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November 5, 2009

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NOV 05 2009

PUBLIC SERVICE COMMISSION

Darrell Nitschke, Executive Secretary
North Dakota Public Service Commission
State Capitol Building, Dept. 408
600 East Boulevard
Bismarck, ND 58505-0480

RE: ACTION PLAN – EXTERNAL REVENUE CYCLE PROCESS REVIEW

Dear Mr. Nitschke:

Northern States Power Company, a Minnesota corporation (“Xcel Energy” or the “Company”) submits this update to the North Dakota Public Service Commission (the “Commission”). The update contains a Summary and detailed Action Plan outlining the Company’s response to the recommendations contained in the final report (“Report”) issued by Global Enterprise Managers LLC (“GEM”) on its review of our revenue cycle.

The Company contracted with GEM to conduct an assessment of its metering and billing processes and billing accuracy in February 2009. GEM completed its review in September 2009, and the Company filed the subsequent Report with the Commission on September 25, 2009.

We provide the following excerpt from the Report’s Executive Summary that outlines the overall scope of GEM’s review:

During the Revenue Cycle Process Review, GEM examined the business processes that make up the revenue cycle in detail to evaluate the strengths and weaknesses of the Xcel revenue cycle. Where differences in organizations, processes, or practices exist among Xcel’s operating companies, the review focused on the NSPM operating company, covering Minnesota, North Dakota, and South Dakota. Specific technology and commercial factors that were believed to have contributed to metering and billing problems or that could

represent risk areas for future problems were reviewed. GEM also developed a test of billing system accuracy, which consists of independent replication of billing calculations, and made other recommendations for measuring the factors that influence overall bill accuracy.¹

The GEM Report contained five principal findings and three broad recommendations that summarize their detailed recommendations for action. In summary, these principle findings are:

1. The overall level of timeliness and accuracy of Xcel customer billing appears reasonable;
2. Xcel has an overall initial process performance goal for the revenue cycle, but has not defined an overall process performance goal for the ongoing revenue cycle;
3. Xcel's natural gas and electric meter accuracy testing practices and standards meet or exceed industry standards. But prior to 2009, "safety nets" for the detection of metering problems had not been updated for an Automated Meter Reading (AMR) system that was subject to new failure modes;
4. Current staff levels, increasing rate case frequency, new product offerings, skilled workforce segments that are approaching retirement age, an emphasis on on-the-job training for advanced positions, and the general challenge of each process performer understanding the impact of his or her actions on the business process as a whole have made it difficult to respond effectively to unusual conditions and peak workloads in the electric and natural gas metering and billing areas; and
5. Prior to and in parallel with the Revenue Cycle Process Review Xcel had already undertaken multiple substantive initiatives to address recent and longer-term metering and billing issues, improve communications, and enhance its quality assurance approaches.²

We summarize our response to GEM's broad recommendations below, and provide as Attachment A to this filing, our Action Plan for implementing their specific recommendations.³ We note that the dates we provide in the "Timeline" column on Attachment A are our current targets and are subject to change as we continue to work the plan.

¹ *Xcel Energy Services Inc. Revenue Cycle Process Review Final Report*, Volume 1, Revision 2, at 1-2 (September 16, 2009) (hereafter, *GEM Report*).

² *GEM Report* at 1-2 through 1-3.

³ The first two columns in the Action Plan, (1) "Action" and (2) "Alternate or Related Action Description," are direct references from the GEM report

SUMMARY

1. *Create a framework for continuous improvement of billing accuracy.*

We have taken numerous steps to improve our billing accuracy through developing and implementing both new and enhanced metering, meter reading, and billing processes. We outline below several improvements that we have incorporated into our daily operations, as well as highlights of our ongoing efforts to further enhance these processes:

Meter Monitoring and Field Reporting: Enhanced processes for timely detection of potential meter or module failures, and timely field response once potential problems are identified.

Beginning in 2009, we implemented an *enhanced* detection process that uses daily Cellnet Technology Midwest (“Cellnet”) meter read information to identify potential meter and/or Automated Meter Reading (“AMR”) module malfunctions. We have continued to enhance this process through improved analytics of the data, resulting in quicker identification of potential issues, and more efficient use of field resources. In addition, we have implemented improved processes and reporting to more closely monitor and prioritize our field response, to ensure that activities are performed in a timely manner.

