Remarks)** – A code within the WR that is created/updated when contact with the customer has been made.
- **Customer Trim Request (CTR)** – A tree trimming request generated by the customer.
- **Inspector** – A contractor specializing in inspecting Customer Trim Requests. Also responsible for updating CCIN remarks after the inspection is complete.
- **General Foreman (GF)** – A contractor responsible for supervising multiple tree crews
- **Regional Dispatcher** – A contractor responsible for statusing and updating CCIN remarks VMCI's. Also makes initial contact with customer to find root cause of complaint.
- **PSC Adhoc Reporting Tool (PART) -** This application extracts most of the fields that are included in the tickets created in the different databases where we capture customer complaints and it is used to report and analyze complaints.

Looks like a storm is going to come through shortly. I'm sure we'll get some tickets as people wake up. Hopefully the timing is right that the crews a

What is the scope of your project?

What is a Vegetation Related Elevated Call?



Customer Information:

Status of Inquiry: Open
Was the Complaint Addressed? ○ Yes ◉ No
Inquiry Group Type: Acct Supv Referral
Inquiry Type: A
Group Assigned: VM
FPL Log Number: 12A10105
Business Unit: DST

Received By: Yamilde Rubi
Received From: Customer
Date / Time Entered: 04/03/2012 10:25 AM
Date / Time Received Complaint: 04/03/2012 10:25 AM
Rep Assigned: Booker T Washington

Account Number: [redacted]

Customer's First Name: REBECCA
Last Name: SABAC
Middle Initial: J
Alternate Name:

Service Address: [redacted] WHITE FEATHER TRL
City of Service Address: BOYNTON BEACH State: FL Zip Code: 33436
Mailing Address: [redacted] WHITE FEATHER TRL
BOYNTON BEACH FL 33436

Bill Acct. Phone #: [redacted]
Contact Phone #: ()
E-Mail Address:

District Number: 41
District Description: Delray Beach
Region: Eastern

Customer Inquiry

Select Reason (criteria met) "A" Ticket is being issued:
Criteria===> Time-Unwilling to Wait

Line clearing inspection issued 03/17 WR # 00004492712. Customer says one of those trees has a limb resting on a power line and is about to fall. If it falls it can cause serious damage to anyone walking by or a car. He would like to know if FPL will do the work or if he has to hire someone to do it. Says 21 days to complete an inspection is rediculous due to the condition. Mr Sabac says his property is big and he has trees all over the place, alot of them are resting on powerlines and growing thru them, he would like to meet with the inspector so he can show them where all these spots are. Steve can be reached at 561-436-1873.

Inquiry Tracking Information

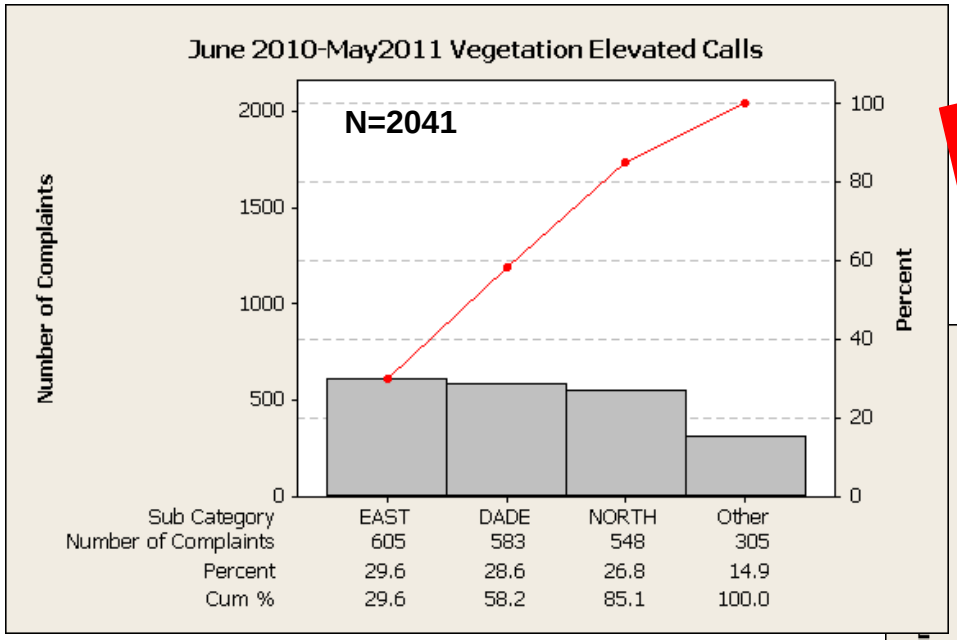
Complaint Code: 16b
Major Category: Line Clearance
Sub-Category: Responsiveness

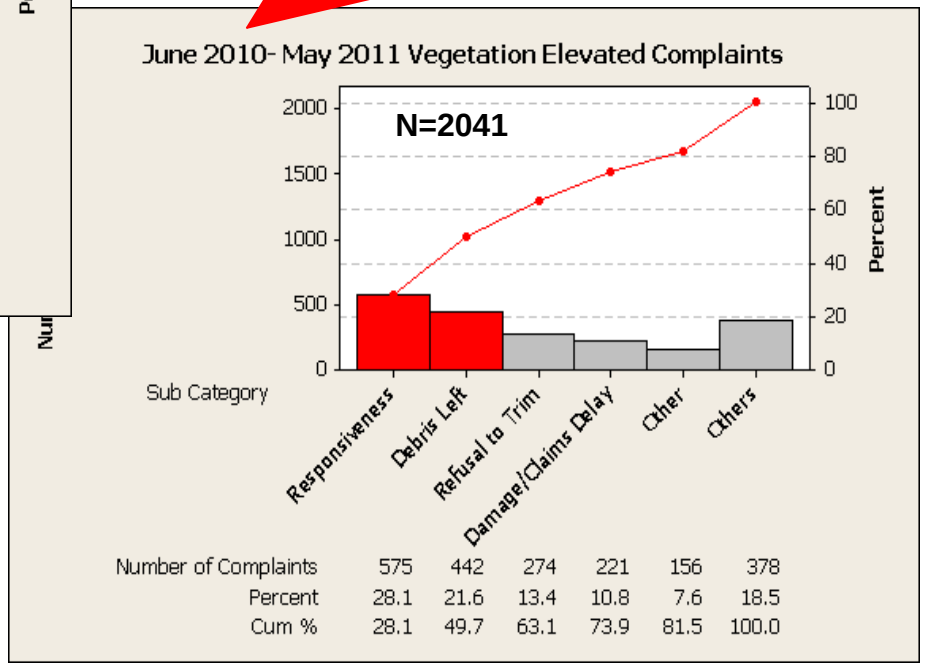
	Commitment Dates:		Actual Dates:
Initial Call Back	04/03/2012	Initial Call Back	04/03/2012
Targeted Completion and/or next review date	05/04/2012	Completion/Resolution	

- **Debris** – Any inquiry regarding debris left on the customer's property
- **Responsiveness**- Any inquiry regarding the length of time take to respond to a tree trimming issue.
- **Unsightly Trimming** – Any inquiry regarding "unsightly" trimming of a customer trees.
- **Other** – A tree related inquiry in which there is no appropriate category.
- **Transmission** – Any other tree related inquiry related to transmission lines
- **Refusal to Trim** – Any inquiry regarding the refusal of trimming either contractor, customer, or FPL.
- **Damages/Claims Delay** – Any inquiry regarding property damages or claims.
- **Emergency** – Any inquiry directly as a result of an emergency event such as storms, wild fire, etc.
  - The emergency category is only used during named storms when it is related to line clearance close to our transmission lines.

There are several types of elevated calls.

What is the scope of your project?





Elevated Calls are consistent throughout each Region. Responsiveness and Debris are leading in each Region

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

OPC 007274
FPL RC-16

CTR PROCESS DESCRIPTION (SIPOC) (Responsiveness)

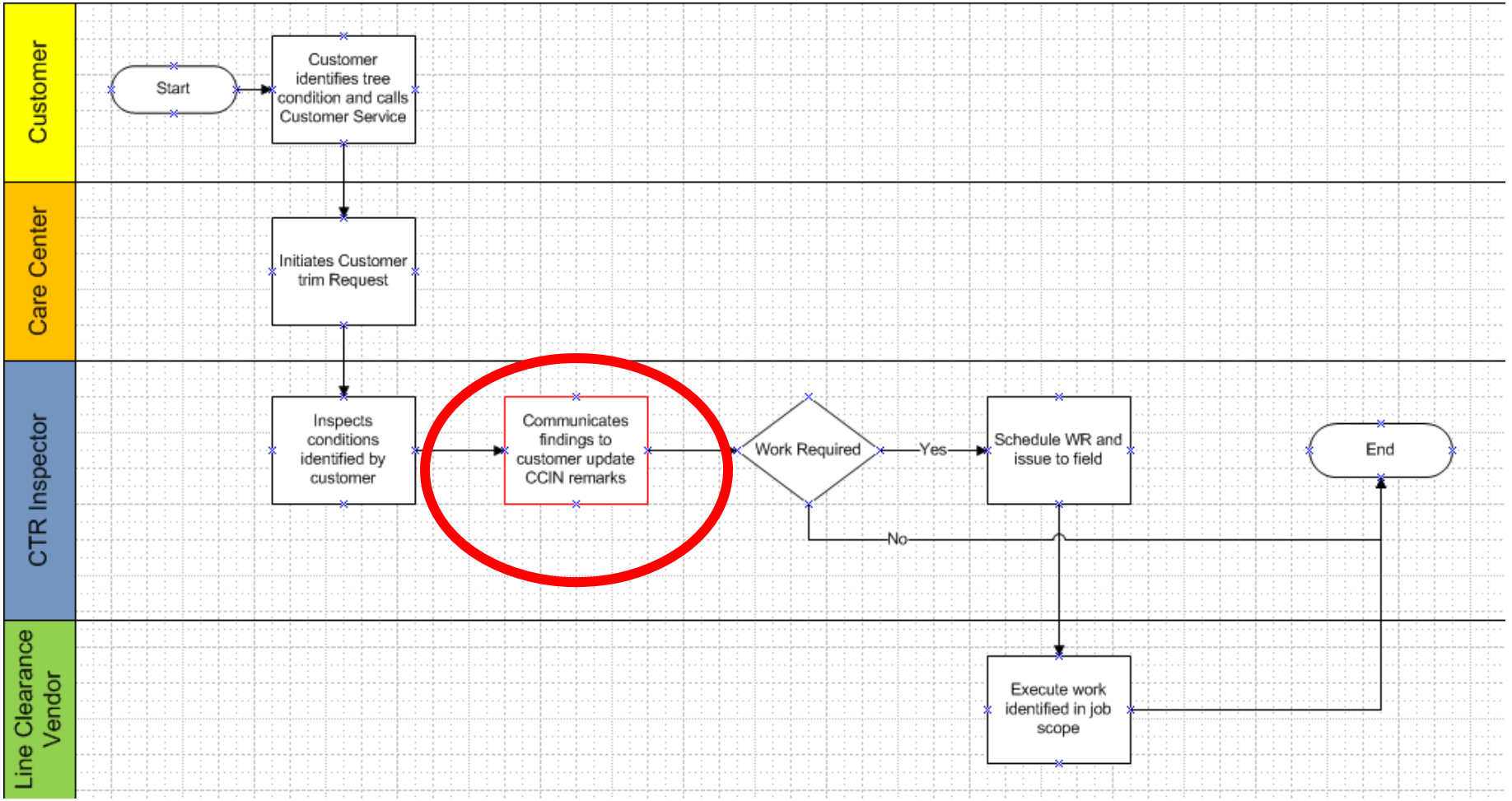
Who PROVIDES the input?	What is provided to START the process?	What STEPS are Included in the Process today? (high level)	WHAT does the customer receive? (include Big Y's/CTQ's)	WHO are your primary customers?
Supplier (who)	**Input** (nouns)	**Process** (verbs)	**Output** (nouns)	**Customer** (who)
CTR Inspector	Customer Trim Request	1 Customer calls Call Center to generate Customer Trim Request. Customer advised that CTR will be inspected within 21 days 2 CTR Inspector retrieves incoming CTRs from VMPMOES(region) queue for inspection. 3 CTR Inspector inspects CTR to determine if it meets the CTR criteria 4 CTR Inspector informs customer of findings either by door card or in person. 5 CTR Inspector updates the WR's CCIN remarks and issues work if necessary. 6 Complete CTR	Improved CCIN remarks from inspector Better communication with Customer Fewer Responsiveness Elevated Calls Improved ability for Call Center to relay findings noted in CCIN remarks to customer.	External FPL Customer Area Lead Teams Area Arborists

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

DEBRIS PROCESS DESCRIPTION (SIPOC) (Debris)

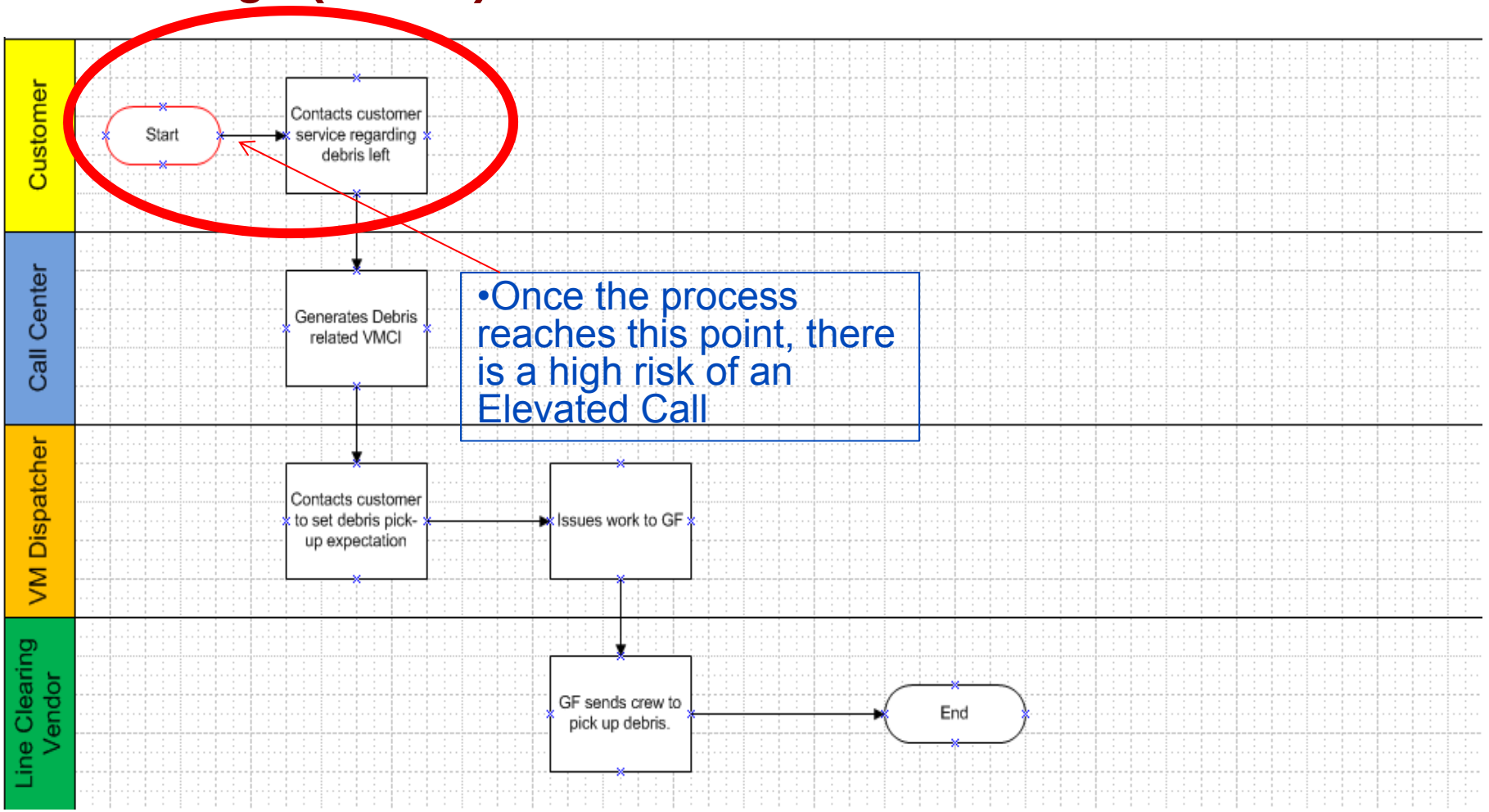
Who PROVIDES the input?	What is provided to START the process?	What STEPS are Included in the Process today? (high level)	WHAT does the customer receive? (include Big Y's/CTQ's)	WHO are your primary customers?
Supplier (who)	**Input** (nouns)	**Process** (verbs)	**Output** (nouns)	**Customer** (who)
Line Clearing Crew	Restoration Ticket referred to Vegetation Management	1 Debris is generated during Line Clearance and left at customer's property. 2 Line Clearance Vendor leaves a debris door card with GF contact information Line Clearing Vendor logs debris locations on debris log. 3 Debris is picked up within 24-48hrs of being left. Regional Dispatcher to contact customers on debris log if 24-48hr commitment cannot be met	A reduction in VMCI Debris Inquiries A reduction in Debris related Elevated Calls Improved customer satisfaction	External FPL Customer Area Lead Teams Area Arborists

What are the steps in the process where your problem is occurring? (Responsiveness)



Communication with the customer and documentation are instrumental in preventing future issues.