Meter and Module Testing: We have reviewed our operating procedures for sample testing of new meters, and have enhanced them where appropriate to include AMR module testing into our meter shop testing protocols for all new meters. This testing verifies the module’s: (1) accuracy compared to the meter; and (2) communications for correct readings, module and meter identification data.

*Returned Materials Analysis (“RMA”):*⁴ We have implemented an enhanced RMA process for the testing and analysis of failed Cellnet modules, which is the result of a contract Change Order negotiated in late November 2008. This cooperative process with Cellnet requires Cellnet to conduct sample testing and analysis of the modules removed from the field each month. The Cellnet and Xcel Energy engineering teams analyze the data in an effort to determine, early in the process, whether certain module types are experiencing abnormal failure rates or common defects. Using this RMA data, our engineering area has developed predictive modeling that we expect to further improve our early detection of any issues by better forecasting malfunction types and rates.

⁴ Identifies the type, reason, and volume of AMR modules that malfunction in the field.

*Additional Billing Control Points:*⁵ Stemming from billing issues that affected our customers and had not otherwise been identified through existing controls and check points, we implemented several new controls, including:

- Visual bill print check – We sample several customer billing statements each day, ensuring a mix of various customer types and rates are represented in the sample. We literally view the actual bill print to ensure that items such as the Next Meter Reading Date is accurate, billing line items all appear, and the Due Date is accurate.
- High dollar check – The billing system identifies customer bills from the previous night’s processing that exceed set system values on all customer types. Each of these identified billing statements are routed to a Billing Specialist for thorough review prior to any further processing and/or being sent to the customer.

2. *Improve AMR performance through Cellnet and Xcel process changes.*

The Company recently concluded discussions with Cellnet, resulting in several process improvements, including:

- Increased network and equipment analysis testing prior to module replacement for “no-read” field orders, intended to reduce premature equipment replacement;
- Standardized post-fieldwork verification for gas “zero-consumption” field orders to ensure newly-installed equipment is performing as expected;
- Further RMA process enhancements that include: additional Cellnet engineering resource assignment, improved reporting of test results and root cause determinations, specific recommendations for proactive maintenance and/or replacements, and improved communication of overall and Company-specific AMR product performance trends;
- Established mutual performance goal and Cellnet resource commitments related to investigation of lost meters (meters “heard” by Cellnet network but not able to connect the AMR reading with the meter in the Company’s systems);
- Increased product evaluation related to new AMR equipment and designs for commercial and industrial natural gas meters; and
- Commitment to establish improved maintenance-related service quality measures.

⁵ Identifies possible additional billing errors before billing statements are sent to customers.

3. *Ensure there is a sufficient pool of skilled revenue cycle process performers.*

In terms of ensuring we continue to have sufficient levels of skilled and experienced revenue cycle resources, we engage in regular workforce planning activities, facilitated across the enterprise by Human Resources.

Specific initiatives implemented to better ensure a consistent and ready supply of *Billing Specialists* include:

- Voluntary job-share opportunities that pair experienced Billing Specialists with individuals from “feeder” functions such as the call center, mass market billing, and Builder’s Call Line;
- Development of structured progression programs to be implemented in 2010; and
- Rotation of specialized billing resources so that multiple specialists are skilled in all facets of our most complex rate applications.

In terms of *Meter Reading*, we have implemented a daily process to track the number meter reading “no reads” to ensure that we are quickly responding to any changes in this metric, which could indicate a short-term gap in the workforce. We are additionally developing standard, formal training materials for all meter reading staff to ensure consistent skills across the organization

The Executive Summary of the Report concludes with GEM’s observation that Xcel Energy’s commitment to the initiatives already undertaken, along with the actions recommended in the Report will contribute to a culture of quality and continuous improvement that will meet or exceed reasonable expectations of meter and billing quality.⁶

TRADE SECRET DATA

The Company is submitting both a public and non-public version of this filing along with our Application for Trade Secret Protection. The public version has been redacted to remove portions of the report that contain sensitive trade secret data, and should be treated as a public document. Limited portions of the non-public version contain private data pertaining to the Company’s contract with Cellnet.

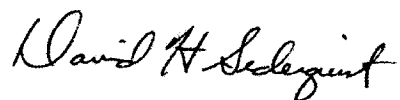
We respectfully submit the enclosed Application for Trade Secret Protection for the limited information in the filing that is marked as non-public. The specific contract information has commercial value that could be used by others against the interest of Xcel Energy, such as vendors when negotiating with Xcel Energy in the future for services, billing systems, or other related technology. In addition, Xcel Energy has an

⁶ *GEM Report* at 1-3.

obligation to keep such information confidential pursuant to provisions in the Cellnet contract.

We confirm that the Company is committed to implement the recommended actions in the GEM Report, and look forward to discussing further our ongoing progress with the Commission on November 12 during our Periodic Information Exchange meeting.

Sincerely,

A handwritten signature in black ink that reads "David H. Sederquist". The signature is written in a cursive style with a large initial "D".

DAVID H. SEDERQUIST
Sr. Consultant, Regulation & Finance

Enclosures



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
2) Measure and report Xcel's performance for each of the sources of billing inaccuracy listed in Exhibit 4-1 of this report on a monthly basis for a base-lining period of one year.		Revenue Cycle Process Owners Regulatory Business Systems	See Action #1 above. Develop a scorecard to track monthly results, beginning with August 2009 data. Results to be provided to Regulatory and maintained in a shared directory.	August 2009 results will be reported on 9/17/2009. Ongoing results will be reported on the 19 th of each month beginning in Q4 2009.
3) In addition to using [the] measures [in Exhibit 4-1] as immediate indicators for process improvement, select the factors with the largest influence on billing accuracy as reference values from which to define annual improvement targets, and continue to measure the remaining factors internally to Xcel to reduce the chance that unexpected changes in		Billing	Analyze data each month and quarter. Identify most influential measures. Determine annual improvement targets for identified measures.	Timing tied to Actions #1 and #2 above. Within 90 days following the initial 12 month tracking period.

Please note that the Action and Alternate or Related Action Description columns are direct references from the September 16, 2009 Final Report from Global Enterprise Managers, filed with the Commission on September 25, 2009 in Case No. PU-08-627. Additionally, the dates provided in the Timeline column are current targets and subject to change, as appropriate.



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
performance will go undetected.				
4) Align business unit and sub-process goals with an overall revenue process billing accuracy improvement objective by means of the individual billing accuracy factors summarized in Section 4.	Align organization, process, and process performer performance improvement goals with the overall revenue cycle billing accuracy improvement goals described in Section 4, Billing Accuracy and Service Quality.	Revenue Cycle Process Owners Human Resources Communications	Identify one or two scorecard goals that would be carried on the following organization's scorecards: <ul style="list-style-type: none"> • Builders Call Line • Metering • Meter Reading • Billing • Regulatory • Call Center 	Develop common goals by January 2010.
			Identify and preload IPAD performance goals that will link to scorecard goals.	December 2010
			Implement goals with a consistent message across organizations.	February 2010
			Review and operationalize reward & recognition program to determine applicability.	March 2010

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
5) Document the full set of revenue cycle controls in a comprehensive Quality Assurance plan.		Revenue Cycle Process Owners Audit Services SOX PMO	Implement a cross-functional team to document the full set of revenue cycle controls. Complete documentation consolidation of current revenue cycle controls. Evaluate controls to ensure comprehensive QA coverage and adjust as appropriate.	October 2009 March 2010 June 2010
6) Ensure that all of the sources of billing inaccuracy listed in Exhibit 4-1 of this report are included in the set of revenue cycle controls.		Revenue Cycle Process Owners Audit Services SOX PMO	Integrate Exhibit 4.1 items into revenue cycle controls.	December 2010



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
7) Ensure, either by the Internal Audit group or another independent Quality Assurance group, that the controls are being regularly tracked and promptly acted upon by the appropriate business group.		Revenue Cycle Process Owners Audit Services SOX PMO	Develop a comprehensive Plan that appropriately monitors the ongoing business area application of the QA Plan. Develop the evaluation schedule. Implement the monitoring plan.	June 2010 September 2010 January 2011
8) [Make] a set of measurements related to potential sources of billing inaccuracy selected from those described in Section 4.2 [...] available to regulatory agencies and external advocate groups on a regular basis in the form of new service quality metrics.		Revenue Cycle Process Owners Regulatory	Provide monthly reports to Regulatory area. Participate as appropriate in Regulatory Agency discussions regarding ongoing external reporting specifics and timing.	Beginning with Q4 2009 results Per Regulatory Agency timing