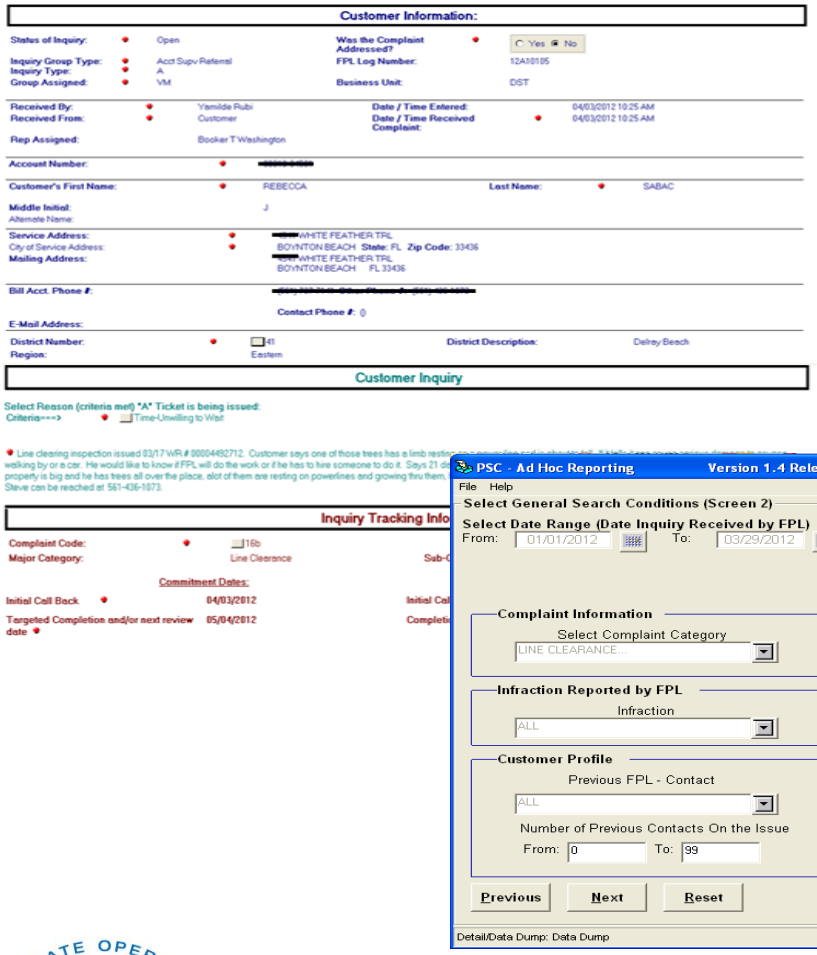
What are the steps in the process where your problem is occurring? (Debris)

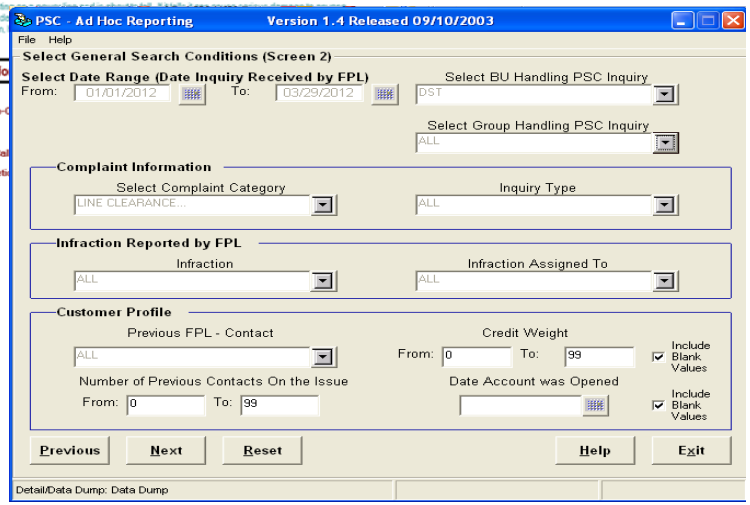


The customer is already dissatisfied when the debris related VMCI has been created.

How was the data collected?

Data Collection





- **PSC Adhoc Reporting Tool (PART)** is the application that extracts most of the fields that are included in the tickets created in the different databases where we capture customer complaints and is used to report and analyze complaints.
- **PART Use**
  - This is the reporting tool used to captured the information from the Logged Inquiries and Courtesy Call &Exec Inquiries Lotus Notes Databases where all formal complaints for Distribution, Customer Service, Transmission, and IM are captured.

PART data collection

– Customer complaints are referred to the Customer Advocacy Group from the Florida Public Service Commission (FPSC), FPL Executives, and Other FPL Departments (External Affairs, Corporate Communication, Customer Service, etc) and are logged as tickets into the Logged Inquiries or the Courtesy Call &Exec Inquiries Lotus Notes Database so the appropriate department can respond and resolve the customer's concerns..

Customer information is logged and tracked using PART.

Is the data accurate, repeatable, and relevant?

Measurement System Validation

- The complaint data in PART is accurate. As customers raise a concern, they call FPL Customer Service to report their concern. After hearing their concern, the Care Rep selects the appropriate BU associated with the customer's concern.
- If the customer's concern is elevated to an Account Supervisor (ASUP), the Complaint Category/Sub Category are adjusted as they try to resolve the customer's concern.
- **If the concern is not resolved, the Customer Advocacy Group verifies the complaint accuracy then passes the complaint on to the appropriate department to resolve the complaint.**
- Within 48hrs the Arborist verifies the information and makes contact with the customer and investigates the customer's concerns.
  - An action plan devised and executed if necessary.
  - The arborist sends the findings back to the Customer Advocacy group along with an adjusted Major/Sub Category change if necessary.
  - If a complaint is Elevated without meeting the Elevated Call criteria, an INVALID process code is added to flag the complaint to be removed from measurements.
- During the first steps of the project, previous data had to be recoded due to the high number of complaints categorized as "Other".

GEORGE
VAN BUREN RD
DELRAY BEACH FL 33484

Germantown Sub
Feeder#04831
TLN# 6-7703-3299-0-5
Premise# 462915

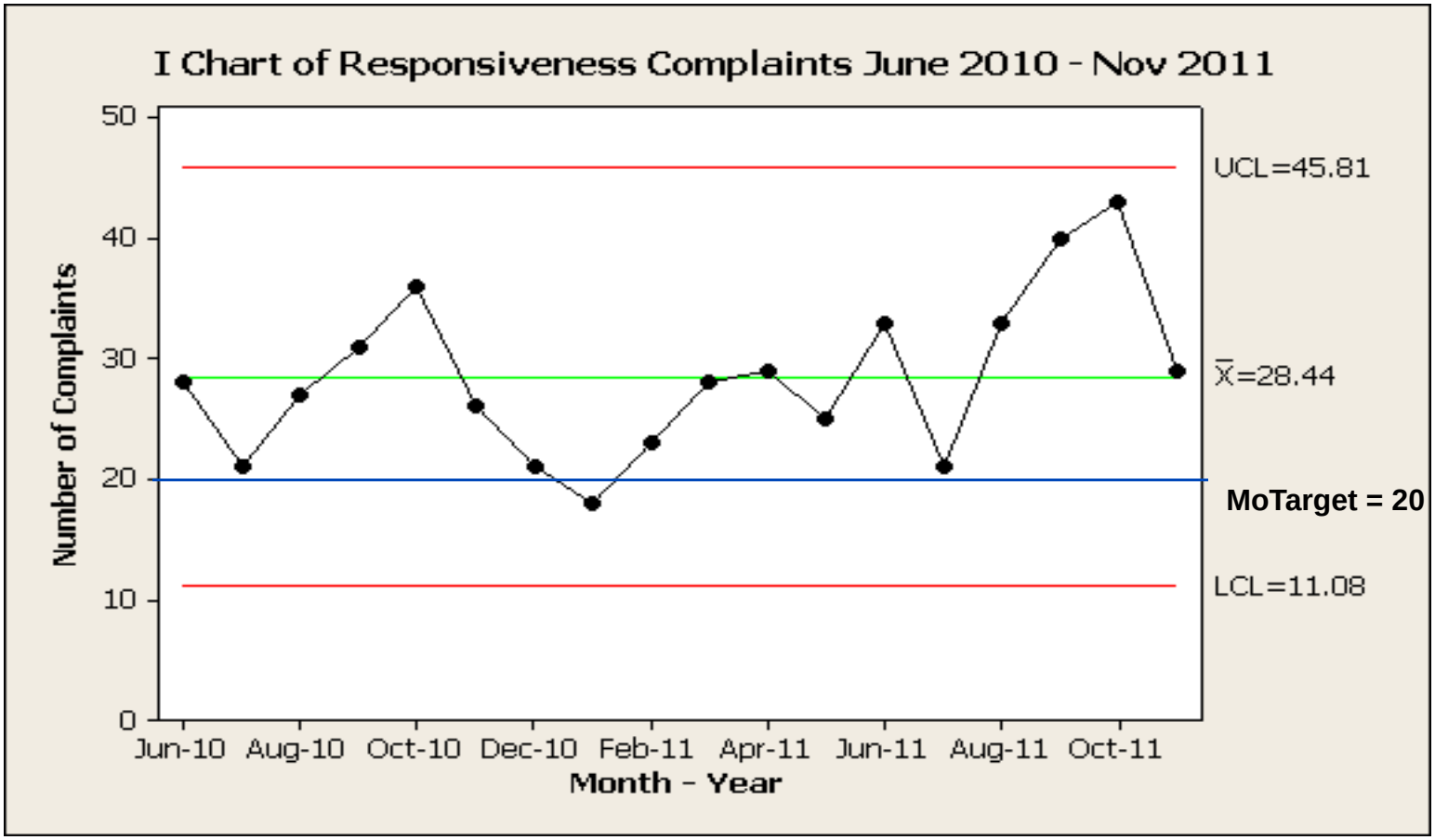
Major/Sub Category: Line Clearance/Responsiveness

Root Cause: Customer requesting trimming on trees that do not affect FPL facilities.
Findings: The trimming necessary at this address was addressed, within our SLA, on TT#534. Since then, VM has notified the customer several times that no further trimming is required at her home.
Please change the **Sub Category** for this ticket from **Responsiveness** to **Refusal To Trim.**

It is key to understand the customer's primary concern

Is the process stable and in control?

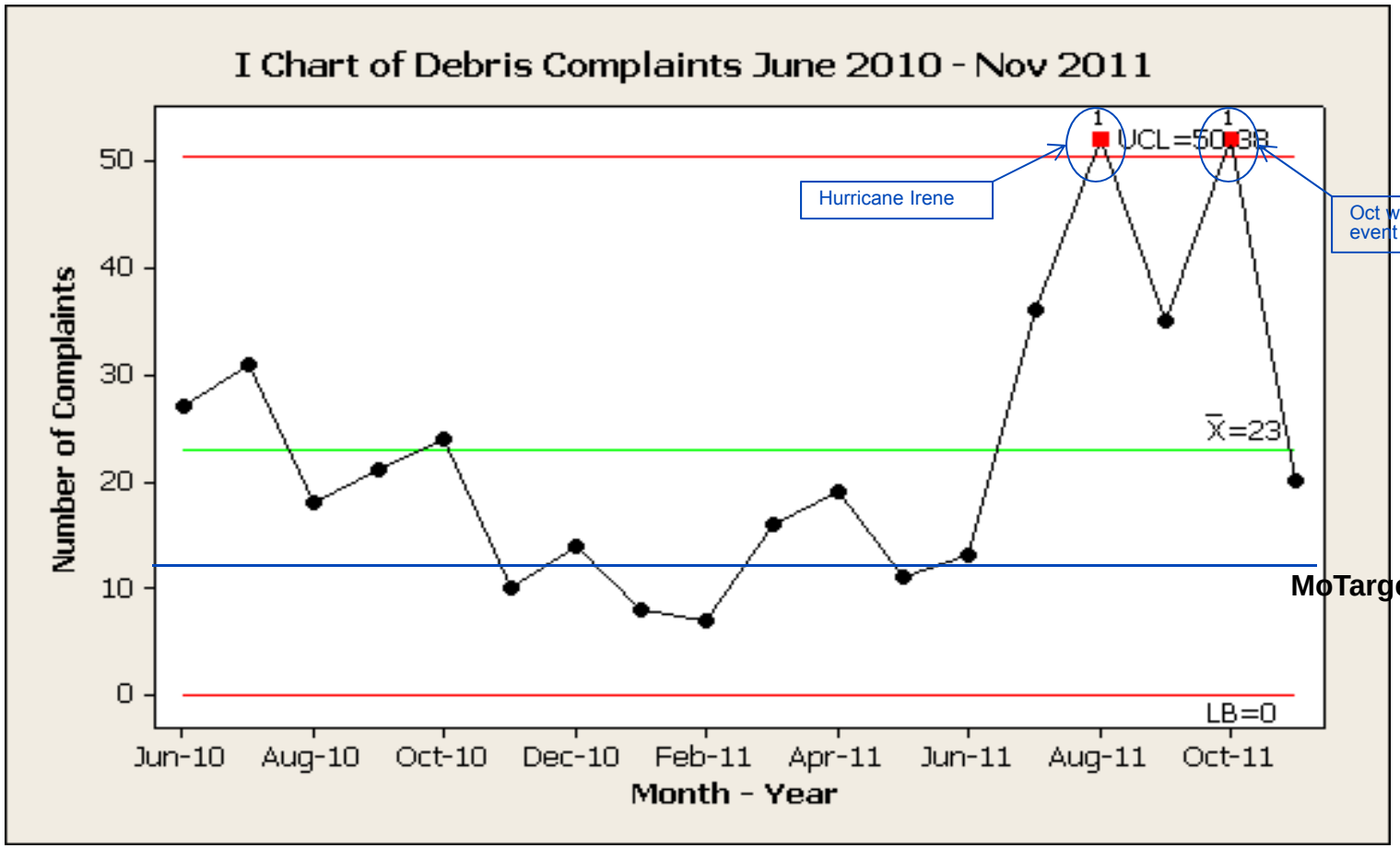
Responsiveness Complaints June 2010- Nov 2011



On average VM experienced 28 complaints per month due to responsiveness. Entitlement was 19 complaints. Besides some seasonality, no apparent trends or special causes were found. .

Is the process stable and in control?