Revenue Cycle Process Review Action Plan

Recommendation 2 – Improve AMR performance through Cellnet and Xcel process changes (Actions 9-17)

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
[TRADE SECRET BEGINS 9)				
				TRADE SECRET ENDS]

Please note that the Action and Alternate or Related Action Description columns are direct references from the September 16, 2009 Final Report from Global Enterprise Managers, filed with the Commission on September 25, 2009 in Case No. PU-08-627. Additionally, the dates provided in the Timeline column are current targets and subject to change, as appropriate.



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>10) Ensure that the additional internal random and period testing and RMA testing and tracking on failed integrated electric meters and modules is designed to predict integrated meter/module trends, since the long-term performance and potential failure modes of these measuring devices are not yet well established.</p>		<p>Meter Engineering Metering</p>	<p>Verify that non-mechanical meters for purposes of random and periodic testing are identified as separate lots. Complete identified annual random and periodic testing for non-mechanical lots. <u>Module Testing (Removed from Field)</u> Implement negotiated Cellnet Returned Material Analysis (RMA) and ensure process separately identifies non-mechanical electric meter types or models. Utilizing Cellnet RMA data develop predictive failure information for non-mechanical electric meters. <u>Meter Testing (Removed from Field)</u> Review and adjust as necessary the Xcel RMA processes to ensure that non-mechanical meters are being adequately tested and</p>	<p>December 2009 (Complete random and periodic testing) June 2009 (Cellnet RMA process implemented) October 2009 (Xcel RMA process reviewed) October 2009 (Cellnet predictive failure analysis implemented)</p>

Please note that the Action and Alternate or Related Action Description columns are direct references from the September 16, 2009 Final Report from Global Enterprise Managers, filed with the Commission on September 25, 2009 in Case No. PU-08-627. Additionally, the dates provided in the Timeline column are current targets and subject to change, as appropriate.



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
[TRADE SECRET BEGINS 11)			reported.	



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
12)				

Please note that the Action and Alternate or Related Action Description columns are direct references from the September 16, 2009 Final Report from Global Enterprise Managers, filed with the Commission on September 25, 2009 in Case No. PU-08-627. Additionally, the date provided in the Timeline column are current targets and subject to change, as appropriate.



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
13) Complete and formalize receipt sampling and test processes for the AMR modules that Xcel receives with most new meters.		Meter Engineering Metering	Review and adjust as necessary the Xcel new meter sample testing processes. As necessary obtain module testing equipment.	TRADE SECRET ENDS! June 2009 (Complete review and implement) – October 2009 (Obtained necessary equipment)
14) Continue to update the types of "safety nets" that are in place to identify and efficiently remediate metering and meter reading problems when they occur. The issues of repeated readings that began in late 2007 and 2008 were not caught quickly by the CRS billing stop bill checks, consecutive estimate checks, or zero usage checks. When every meter was actually observed by a meter reader, certain types of failures and field conditions could be detected and reported more quickly. With AMR, a		Billing	Perform root cause analysis on a monthly basis on various exceptions to the Stop Billing Rules, Interface Exchange Handling, and Special Reporting. Identify common patterns and event triggers. Develop and implement enhancements/"safety nets" to prevent future occurrences.	Monthly beginning January 2009