Debris Complaints June 2010- Nov 2011



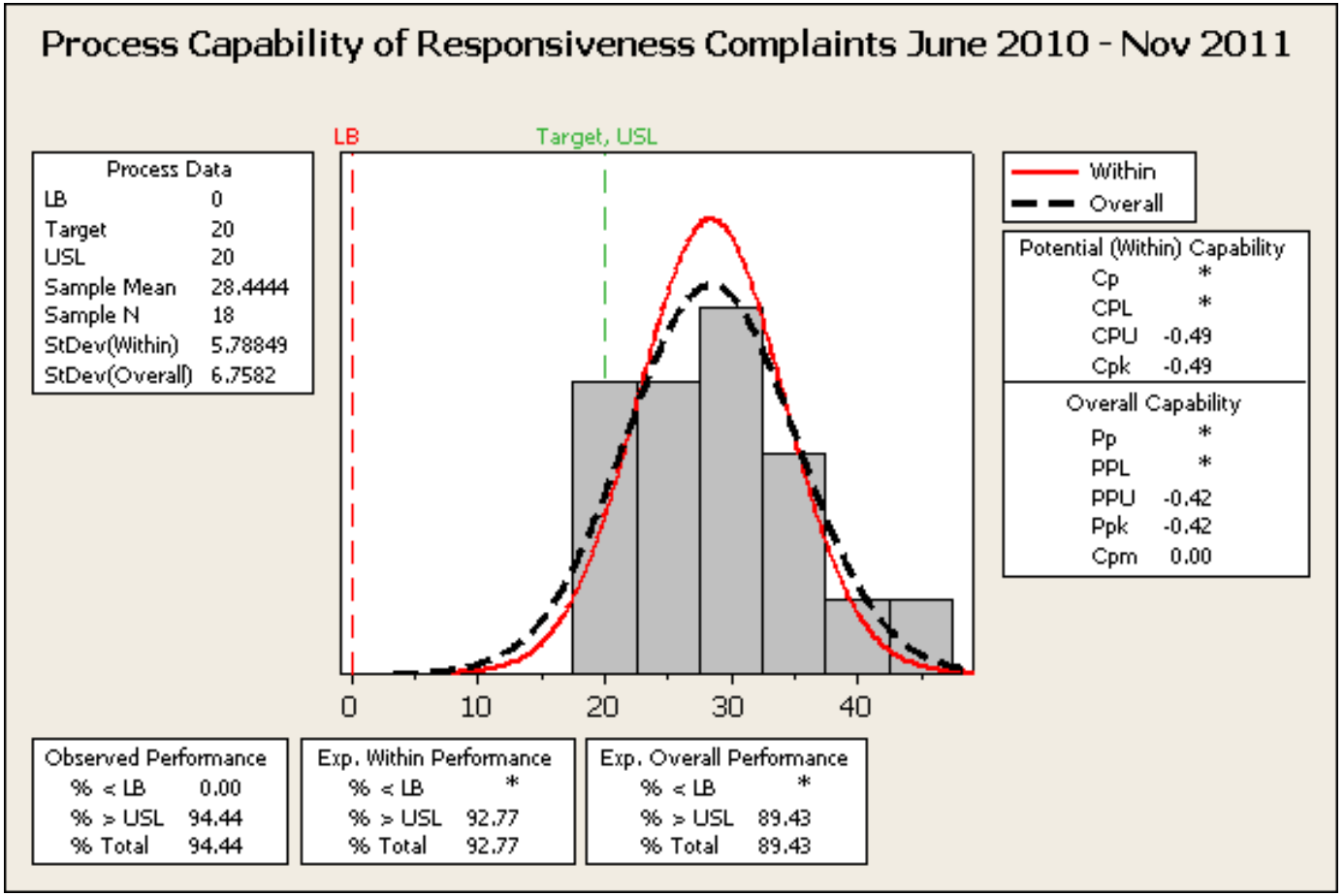
MoTarget = 12

On average VM experienced 23 complaints per month due to debris. Entitlement was 7 complaints. Outliers associated with weather events.

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

How has the process been performing?

Responsiveness Elevated Calls

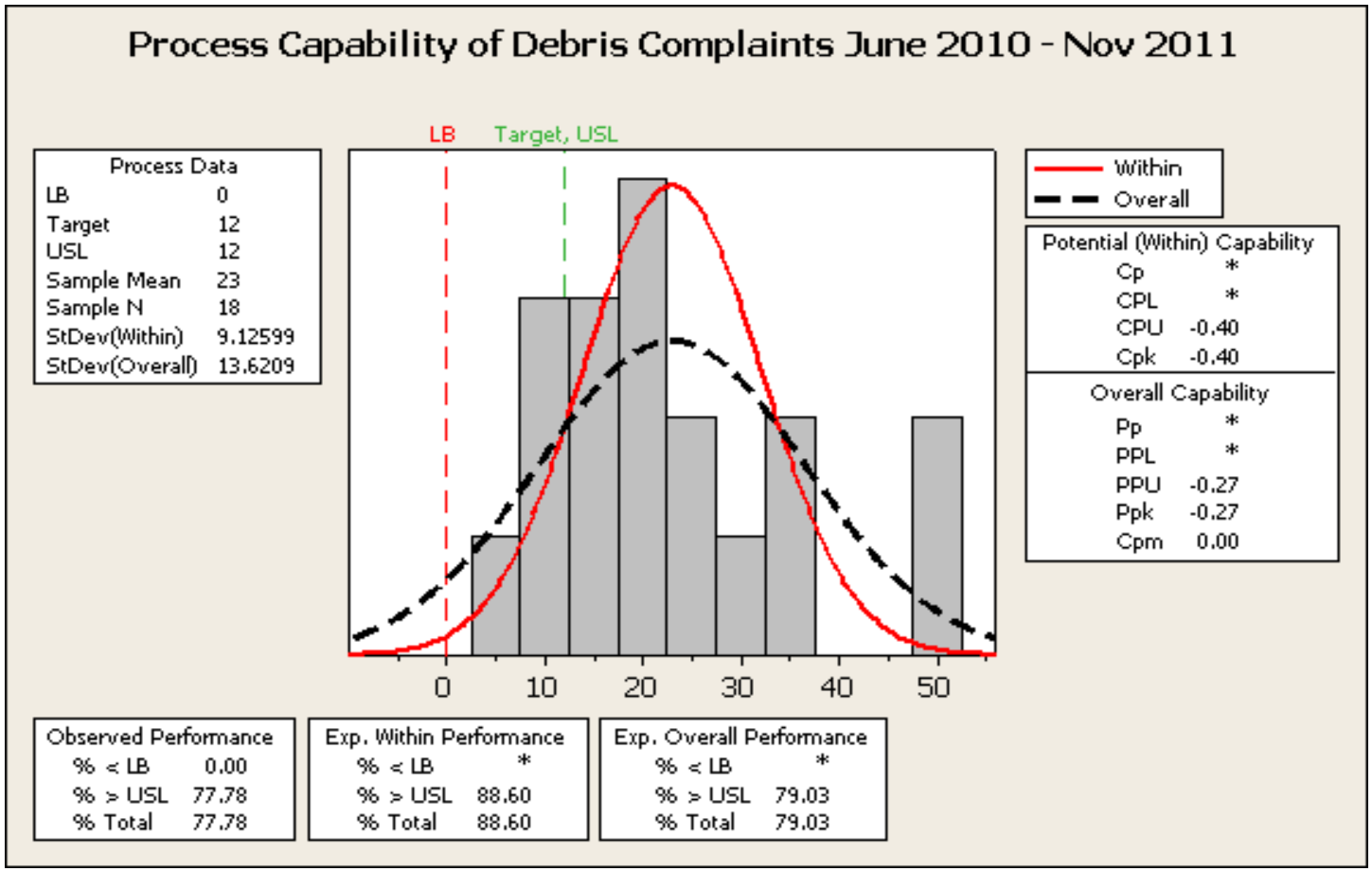


Our process is currently 6% capable of meeting our USL 20 complaints per month

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

How has the process been performing?

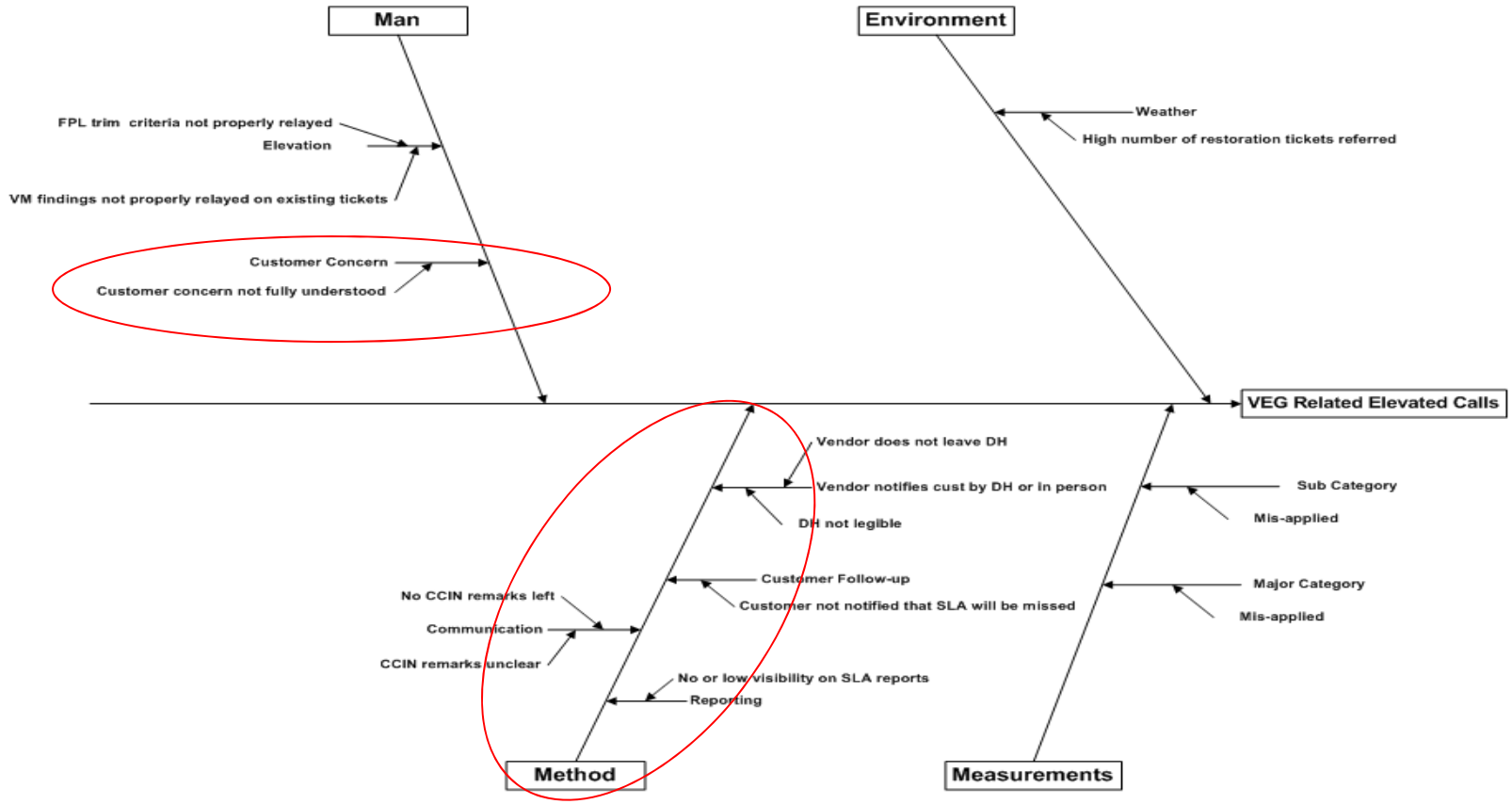
Debris Related Elevated Calls



Our process is currently 22% capable of meeting our USL 12 complaints per month

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

What inputs (x's) does your team think can affect your primary metric (Y) (Responsiveness and Debris)



Close the loop with the customer. Increase visibility on issues

What inputs (x's) are likely to have the strongest impact on your primary metric (Y)? (Responsiveness and Debris)

Cause and Effect Matrix

		Rating of Importance to Customer	4	10	8	3	2	
			1	2	3	4	5	
			Avoid Elevated Call	Customer Satisfaction	Better information to customer	Avoid VMCI	Increase focus on other VM Issues	Total
	Process Step	**Process Input**						
1	TCMS after hours ticket generated	Customer calls in power outage	0	0	1	0	0	8
		RS investigates ticket	0	0	4	0	0	32
		RS identifies tree condition	0	0	4	0	0	32
		Crew completes restoration trimming	1	4	0	0	1	46
2	Debris generated	Debris moved to front of property	4	4	0	4	0	68
		Customer notified of debris process (in person or DH)	9	9	9	4	1	212
		GF fills out debris log	4	4	4	4	1	102
3	Debris removed	GF issues debris log to crew and dispatcher on following business day	9	4	4	9	1	137
		If debris not removed within 24hrs, GF gets to it when possible	9	9	9	9	1	227
		Crew completes debris pick-up	9	9	1	9	4	169
4	CTR Generated	Customer calls to request tree trimming	0	0	1	0	0	8
		Inspector checks work queue once/week for incoming work	4	9	9	4	4	198
		Inspector acknowledges inspection requirement	1	1	4	0	0	46
5	CTR Inspected	Inspector reviews conditions at customer's address within 21 day SLA	9	9	4	9	4	193
		Inspector notifies customer of findings and leaves contact information (in person or by DH)	9	9	9	4	4	218
6	CTR Completed	Inspector completes 218 requirement	1	4	4	1	1	81
		Inspector updates CCIN remarks with findings	9	9	9	0	9	216
		Job scope issued to crew if necessary	4	9	4	9	1	167
		CTR completed within 21 day completion SLA	9	9	4	4	9	188
Total			364	1020	672	210	82	

Keep the customer informed.

What causes are driving critical input failures (and contributing most to the problem)? (Responsiveness and Debris)

Failure Modes and Effects Analysis

	Process Step	Input X (KPIV)	Potential Failure Mode	Potential Failure Effects	SEV	Potential Causes	OCC	Current Controls	DET	RPN
C&E Ref	What is the process step under investigation?	What is the Input Variable under consideration?	In what way(s) does the X go wrong?	What is the impact on the KPOVs (Customer Requirements) or internal requirements?	How Bad?	What causes the X to go wrong?	How Often?	What are the existing controls and procedures (inspection and test) that prevent the cause or the Failure Mode? **Should include an SOP number.**	Detect / Prevent	
5	Inspector checks work queue twice/week for incoming work	After the inspector pulls the CTR from the work queue, any updates or calls from the customer are not seen.	Customer communication can be better achieved by responding to multiple call backs on a WR	High risk of customer dissatisfaction stemming from unseen multiple calls	6	Multiple calls are not addressed by VM.	10	There is no current process in place to address multiple calls	7	420
6	Inspector updates CCIN remarks with findings	Once a decision has been made no consistent method for updating CCIN remarks	If a customer calls back regarding their request after it has been closed, if no remarks are present, the call center cannot support/relay VMs findings.	Risk of Elevated Call resulting from lack of information for Care Rep to use.	9	Lack of a consistent process for "closing the loop."	6	Each area has different levers for entering CCIN remarks on a WR when circumstances stand out or if work is rejected.	8	432
3	If debris not removed within 24hrs, GF gets to it when possible	If debris SLA cannot be met, debris is picked up whenever possible	If the door hanger is not legible or left at all, when the customer calls in a VMCI is generated.	Risk of customer dissatisfaction, VMCI, Elevated call	10	False expectation and lack of follow-up communication with customer when SLA cannot be met	8	No consistent process exists across all regions. Typically it is left to the customer to call the information on the door hanger left.	8	640
5	Inspector reviews conditions at customer's address within 21 day SLA	During periods when CTR volume is high, the SLA cannot be met	When we know that the SLA will not be met, there is no process for notifying the customer that the commitment would not be met.	High risk of Responsiveness Elevated Call for previous request not satisfied.	10	Low visibility on CTR SLA report. Customers are left in the dark when SLA cannot be met.	8	There are no controls or process in place to reduce this risk.	10	800
5	CTR completed within 21 day completion SLA	During periods when CTR volume is high, the SLA cannot be met	When we know that the SLA will not be met, there is no process for notifying the customer that the commitment would not be met.	High risk of Responsiveness Elevated Call for previous request not satisfied.	10	Low visibility on CTR SLA report. Customers are left in the dark when SLA cannot be met.	8	There are no controls or process in place to reduce this risk.	10	800
3	Customer notified of debris process (in person or DH)	Lack of consistency when leaving DH	At times the door hanger is not left at all, not legible, or left without information	Risk of debris VMCI, Elevated Call, general customer disatisfaction when customer has no answers regarding the debris left at her property	10	Low visibility on debris issues. Crews inconsistent with debris leaving debris HD	6	Each Region has a process of using some sort of stamps to make the information on the door hanger more legible.	6	360

D E B A C

Closing the loop and keeping the customer informed are key to providing customer satisfaction.