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>problem consumption pattern must be identified in the data processing systems.</p> <p>15) If natural gas meters continue to be damaged by Cellnet modules, adopt at least one of the following three paths:</p> <ul style="list-style-type: none"> ▪ Realizing that these failures will occur, continue to enhance processes to detect and fix the failures on an expedited basis and understand the root causes of the failures. ▪ Work with both Cellnet and natural gas meter manufacturers to find a more appropriate match between the quality and robustness of the module mechanical components and the meter register and internal gear construction. ▪ If significant mechanical issues persist with Cellnet AMR modules on natural gas meters, evaluate the possibility of utilizing a different module/register 		<p>Metering Meter Engineering</p>	<p><u>DR Detection Process</u> Continue to utilize and enhance as necessary to gas DR detection process.</p> <p><u>Field Order Completion</u> Develop reporting to monitor and ensure timely field response by Cellnet and internal crews to meter orders.</p> <p>Complete identified annual random and periodic testing for non-mechanical lots.</p> <p><u>Module Testing (Removed from Field)</u> Implement negotiated Cellnet Returned Material Analysis (RMA).</p> <p>Develop predictive failure information, using Cellnet RMA data.</p>	<p>March 2009 (enhanced DR detection process implemented)</p> <p>June 2009 (Field order completion reporting implemented)</p> <p>June 2009 (Cellnet RMA process implemented)</p> <p>September 2009 (Xcel RMA processes reviewed)</p> <p>November 2009 (Change Order complete)</p>

Please note that the Action and Alternate or Related Action Description columns are direct references from the September 16, 2009 Final Report from Global Enterprise Managers, filed with the Commission on September 25, 2009 in Case No. PU-08-627. Additionally, the dates provided in the Timeline column are current targets and subject to change, as appropriate.



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
<p>interface approach for natural gas meters that does not make the same mechanical interface tradeoffs between damaging the module and damaging the meter.</p>			<p><u>Meter Testing (Removed from Field)</u> Review and adjust as necessary the Xcel RMA processes to ensure that gas meters are being adequately tested and reported.</p> <p><u>Cellnet Agreement</u> Leverage the 1074 and 5-dial dispute resolution processes to negotiate enhancements related to GEM referenced recommendations.</p>	<p>March 2010 (Change Order process enhancements implemented)</p> <p>November 2009</p>
<p>16) Establish goals for investigating and determining root cause for meters on the Lost Meter report. The Lost Meter report lists meters that are providing automated readings but that are not known to Xcel's information systems.</p>		<p>Metering</p>	<p>Incorporate Lost Meter monitoring into metering area scorecards and utilize existing processes to conduct investigations.</p> <p>Leverage the 1074 and 5-dial dispute resolution processes to negotiate</p>	<p>October 2009 (add to area scorecards) Ongoing (use existing processes to conduct investigations)</p> <p>November 2009 (Change Order Complete)</p>



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
17) Implement an AMR Natural Gas Meter assessment program to find and repair meters that are under-reporting usage due to register/module interface slippage.		Metering Meter Reading Meter Engineering	<p>enhancements related to GEM referenced recommendations.</p> <p>Establish a team to review</p> <p>Lost Meter results and implement recommendations to improve performance.</p> <p><u>In-Service Meters Testing Program</u> Complete identified annual random and periodic testing for non-mechanical lots.</p> <p><u>DR Detection Process</u> Continue to utilize and enhance as necessary to gas DR detection process.</p> <p><u>Field Order Completion</u> Develop reporting to monitor and ensure timely order</p>	<p>December 2009 (Identify process improvement opportunities)</p> <p>March 2010 (Implementation of change order process enhancements)</p> <p>December 2009 (Complete random and periodic testing)</p> <p>March 2009 (enhanced DR detection process implemented)</p> <p>June 2009 (Field order</p>

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
			field response by Cellnet and internal crews to meter orders. <u>Module Testing (Removed from Field)</u> Implement negotiated Cellnet Returned Material Analysis (RMA). Develop predictive failure information using Cellnet RMA data. <u>Meter Testing (Removed from Field)</u> Review and adjust as necessary the Xcel RMA processes to ensure that gas meters are being adequately tested and reported.	completion reporting implemented) June 2009 (Cellnet RMA process implemented) October 2009 (Xcel RMA processes reviewed)

Please note that the Action and Alternate or Related Action Description columns are direct references from the September 16, 2009 Final Report from Global Enterprise Managers, filed with the Commission on September 25, 2009 in Case No. PU-08-627. Additionally, the dates provided in the Timeline column are current targets and subject to change, as appropriate.