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

OPC 007287
FPL RC-16

What causes are driving critical input failures (and contributing most to the problem)?

Lack of Visibility

A

5 Why Analysis

- Why does the lack of visibility exist? Because of low accountability.
- Why was there low accountability? Because reporting and concerns were not brought to vendor supervision's attention.
- Why was vendor supervision was not made aware of reporting and concerns? Because vendor supervision was not involved in this part of the process.
- Why was vendor supervision not involved? Because vendor supervision was not made aware of the SLA issue.
- Why was the vendor not aware of the SLA issue? Because vendor supervision was not copied on SLA reports.

Increased visibility and accountability are an important part resolving issues.

What causes are driving critical input failures (and contributing most to the problem)?

A Closer Look at Our FMEA Analysis

Tree debris

Tree limb interference is one of the most common causes of power outages and flickers. That's why FPL is performing necessary line clearing in your neighborhood in a manner that promotes tree health and helps to redirect growth away from power lines.

- ☐ FPL or one of our authorized line-clearing contractors performed line clearing today. We were not able to remove all the debris created, so **a crew will return to remove the debris within 24 to 48 hours.**
- ☐ The debris that you called about has been removed. We apologize for any inconvenience it may have caused.
- ☐ The debris that you called about was not created by FPL or one of its contractors. Please contact your local municipality for assistance with debris removal or to locate the correct line-clearing contractor.
- ☐ Other _____

You can help improve your power quality by visiting **www.FPL.com/trees** for tips on selecting and planting the Right Tree in the Right Place.

If you have any questions, please call us at:

Contact name _____

Phone No. _____

Date _____

Feeder No. _____

FPL

F590.TD.EN_13014

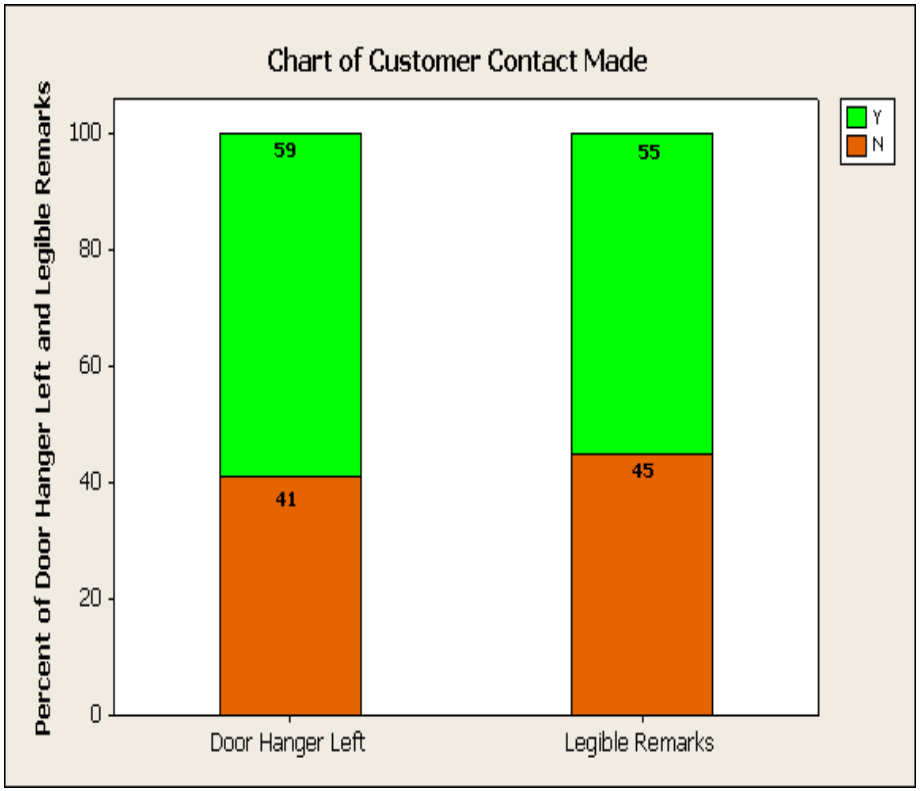
B If debris SLA will not be met, debris is picked up when possible

- VM does not have a process to notify customer when a commitment will not be met.
- Keeping the customer in the loop is key preventing debris related VMCIs and Elevated Calls.

Low visibility does not allow us to take advantage of appropriate countermeasures and improve customer communication

What causes are driving critical input failures (and contributing most to the problem)?

A Closer Look at Our FMEA Analysis



C

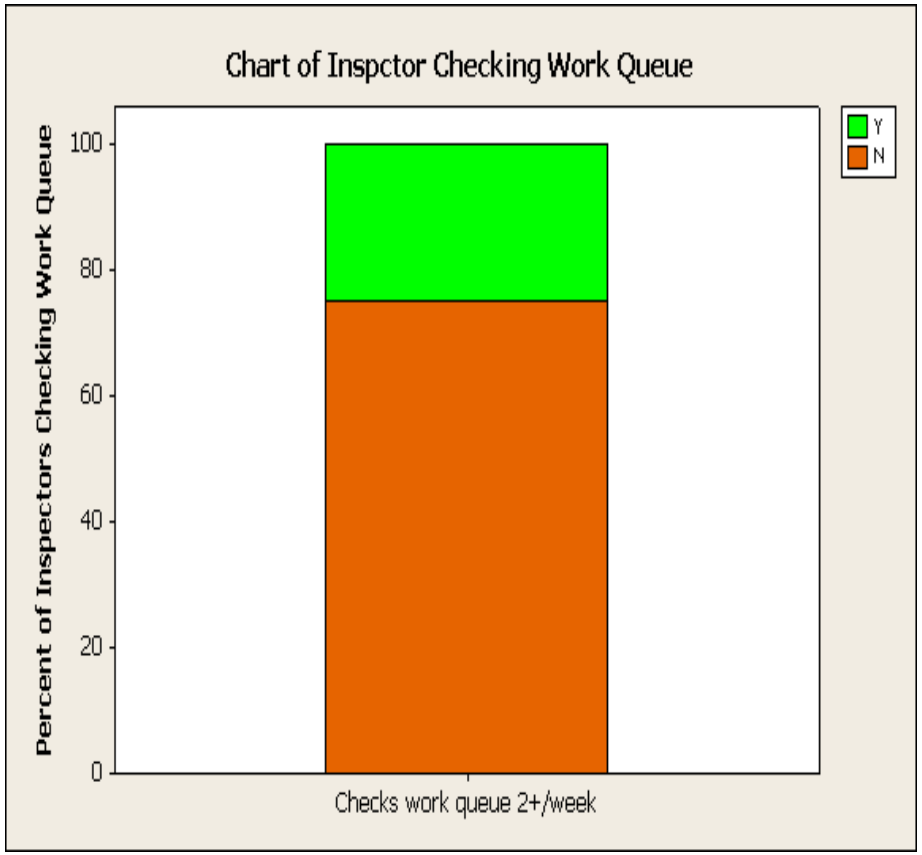
Customer notified of debris policy in person or by DH

- There has been a lack of consistency when addressing debris related issues.
- The low visibility has not provided the incentive required to focus on LC vendor follow-through and execution of the policies.

Problems cannot be properly addressed unless they are made visible and tracked. Not only just communicating with the customer, but making sure that the message is clear.

What causes are driving critical input failures (and contributing most to the problem)?

A Closer Look at Our FMEA Analysis



D

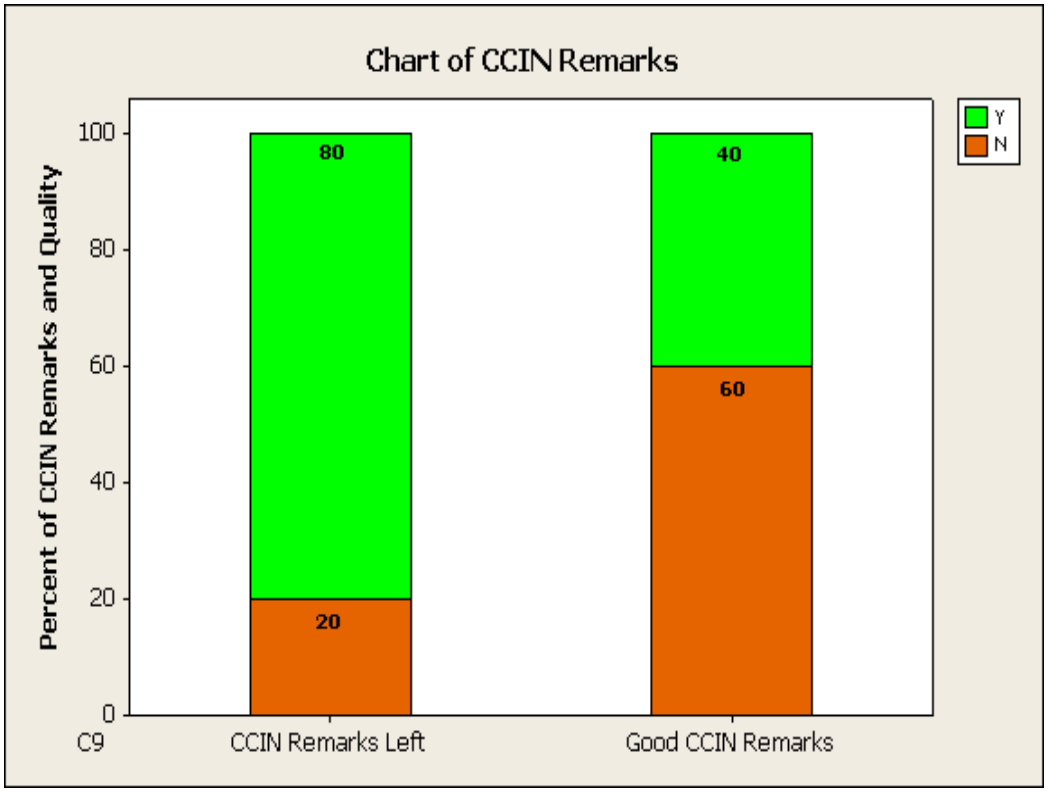
Inspector checks work queue twice/week for incoming work

- Any vegetation concerns raised by the customer would not be caught between CTR acknowledgement and inspection would not be caught.
- The open WR is a living job and conditions can change between WR creation and closing.

Customer issues may be missed after checking work queue. Inspectors need to remain productive in the field, but still be aware of customer issues.

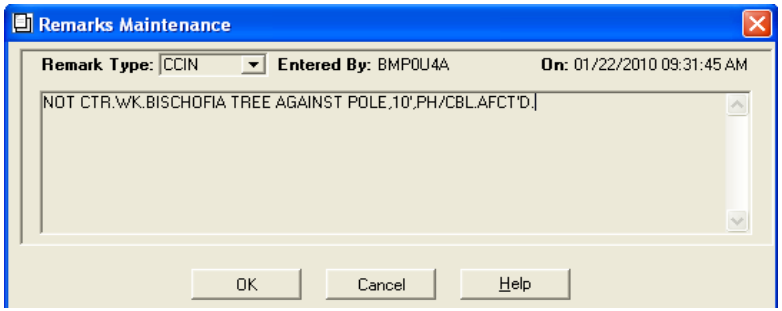
What causes are driving critical input failures (and contributing most to the problem)?

A Closer Look at Our FMEA Analysis



E Inspector updates CCIN remarks with findings

- If a customer calls back regarding their request after it has been closed, if no remarks are present, the call center cannot support/relay VMs findings.
- A consistent and clear method for updating CCIN remarks will reduce the chances that the customer gets the runaround.



Close the loop with all parties involved.

What process changes will allow you to reach your project goal by addressing root-causes?

Failure Modes and Effects Analysis

Process Step	Actions Recommended	Resp.	Actions Taken	SEV	OCC	DET	RPN	
What is the process step under investigation?	What are the actions for reducing the occurrence of the Cause, or improving detection?	Who's Responsible for the recommended action?	What are the completed actions taken with the recalculated RPN?					
Inspector checks work queue twice/week for incoming work	Create Multiple Call Report to notify dispatchers of WRs with multiple calls.	Steve Jolly	Multiple Call Report has been created. Dispatchers lets the appropriate party know when to make contact.	6	1	7	42	D
Inspector updates CCIN remarks with findings	Use standardized CCIN remarks to clearly close the loop. .	Booker Washington	List of standardized CCIN remarks sent out to Regions	9	3	4	108	E
If debris not remvoed within 24hrs, GF gets to it when possible	Initiate process to notify customers that debris will not be retrieved. Debris Scorecard (increase visibility)	VM Lead Team/Steve Jolly/Brad Griese	Customer notification when SLA will be missed. Debris Scorecard being issued weekly to vendor.	10	2	8	160	B
Inspector reviews conditions at customer's address within 21 day SLA	Increase visibility. Make SLA report visible to Vendor supervisors. Have someone call the customer when SLA cannot be met.	Sandra Clark	3rd party vendor supervision now being copied on Inspection SLA report.	10	4	7	280	A
CTR completed within 21 day completion SLA	Increase visibility. Make SLA report visible to Vendor supervisors. Have someone call the customer when SLA cannot be met.	Booker Washington	Exceptions being given to LC Vendor supervision at a regional level.	10	4	7	280	
Customer notified of debris process (in person or DH)	Create Debris scorecard to make issues more visible to Vendors and Vendor Supervision	Steve Jolly/Brad Griese	Debris Scorecard being issued weekly to LC Vendor Supervision and Manager	10	3	6	180	C

The increased visibility and improved customer lower RPN score in the FMEA.

What process changes will allow you to reach your project goal by addressing root-causes?

Increase SLA Visibility

A

CTR Inspections coming due within 7 Days							
Area	Manager	# Days Due	WR #	Job Address	Txt Reference3	Creation Date	Inspect By
Dade	CD	1	4481495	551 MICHIGAN AVE,MIAMI BEACH 33139	800232	3/6/2012	3/27/2012
East	BR	1	4481933	465 NE 8TH ST,BOCA RATON 33432	400740	3/6/2012	3/27/2012
East	BR	1	4482000	872 SW 9TH AVE,BOCA RATON 33486	404732	3/6/2012	3/27/2012
North	CF	1	4481150	402 3RD ST,HOLLY HILL 32117	101036	3/6/2012	3/27/2012
North	CF	1	4481470	5025 PALMETTO ST,PORT ORANGE 32127	100839	3/6/2012	3/27/2012

CTR completion coming due within 7 days							
Area	Manager	WR #	Status	Job Address	# Days Due	Inspected Date	Complete By
East	BR	4463464	60	3953 WINFIELD RD,BOYNTON BEACH 33436	1	3/6/2012	3/27/2012
East	WB	4474936	60	246 MERRAIN RD,PALM BEACH 33480	-3	3/2/2012	3/23/2012
East	WB	4472967	60	3718 N AUSTRALIAN AVE,WEST PALM BEACH 33407	1	3/6/2012	3/27/2012
East	WB	4476017	60	1581 JULIE TONIA DR,WEST PALM BEACH 33415	1	3/6/2012	3/27/2012

VMCI 3 day contact SLA						
New District	Work Request No	Status	Creation Date	Completed Date	Job Type	Days between create and schedule
SB	4271932	60	8/11/2011		VMCI	1
CB	4272110	60	8/11/2011		VMCI	1
BR	4478624	60	3/2/2012		VMCI	3
NB	4278962	60	8/18/2011		VMCI	0

- 3rd party vendor supervision will be copied on the CTR Inspections coming due within 7 days report
- LC Vendor will receive CTR completion exceptions from each Region as they show up
- Dispatchers and appropriate supervision will receive VMCI 3 day contact SLA report

Specific reporting along with coupled with increased visibility will drive down responsiveness complaints

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

What are the risks and mitigation plans for the desired-state process?

Increased SLA Visibility(cont.)

A

- Too many reports can cloud vendor supervision's ability to focus on issues as they arise.
  - Only focus on inquiries that are near or have already become exceptions.
  - Keep inspectors and GF focused on staying ahead of issues before they arise.

The new reporting and distribution only focuses on the important issues.