Revenue Cycle Process Review Action Plan

Recommendation 3 – Ensure there is a sufficient pool of skilled revenue cycle process performers (Actions 18-24)

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
18) Ensure that the meter reading resource staffing level is sufficient to read all manual routes under normal conditions – which is Xcel's current policy – and also to account for potential de-automation – the reversion of selected AMR electric or natural gas meters for which reliable automated readings cannot be obtained back to manual reading		Meter Reading Human Resources	Track consecutive estimates on a daily basis to ensure timely response to changes in this key metric that could indicate a short-term resource gap. Develop process to better link the release of meter reading resources to the Cellnet deployment schedule. Submit comprehensive HR plan to HR. CS leadership reconciles the workforce plan. <i>(Note: This plan is based on the current Cellnet deployment schedule.)</i> Create contingency plan for increasing staffing in the event of de-automation by February 28.	June 2009 November 2009 September 2009 October 2009 February 2010

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Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
19) Create more comprehensive structured training courses for advanced mass market billing analysts, C&I billing analysts, and rate information specialists and use these training courses to upgrade current skill levels and introduce additional resources into these groups as needed.	Establish more formal progression of advanced training for all billing analysts, but particularly C&I billing analysts, to shorten the time required to make a billing analyst fully productive.	Billing Training	Identified set of sustainment training topics Sustainment training developed and implemented. Progression Program core curriculum design and planning.	June 2009 October 2009 March 2010
20) Plan for staffing increases in C&I Billing area to prepare for retirements and to accommodate the non-C&I tariff work that has been added to this group's responsibilities.		Billing Human Resources	Submit comprehensive HR plan to HR. CS leadership reconciles the workforce plan.	September 2009 October 2009
21) Evaluate Business System staffing levels to ensure appropriate support levels are maintained for processes that are automated and for new technologies that are implemented to support the revenue cycle process.		Business Systems	Review historic staffing levels to support rate changes and compare to expected rate case activity for coming 18 to 24 months. Review analysis with management and determine next steps re: staffing changes. Complete any approved staffing changes	September 2009 October 2009 April 2010



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
22) Implement more cross functional training on the revenue cycle processes so that participants better understand how they fit into the process and how other groups also fit in.	<p>Create revenue process training courses that clarify each process performer's role in the overall process, handoffs between roles and groups, and best practices for using the CRS, IEH, Mobile Dispatch System, and other shared technologies.</p> <p>Develop and deliver formal revenue cycle process-wide familiarization training for most revenue cycle participants so the impacts of actions in one area on others are better understood by all process performers.</p>	Revenue Cycle Process Owners Training Human Resources	<p>Conduct Training Needs Analysis.</p> <p>Develop a formal proposal to design and deliver entry level and sustainment training to close identified gaps.</p> <p>Training Development</p> <p>Training Delivery</p> <p>Develop a module to educate employees (cross-functional) on the Revenue Cycle Process.</p> <p>Implementation begins</p>	November 2009 December 2009 March 2010 December 2010 March 2010
23) Improve time tracking for the time that employees dedicate to special projects as compared to core job activities to support better workload trending.		Billing	<p>Coordinate team to identify "special projects" work.</p> <p>Develop and implement enhancements to the tracking system.</p>	December 2009 January 2010



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
24) Capture additional business process knowledge from experienced workers by documenting the processes at a performer level across the revenue cycle, and make this information available to all revenue cycle participants.		Revenue Cycle Process Owners Human Resources Training	Develop Knowledge Management & Transfer Strategy -A Knowledge Transfer tool is under development and will be available to all Xcel Energy business units via XpressNet. -This tool has now reached final design and will be accessible at the end of October. This sub-team will review the tool for appropriate modifications to support Revenue Cycle workgroup needs. Identify Pilot Group Pilot Knowledge Management Tool with specific work group Review Pilot group results, make adjustments Identify Long Term Operational Plan	March 2010 November 2009 February 2010 February 2010 March 2010



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
			Launch Knowledge Management Tool to entire organization Utilize CCQR. Review documented processes and update training programs to ensure knowledge is transferred.	March 2010

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Revenue Cycle Process Review Action Plan