What process changes will allow you to reach your project goal by addressing root-causes?

Making Debris Issues Visible

B C

DEBRIS SCORECARD

CURRENT MONTH PERFORMANCE

	MAR MTD DEBRIS TICKETS	MAR MTD ELEVATED DEBRIS TICKETS	% Elevated	MAR EOM TARGET	TRENDING
BR	5	0	0%	2	OVER 150%
BV	4	0	0%	13	GOOD
CD	11	1	9%	9	OVER 22%
CF	5	1	20%	4	OVER 25%
SB	7	0	0%	11	GOOD
MS	6	0	0%	11	GOOD
NA	4	0	0%	6	GOOD
NF	6	0	0%	5	OVER 20%
ND	10	2	20%	2	OVER 400%
NB	6	0	0%	5	OVER 20%
SD	10	0	0%	5	OVER 100%
TB	10	0	0%	6	OVER 67%
TC	6	0	0%	4	OVER 50%
WD	5	0	0%	2	OVER 150%
WB	3	0	0%	3	AT TARGET
CB	6	2	33%	10	GOOD
System	104	6	6%	98	OVER 6%

** PREFORMANCE RATION IS EXPRESSED AS: ACTUAL:TARGET

MAR YTD

	YTD	YTD ELEVATED DEBRIS	% Elevated	TARGET	TRENDING
BR	11	0	0%	7	OVER 57%
BV	23	0	0%	39	GOOD
CD	27	4	15%	25	OVER 8%
CF	17	1	6%	22	GOOD
SB	24	1	4%	21	OVER 14%
MS	21	1	5%	38	GOOD
NA	18	0	0%	16	OVER 13%
NF	31	0	0%	16	OVER 94%
ND	26	4	15%	18	OVER 44%
NB	16	1	6%	11	OVER 45%
SD	27	1	4%	15	OVER 80%
TB	19	2	11%	16	OVER 19%
TC	11	0	0%	18	GOOD
WD	14	0	0%	5	OVER 180%
WB	16	3	19%	9	OVER 78%
CB	26	2	8%	21	OVER 24%
System	327	20	6%	297	OVER 10%

** PREFORMANCE RATION IS EXPRESSED FOR PRIOR MONTH ENDING AS: ACTUAL:TARGET

- 17% of debris related Elevated Calls can be attributed to mishandled VMCIs
- Set targets and track debris related VMCIs and Elevated Calls
- The scorecard is issued to vendor supervision and reviewed at an area level.
- Get upstream of debris related Elevated Calls by improving on how we manage and handle VMCI

The scorecard increases visibility and drives areas to improve.

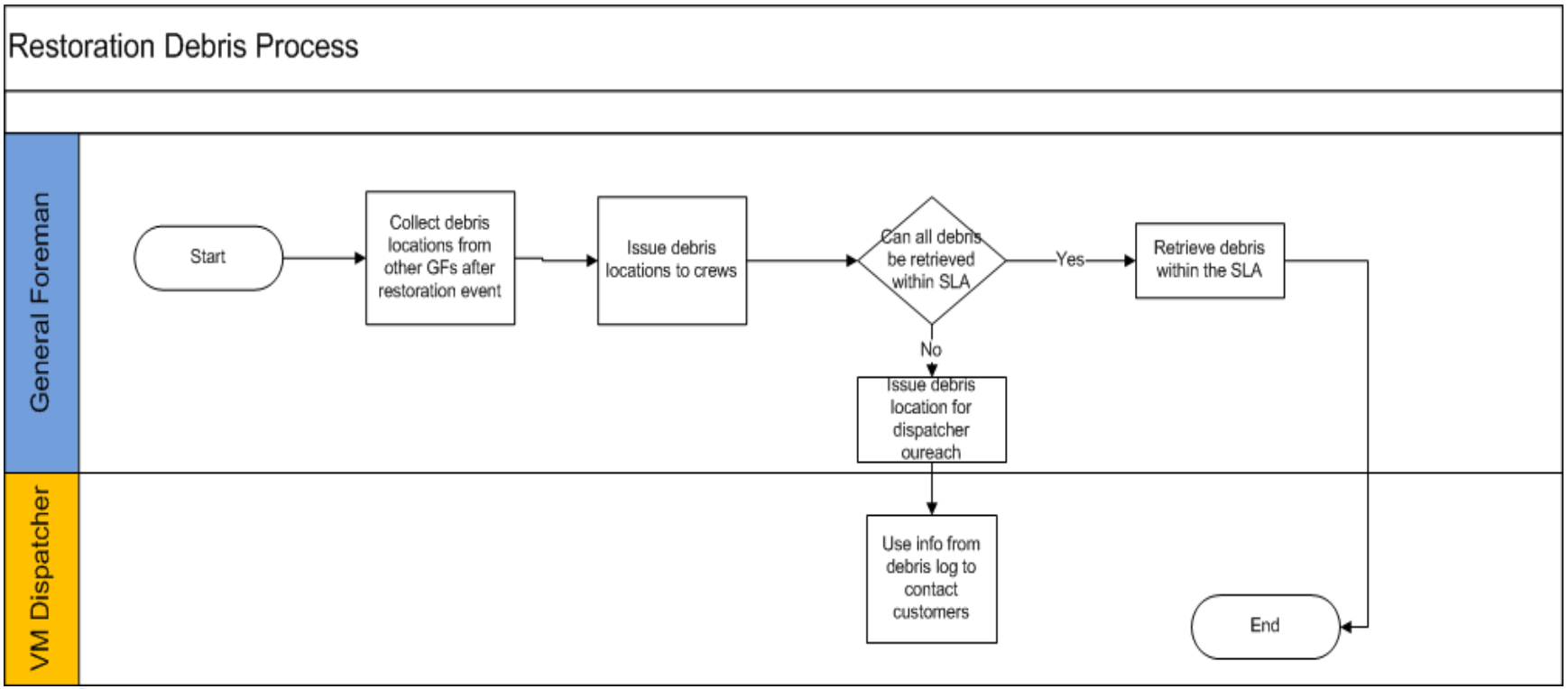
DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

What is the desired-state process that incorporates your countermeasures?

Making Debris Issues Visible(cont.)

B Cont. | C .

- A process was initiated to notify the customer when the debris SLA would be missed.



New process includes notifying the customer when it is know that the debris SLA will not be met.

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

What are the risks and mitigation plans for the desired-state process?

- Inaccurate information from field could result in time spent contacting the wrong customers.
  - ➢ Elevate focus on having GF report accurate information.
- During periods of high restoration, the dispatcher may not be able make contact with all customers.
  - ➢ Bring in additional personnel to contact customers
  - ➢ Use additional crews to assist with debris pick-up to reduce the number of customers requiring contact.
- Unable to contact customer if information not in system.
  - ➢ Notify GF that the customer cannot be contacted.

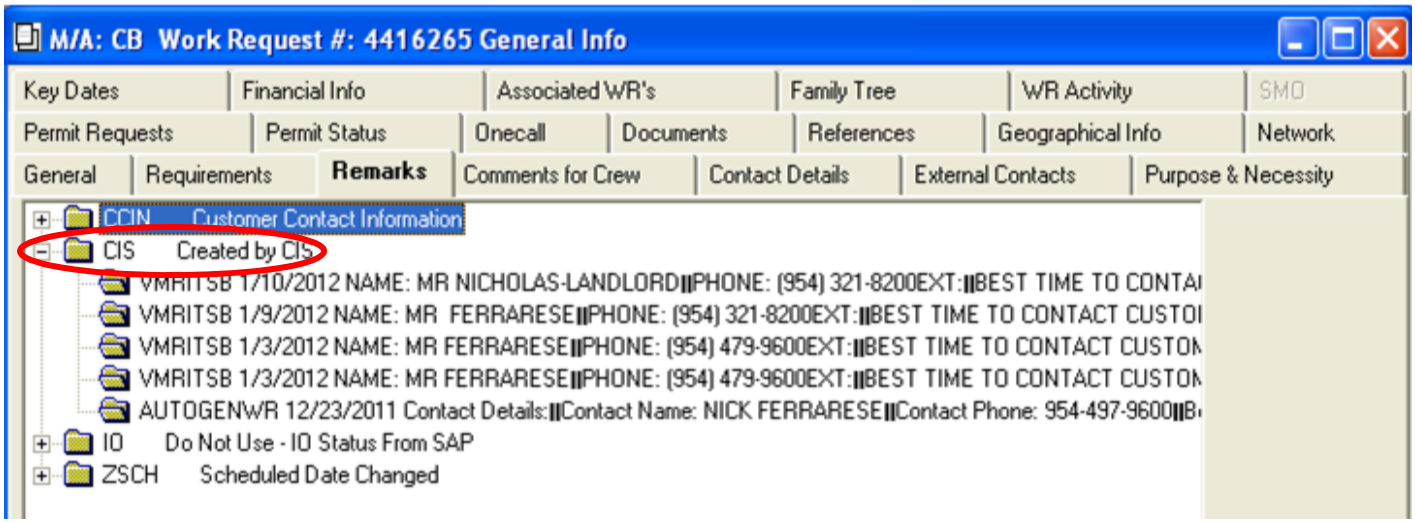
Accurate data from the field is critical to reaching and informing the affected customer.

What process changes will allow you to reach your project goal by addressing root-causes?

Multiple Call Report

D

VMCI Multiple Call Report										
Region	District	Job Type	WR #	Status	Creation Date	Scheduled Date	Required Date	Last call date	# of Calls	Id Premise
East	SB	VMCI	4348953	60	10/14/2011	10/21/2011	10/21/2011	10/28/2011	2	1747158
East	CB	VMCI	4416265	60	12/23/2011	1/10/2012	12/30/2011	1/10/2012	5	1492736
East	SB	VMCI	4440886	60	1/24/2012	3/5/2012	1/31/2012	1/26/2012	2	1727771
West	NA	VMCTR	4448084	60	1/31/2012	3/12/2012	3/13/2012	2/21/2012	2	1105142



- 18% of Elevated Calls could have been avoided by realizing the customer's concerns earlier in the process
- Area dispatchers receive the report daily
- Dispatch reviews the WR and notifies the GF or Inspector if callback is necessary

It is key to get ahead of customer issues early. Get the right information to the customer sooner.

What process changes will allow you to reach your project goal by addressing root-causes?

Clear and Consistent Communication

E

TREES NOT AFFECTING FPL FACILITIES:

CCIN Remarks: No work required. Trees at customer's address are not touching/affecting FPL facilities at this time.

SERVICE DROP:

CCIN Remarks: No work required. No weight bearing or redirecting tree conditions found on wire from pole to house.

LIKE TREE CONDITIONS:

CCIN Remarks: Conditions reported by customer will be executed on routine maintenance. (Indicate if on current year plan)

AT&T/Comcast Referral/Trim for Installation or Repairs:

CCIN Remarks: No Work Required The (customer's trees) are not affecting FPL's facilities at this time. It is not FPL's policy to trim for (AT&T/Comcast) facilities/repairs.

- Implement the use of standardized CCIN remarks when updating customer driven WRs
- Care reps are not VM experts, so helping to making sure that they can pass on a clear message will help dissolve customer concerns

New standardized remarks associated with the work request keeps the message clear and makes it easy to pass on information to the customer.

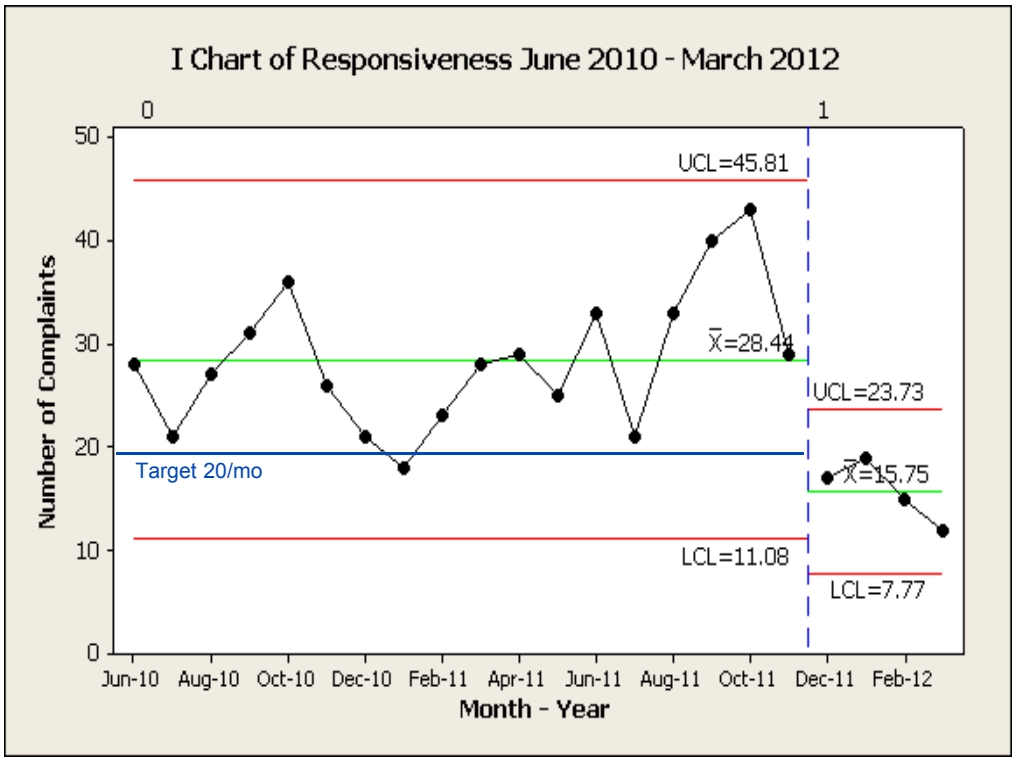
What are the risks and mitigation plans for the desired-state process?

- Message may not fully cover the customer's issues.
  - The message clearly states VMs position on the issue. It can be added to so that all of the customer's concerns are addressed.
- Keeping the integrity of the original message.
  - Inspectors and dispatchers can copy/paste the remarks into the WR then personalize them for each situation.

Don't water the message down.

Is the new process stable and in control?

Responsiveness Performance June 2010-March 2012



Data is normal before and after
Ho: mean (0-before) = mean (1-after)
Ha: mean (0 -before) ≠ mean (1-after)

Two-sample T for Rpsv Complaints_1_1

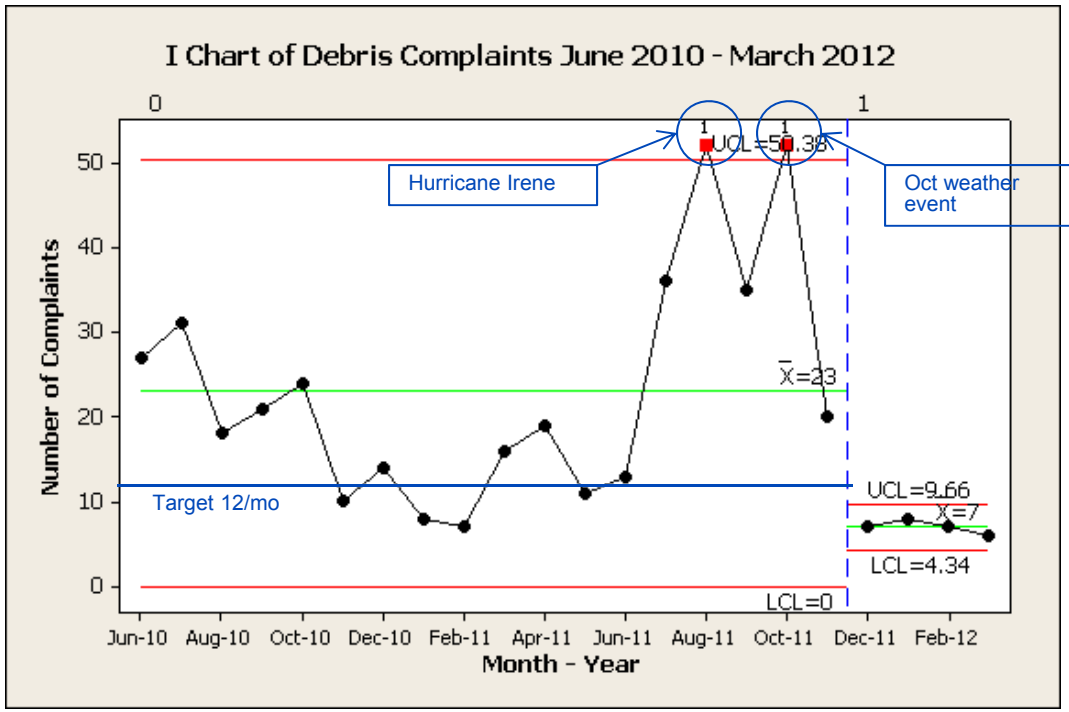
Stage_1	N	Mean	StDev	SE Mean
0	18	28.44	6.76	1.6
1	4	15.75	2.99	1.5

Difference = mu (0) - mu (1)
Estimate for difference: 12.69
95% CI for difference: (7.89, 17.50)
T-Test of difference = 0 (vs not =): T-Value = 5.81 P-Value = 0.000 DF = 11

Mean dropped from 28 complaints per month to 16 complaints per month after countermeasures were implemented

Is the new process stable and in control?

Debris Complaint Performance June 2010-March 2012



Data is normal before and after
Ho: mean (0-before) = mean (1-after)
Ha: mean (0 -before) ≠ mean (1-after)

Two-sample T for Debris Complaints_1

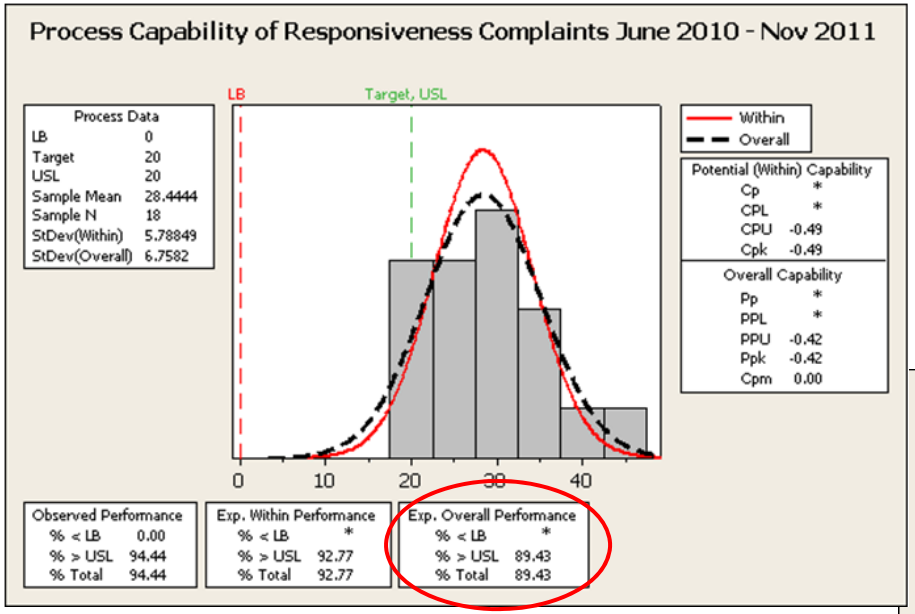
Stages	N	Mean	StDev	SE Mean
0	18	23.0	13.6	3.2
1	4	7.000	0.816	0.41

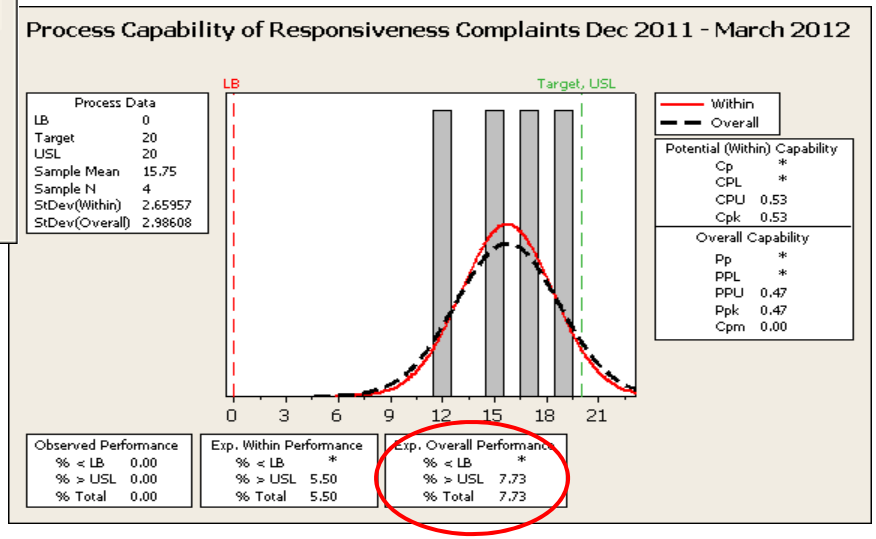
Difference = mu (0) - mu (1)
Estimate for difference: 16.00
95% CI for difference: (9.17, 22.83)
T-Test of difference = 0 (vs not =): T-Value = 4.94 P-Value = 0.000
DF = 17

Mean dropped from 23 complaints per month to 7 complaints per month after countermeasures were implemented

How has the process performed after your improvements?

Responsiveness Process Capability Dec 2011 - March 2012



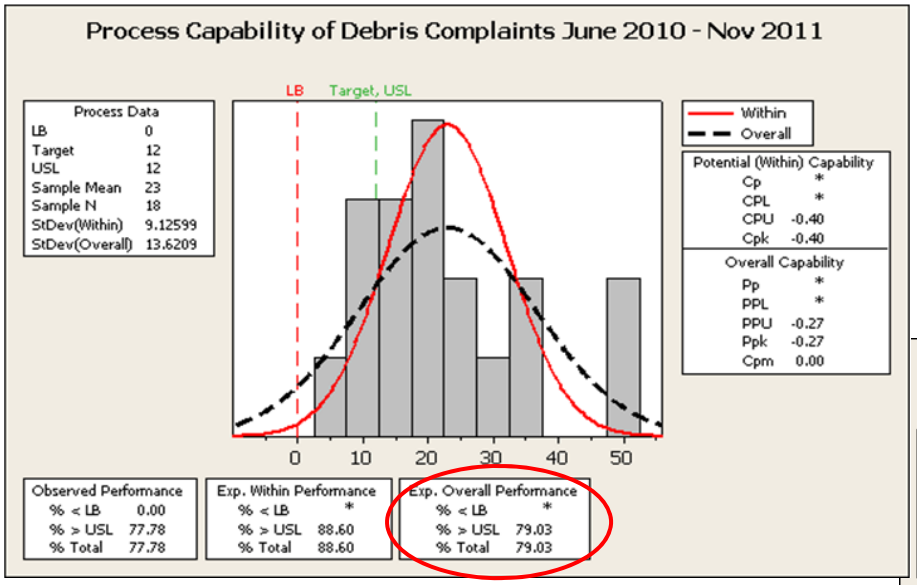


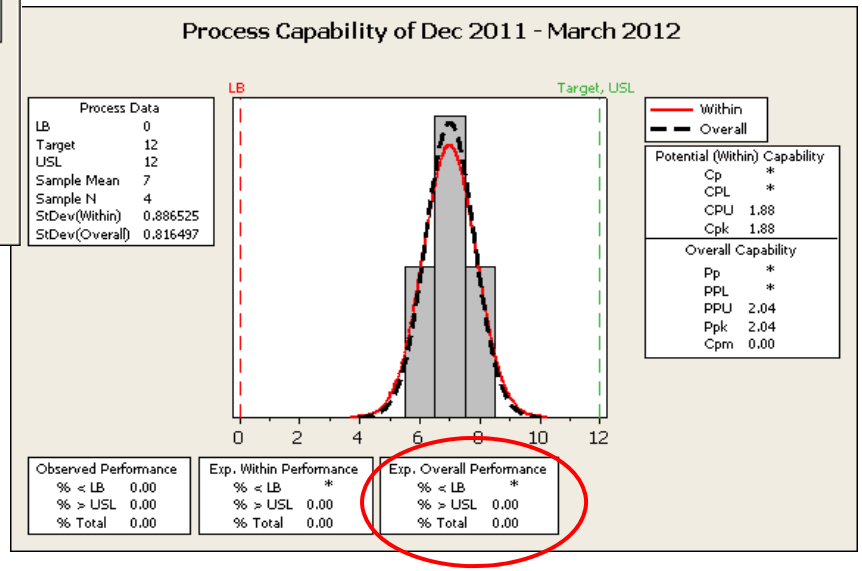
The expected overall performance of the process has improved from 11% to 92%.

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

How has the process performed after your improvements?

Debris Process Capability Dec 2011 - March 2012



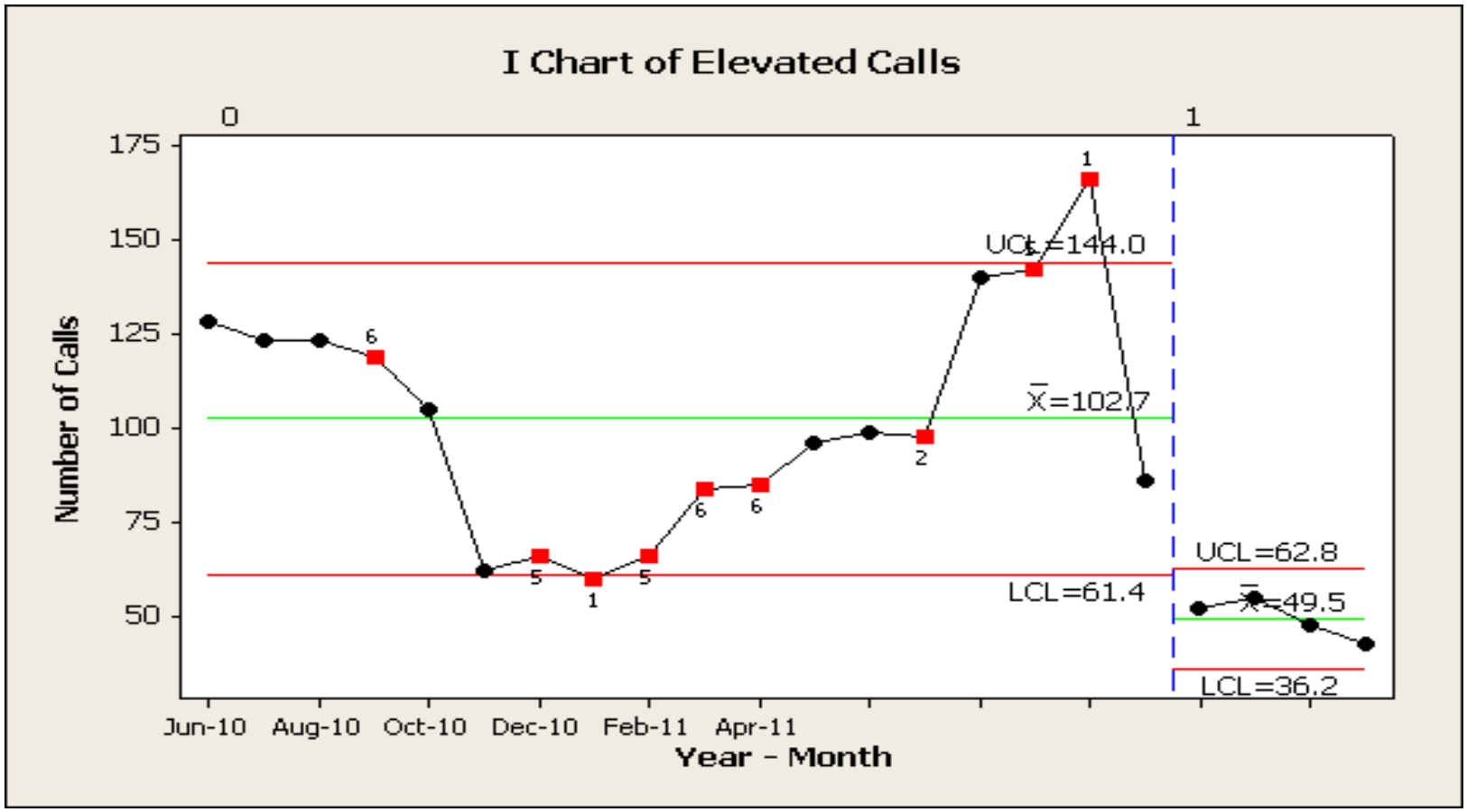


The expected overall performance of the process has improved from 21% to 100%

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

How has the process performed after your improvements?

Elevated Calls Performance June 2010 – March 2011



With the reduction of Debris and Responsiveness Elevated Complaints, Vegetation Related Elevated Complaints have reduced from an average of 102 complaints/month to 50 complaints/month

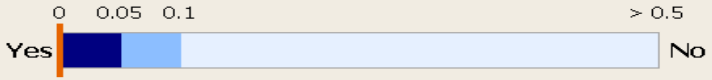
DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

How has the process performed after your improvements?

Elevated Calls Process Capability Before and After

2-Sample t Test for the Mean of Complaints B and Complaints A
Summary Report

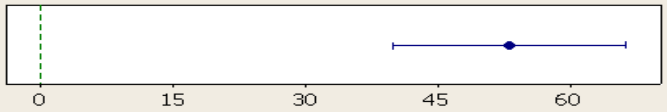
Mean Test
Is Complaints B greater than Complaints A?



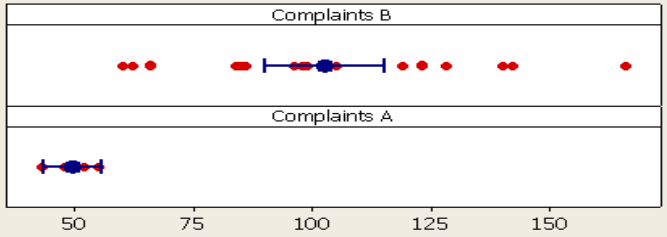
P = 0.000

The mean of Complaints B is significantly greater than the mean of Complaints A (p < 0.05).

90% CI for the Difference
Does the interval include zero?



Distribution of Data
Compare the data and means of the samples.



Statistics	Complaints B	Complaints A
Sample size	18	4
Mean	102.67	49.5
90% CI	(90.14, 115.2)	(43.386, 55.614)
Standard deviation	30.558	5.1962

Difference between means*	53.167
90% CI	(39.927, 66.406)

* The difference is defined as Complaints B - Complaints A.

Comments

-- Test: You can conclude that the mean of Complaints B is greater than Complaints A at the 0.05 level of significance.
-- CI: Quantifies the uncertainty associated with estimating the difference from sample data. You can be 90% confident that the true difference is between 39.927 and 66.406.
-- Distribution of Data: Compare the location and means of samples. Look for unusual data before interpreting the results of the test.

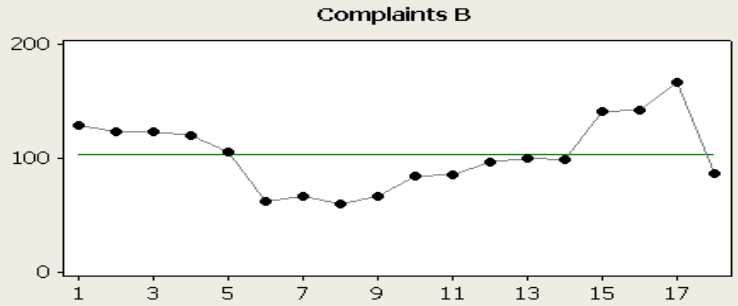
There is a statistical significant difference in the mean of Elevated Call per month before and after countermeasures were implemented.

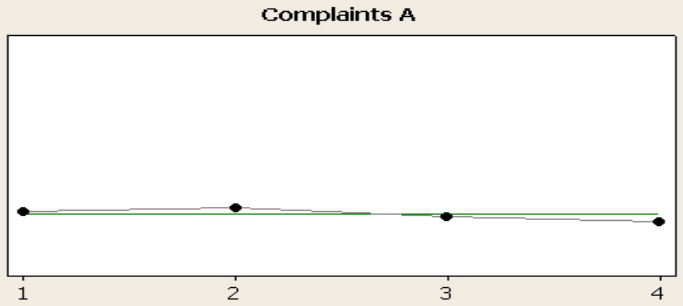
How has the process performed after your improvements?