Additional Process Improvement Opportunities

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
A1) Define key billing accuracy measures (including those selected as key controls from the set of metrics in Section 4.1) to trigger employee notifications when they are violated, require positive confirmation that they have been addressed, and be subject to escalation if they are not resolved in a timely manner. If it is not possible to achieve this type of business process management with the current CRS workflow technology, evaluate business process management (BPM) tools that can be integrated with the CRS and other Xcel systems to provide advanced business process notification, workflow, routing, status tracking, and escalation capabilities.		Revenue Cycle Process Owners Business Systems	Evaluate current BPM tool capabilities. Determine appropriate action.	September 2010 January 2011
A2) [C]ontinue to review and refine customer letter templates for explaining billing errors and rebilling.		Billing	Conduct review of CRS letters with the communications team. Facilitate Regulatory review of CRS letters Review remaining, infrequently used letters in the repository.	October 2009 March 2010 March 2010



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
A3) Conduct a requirements analysis for the Mobile Dispatch System to identify the set of additional configuration, functional enhancements, integration, and training necessary to support the field installation and maintenance processes, which are critical to improving metering performance.	Update Mobile Dispatch System capabilities for all field support groups, as the current implementation does not meet the needs of the meter support groups.	Meter Reading	Identify cross functional requirements and gaps - (Determine what can the system can do and what can't the system do) Establish Advantex functional roadmap. Develop plan to close the gaps.	August 2009 September 2009 December 2010
A4) Incorporate customer contact center information into the Enterprise Data Warehouse and combine this with enhanced call coding to provide trending and anomaly detection on call type, geographic location, customer class, measuring device type, or device lot. As the Xcel service areas have increased in size and diversity, it has become more important for informal correlation of call trends to be supplemented by additional analytics.		Call Center Business Analytics Business Systems	Determine level of effort Quantify potential benefits Determine cost/benefit and next steps Determine plan for accepted changes Complete changes	November 2009 November 2009 January 2010 February 2010 February 2010
A5) Review the business utilization of the PTJ as a workflow tracking tool and determine if changes in the way PTJs are used will better suit the work needs. If the PTJ approach cannot meet Xcel's business needs, evaluate commercial business process		Revenue Cycle Process Owners Business Systems	Determine level of effort Quantify potential benefits Determine cost/benefit and next steps	November 2010 November 2010 January 2011



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
management (BPM) tools that could potentially provide the benefits of the PTJ work tracking approach to both the revenue cycle and other Xcel business processes while providing the routing, escalation, and tracking needed for more efficient work processes and improved customer service.			Determine plan for accepted changes Complete changes	February 2011 September 2011
A6) [Continue] development of the Enterprise Data Warehouse initiative, with the objective of supporting [a] flexible, ad hoc reporting facility allowing various business units involved in the revenue cycle to create new views of customer, metering, billing, and remittance data as needed.		Business Analytics	Rollout of Self Service Suite and standardized reporting requests. Schedule consistent meetings to discuss with business leadership their ongoing needs for data monitoring	September 2009 September 2009
A7) Revise the BCL new premise/account/rate setup process for increased automation and improved quality assurance.	Refer to Section 3.1.1.4	Builders Call Line	Develop Proposals to: Update ServConn to provide a check box to select for heat affected. Add logic to ServConn that derives the appropriate tariff based on pre-determined criteria.	March 2010



Revenue Cycle Process Review Action Plan

Action	Alternate or Related Action Description	Process Leader	Action Plan Steps	Timeline (by when)
A8) Restrict meter exchanges only until the actual reading is recorded, not throughout the entire read window.	Refer to Section 3.1.2.2	Billing Meter Reading Metering	Analyze and determine next steps	December 2010
A9) Review ways to reduce the impact of the reduced reading window on manual (handheld and van) meter readers.	Refer to Section 3.1.2.2	Meter Reading Business Systems	Implement changes to the IT process that upload meter reads to allow a later upload time on day 2, effectively adding 1 day to the read window. Align the Cellnet upload process and the current 3 day read window in CRS	January 2010 February 2010
A10) Improve field meter location selection and recording of locations.	Refer to Section 3.1.2.2	Metering	Review impact on processes	December 2010
A11) Review the project management tools and training for the Regulatory Administration group, and possibly the roles in the group itself, to ensure that it can continue to effectively accommodate both the core regulatory responsibilities and the important project management role.	Refer to Section 3.1.3.2	Regulatory	Facilitate review of process	June 2010