Elevated Calls Process Capability Before and After

2-Sample t Test for the Mean of Complaints B and Complaints A
Diagnostic Report

Data in Worksheet Order
Investigate outliers (marked in red).





Power
What is the chance of detecting a difference?

For alpha = 0.05 and sample sizes = 18, 4:
If the true mean of Complaints B was 15.053 greater than Complaints A, you would have a 60% chance of detecting the difference. If Complaints B was 23.219 greater than Complaints A, you would have a 90% chance.

What difference can you detect with your sample sizes of 18 and 4?

Difference	Power
15.053	60.0
17.205	70.0
19.724	80.0
23.219	90.0

Power is a function of the sample sizes and the standard deviations. To detect a difference smaller than 19.724, consider increasing the sample sizes.

With a sample size of four, the shift in the mean of 53 complaints per month is big enough to detect a difference

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How has the process performed after your improvements?

Elevated Calls Process Capability Before and After

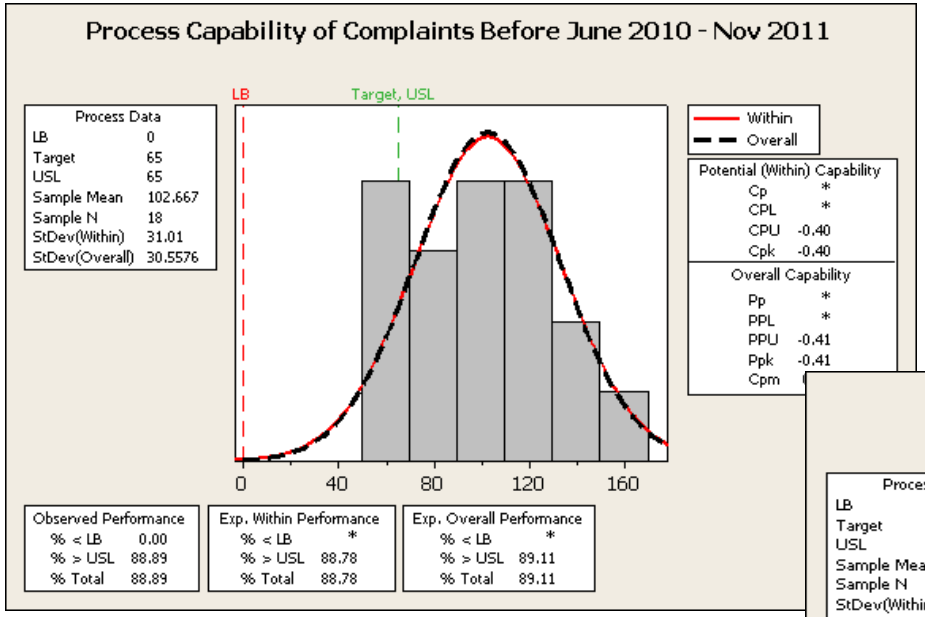
2-Sample t Test for the Mean of Complaints B and Complaints A
Report Card

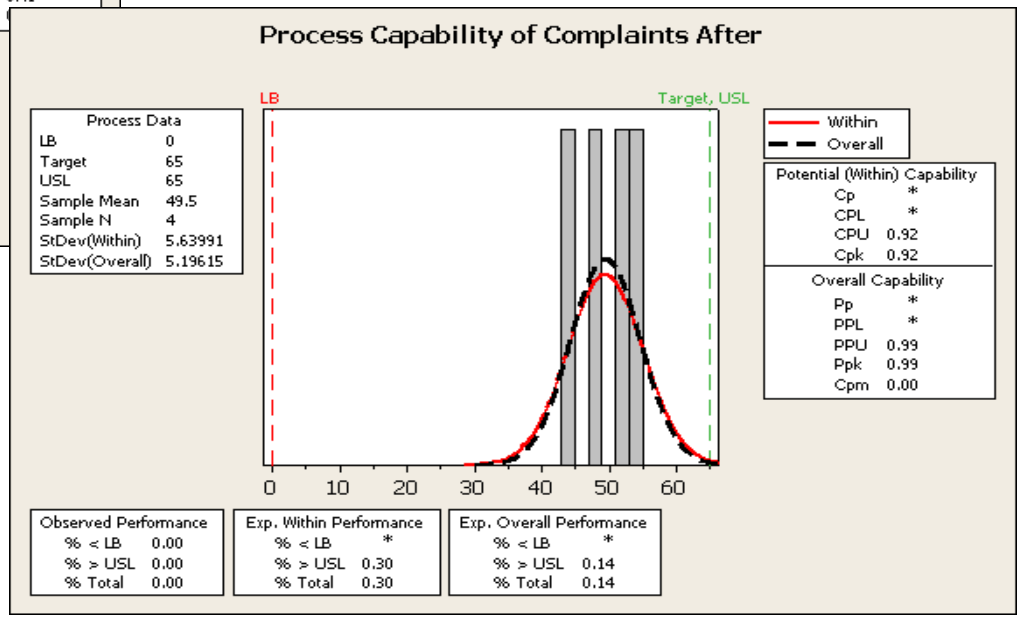
Check	Status	Description
Unusual Data		There are no unusual data points. Unusual data can have a strong influence on the results.
Normality		Because the sample size of Complaints A is less than 15, normality can be an issue. If the data are not normally distributed, the p-value may be inaccurate with small samples. Because normality cannot be reliably checked with small samples, you should use caution when interpreting the test results.
Sample Size		The sample is sufficient to detect a difference between the means.
Equal Variance		The 2-sample t used by Minitab's Assistant does not assume or require that the two samples have equal variances. Research shows that the test performs well with unequal variances, even when the sample sizes are not equal.

The sample size is significant enough to detect a difference in the mean.

How has the process performed after your improvements?

Elevated Calls Process Capability Before and After





The expected overall performance of the process capability has improved from 11% to 96%

DEFINE * MEASURE * ANALYZE * IMPROVE * CONTROL

What controls are in place to sustain your results?

Control Plan

Process Step	What's Controlled?	Input or Output?	Spec. Limits / Requirements	Measurement Method	Control Method	Sample Size	Frequency	Who/What Measures	Where Recorded	Decision Rule/ Corrective Action	SOP #
Inspector checks work queue twice/week for incoming work	VMCI Multiple Call Report	Output	# of repeat callers on customer driven WRs	Cognos reporting	View Multiple Call Report Daily	100%	Daily	Cognos reporting	WMS	Dispatcher determines if outreach is needed and forwards to appropriate vendor.	
Inspector reviews conditions at customer's address within 21 day SLA	21 day SLA	Output	Inspect CTR within 21 day SLA	21 days from creation of ticket	Asses CTR Inspection coming due within 7 days	100%	Constant	CTR Inspection coming due within 7 days report	WMS	IF SLA cannot be met, inspector should notify customer	
CTR completed within 21 day completion SLA	21 day SLA	Output	Complete CTR by 21 day SLA	21 days from close of 218 requirement	Asses CTR completions due in 7 days	100%	Constant	CTR Completion coming due within 7 days report	WMS	If SLA cannot be met, GF can notify dispatcher to let custome know that SLA will not be met.	
Customer notified of debris process (in person or DH)	24-48hr SLA	Output	Complete debris pickup within SLA or when possible	None/Debris VMCIs generated	Random calls to customers to customers requesting if they received debris door hangers	40%	Random	Dispatcher	Local files	Summary of customer's sampled presented to Vendor supervision during regular meetings.	

It is key to keep the customer informed. Address customer's concerns sooner when possible/necessary

What is your plan to transition the new process back to the process owner?

Return ownership to Regions

- Each region has began using the CCIN remarks to reflect the standardized message.
- Each region has added a process to input CCIN remarks on all customer driven work requests.
- Meetings are being held locally with Vendor Supervision review debris scorecard
  - Scorecard sent out weekly by Vegetation Resource Lead
  - Giving the vendor ownership of the process and meeting to discuss any necessary countermeasures.
- Each region now using stamps for debris door hangers to reduce the illegibility issue.
- Regional dispatchers using the Multiple Call Report to quickly address customer concerns.
  - Dispatcher will relay concern to inspector or GF if necessary.
- Regions selected dispatchers to perform outreach when debris SLA will not be met.

Processes are used system wide, but tweaked to best fit their areas.

What was the actual business or customer impact of your project?

Business Impact

Costs

Columns 1 - 6: Worksheet area for listing estimated implementation costs

1 - List Financial Costs Here Briefly Describe your countermeasures or corrective activities that involve costs	2 Type of Cost Impact	3 Capital or Expensed Costs	4 Quantity No. of Units per year	5 Annual Cost per Unit	6 Annualized Amounts $
Team Member Resource Lead	DD	Expense	52.00	$ 49.00	$ 2,548.00
Team Member Education Specialist	DD	Expense	7	$ 49.00	$ 343.00
					$ -
					$ -
				Total Estimated Costs	$ 2,891.00

Columns 7 - 12: Projected COSTS Up-front and/or over Several Years

7 Up-front Costs	8 Year 1	9 Year 2	10 Year 3	11 Year 4	12 Year 5
$ 147.00	$ 2,548.00	$ 2,548.00	$ 2,548.00	$ 2,548.00	$ 2,548.00
$ 343.00					
$ -	$ -				
$ 490.00	$ 2,548.00	$ 2,548.00	$ 2,548.00	$ 2,548.00	$ 2,548.00

Savings

Columns 1 - 6: Worksheet area for listing estimated savings

1 - List Financial Savings Here Briefly Describe your countermeasures or Corrective Actions that involve savings/benefits	2 Type of Savings Impact	3 Capital or Expensed Savings	4 Quantity No. of Units per year	5 Annual Savings per Unit	6 Annualized Amounts $
General Foreman	DD	Expense	252	$ 32.00	$ 8,064.00
Area Arborist	DD	Expense	1,200	$ 49.00	$ 58,800.00
					$ -
					$ -
					$ -
				Total Estimated Savings	$ 66,864.00

Columns 7 - 12: Projected SAVINGS Up-Front and/or over Several Years

7 Up-front Savings	8 Year 1	9 Year 2	10 Year 3	11 Year 4	12 Year 5
	$ 8,064.00	$ 8,064.00	$ 8,064.00	$ 8,064.00	$ 8,064.00
	$ 58,800.00	$ 58,800.00	$ 58,800.00	$ 58,800.00	$ 58,800.00
$ -	$ 66,864.00	$ 66,864.00	$ 66,864.00	$ 66,864.00	$ 66,864.00

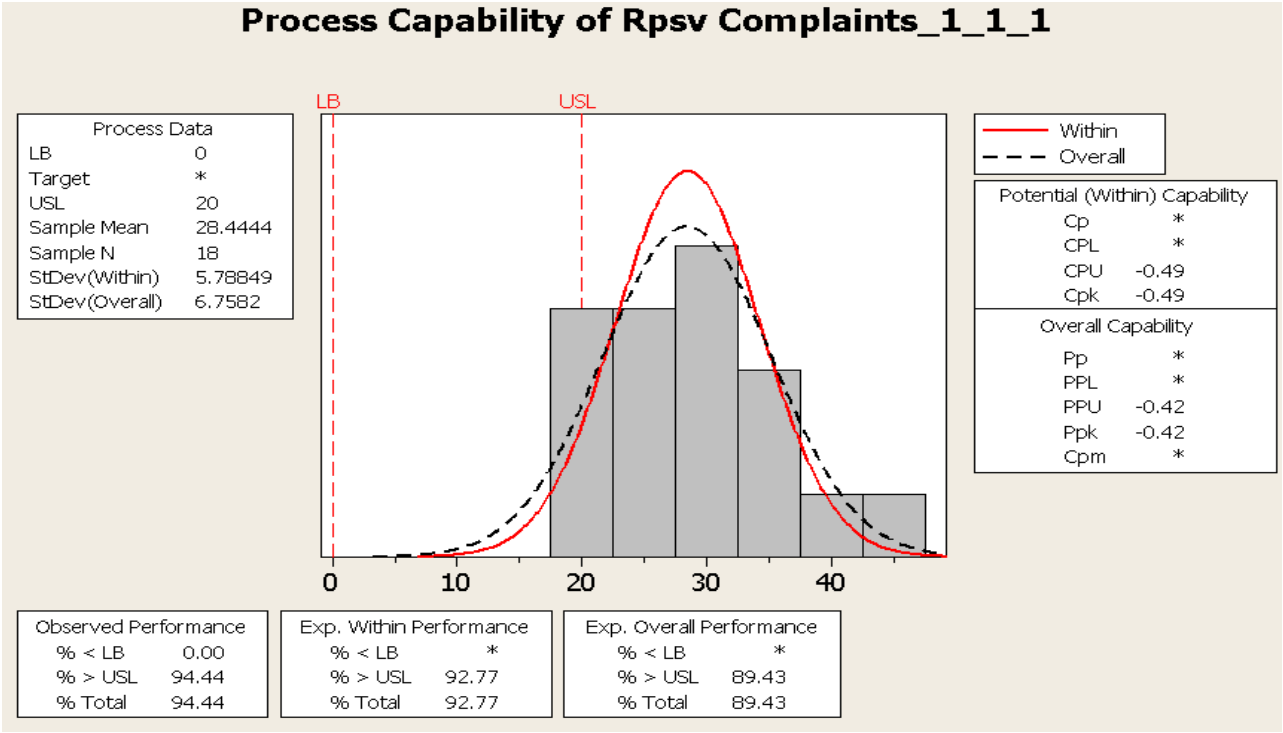
NET PRESENT VALUE (NPV) OF PROJECT (After-Tax)

Discount Rate (%) as of 03.10	7.30%
Tax Rate (%) as of: 03.10	38.58%
NPV of Total Project	**$160,376.11**

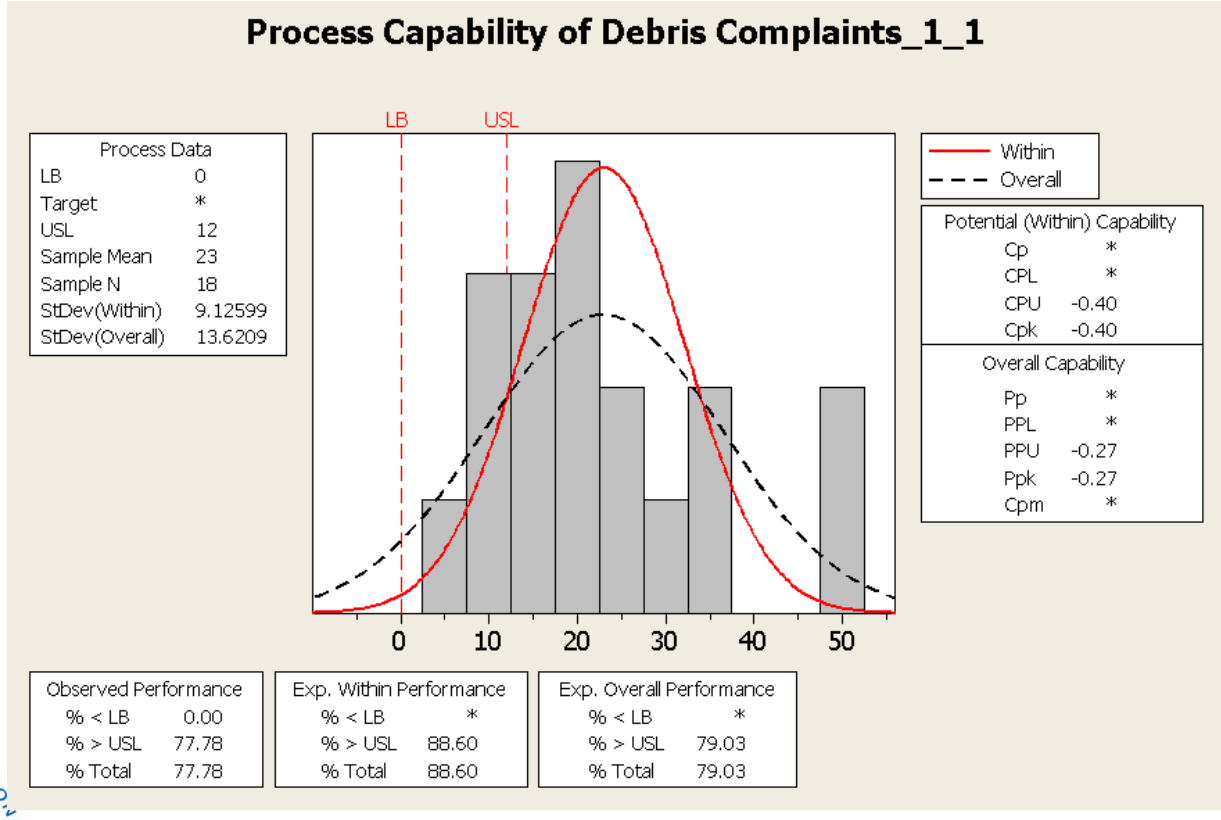
The Tax and Discount Rates (at left) may change subsequent to initial findings. Upon approval to implement the Project, please ensure that your NPV is refreshed with the latest discount and tax rates (available from the Financial Business Unit Website). Please post or update the latest NPV to your Project Charter.

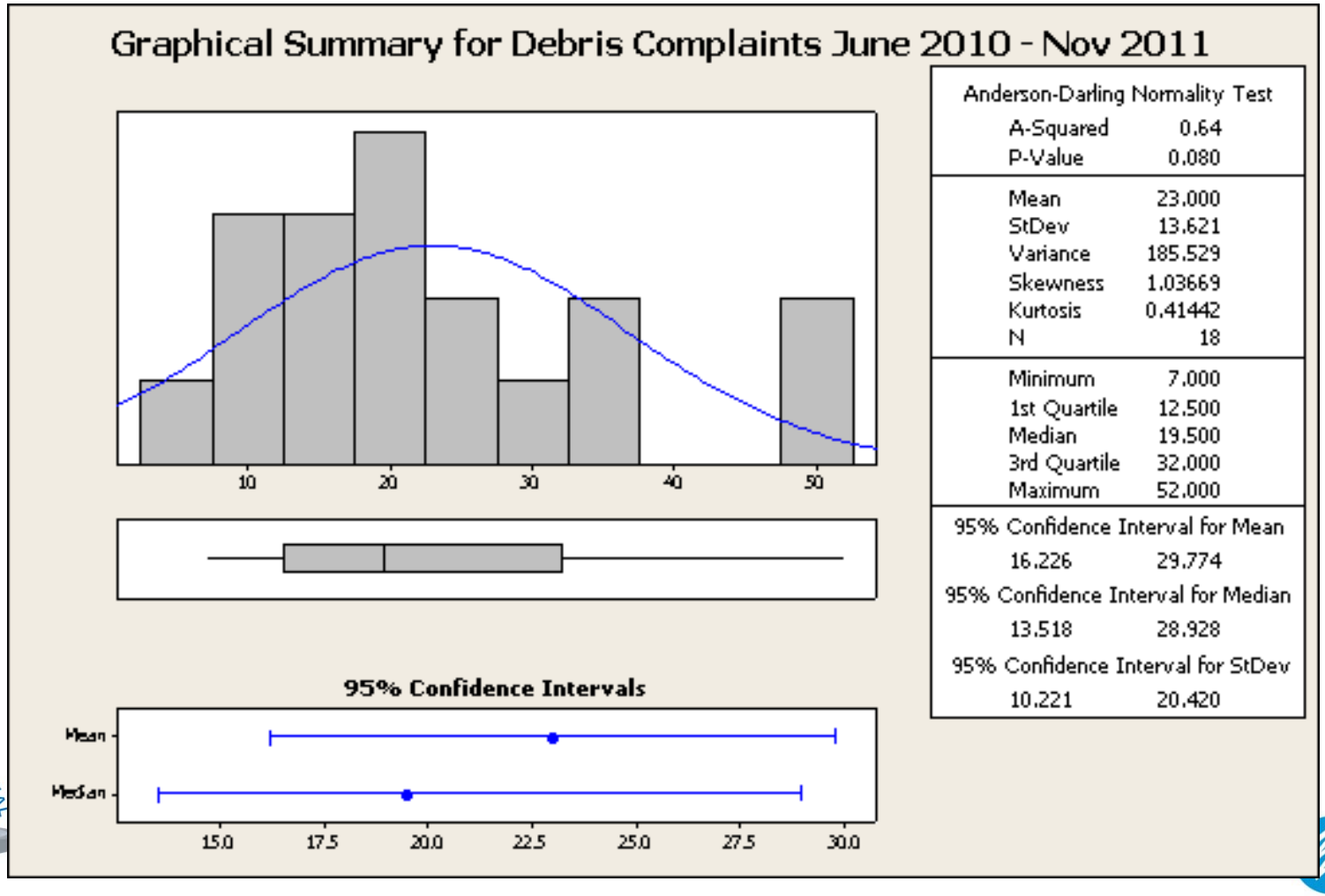
Reduced Elevated Calls are customer service metrics and difficult to quantify monetary savings with avoidance of customer dissatisfaction

Project Completion Approvals



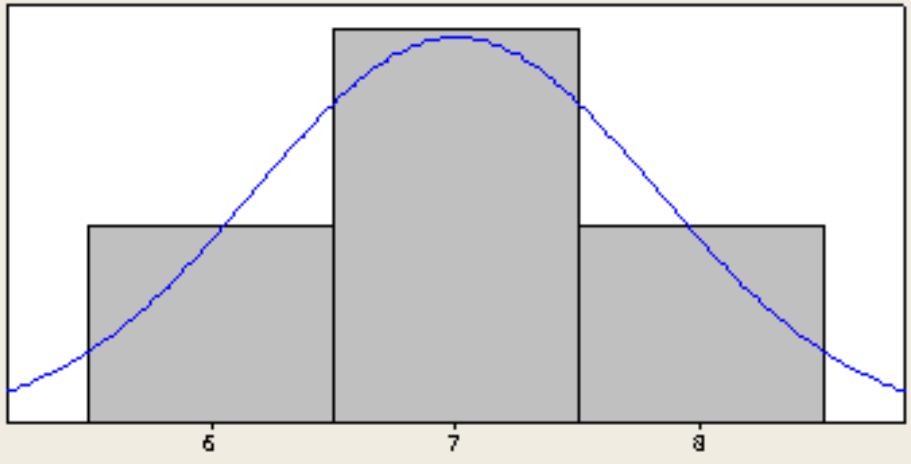
OPC 007315
FPL RC-16

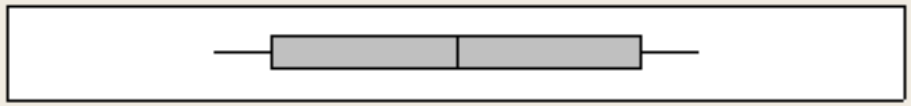

Process Capability of Debris Complaints_1_1
LB
USL
Process Data
LB 0
Target *
USL 12
Sample Mean 23
Sample N 18
StDev(Within) 9.12599
StDev(Overall) 13.6209
Within
Overall
Potential (Within) Capability
Cp *
CPL *
CPU -0.40
Cpk -0.40
Overall Capability
Pp *
PPL *
PPU -0.27
Ppk -0.27
Cpm *
0
10
20
30
40
50
Observed Performance
% < LB 0.00
% > USL 77.78
% Total 77.78
Exp. Within Performance
% < LB *
% > USL 88.60
% Total 88.60
Exp. Overall Performance
% < LB *
% > USL 79.03
% Total 79.03

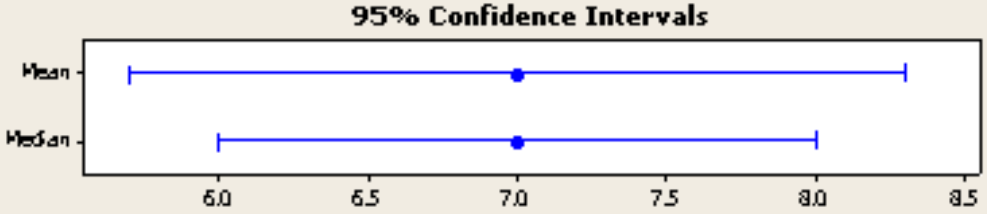


OPC 007317
FPL RC-16

Graphical Summary for Debris Complaints Dec 2011 - March 2012

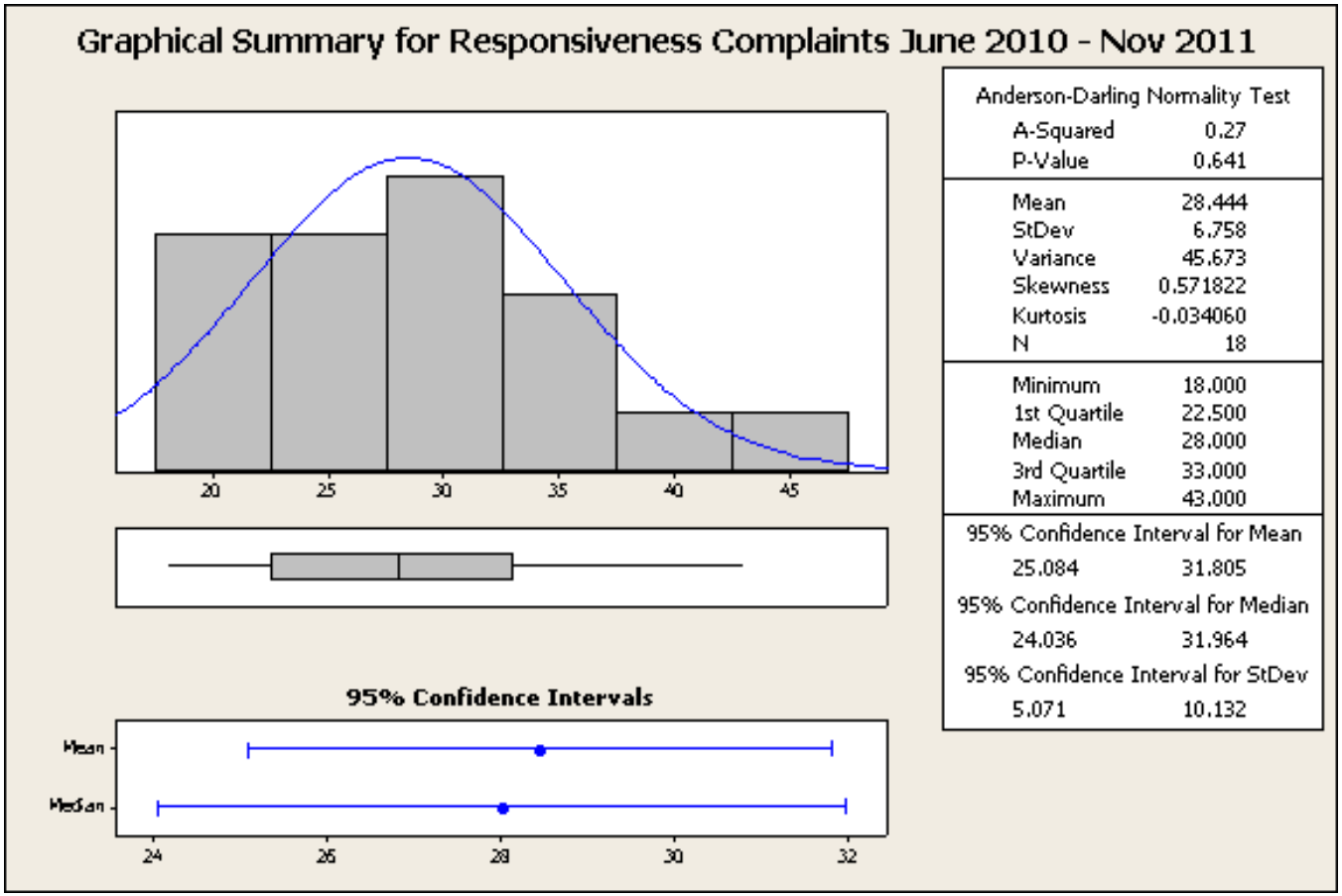




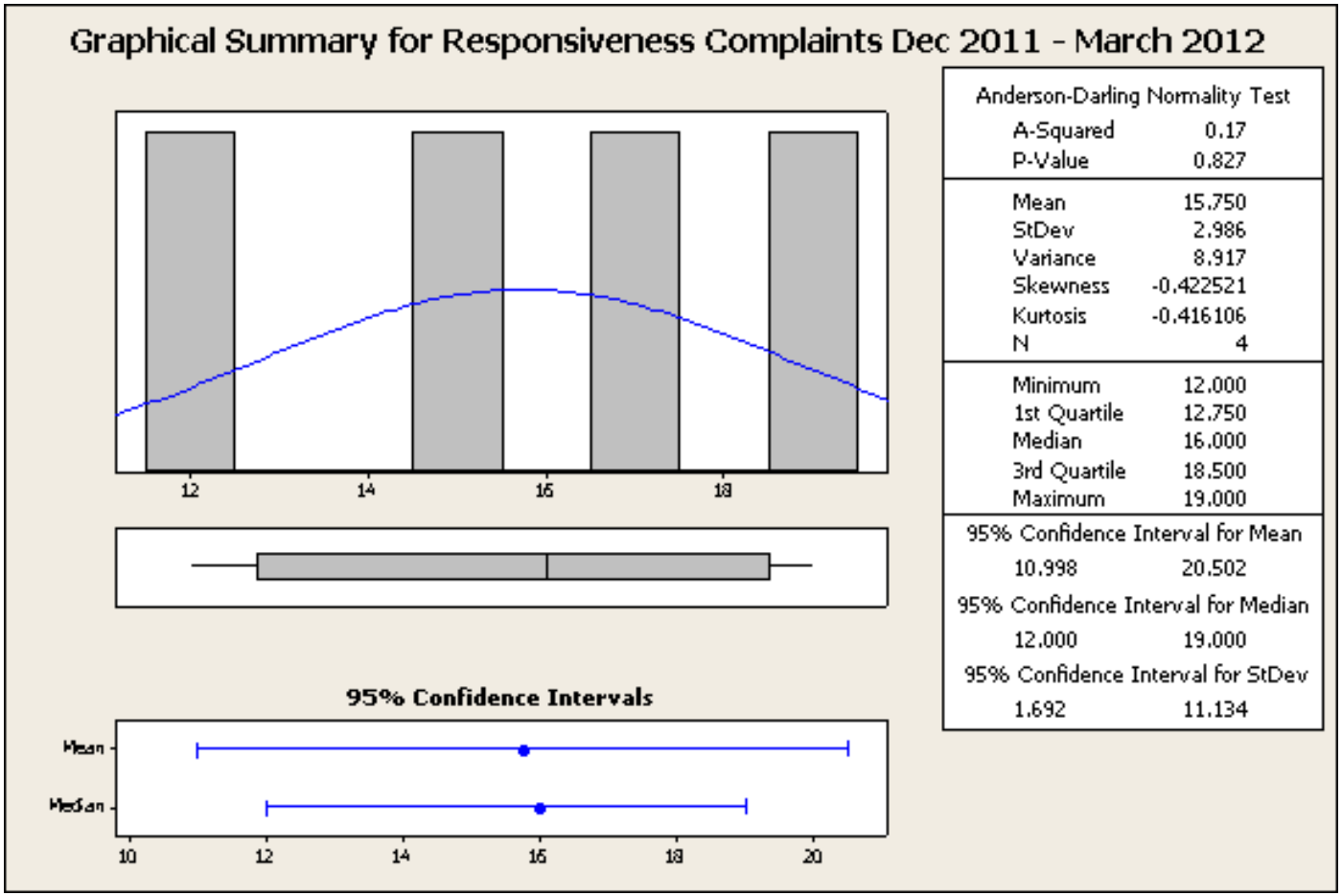


Anderson-Darling Normality Test	
A-Squared	0.28
P-Value	0.410
Mean	7.0000
StDev	0.8165
Variance	0.6667
Skewness	0.0
Kurtosis	1.5
N	4
Minimum	6.0000
1st Quartile	6.2500
Median	7.0000
3rd Quartile	7.7500
Maximum	8.0000
95% Confidence Interval for Mean	
5.7008	8.2992
95% Confidence Interval for Median	
6.0000	8.0000
95% Confidence Interval for StDev	
0.4625	3.0443

OPC 007318
FPL RC-16



OPC 007319
FPL RC-16



OPC 007320
FPL RC-16