STATE OF NEW HAMPSHIRE

BEFORE THE

PUBLIC UTILITIES COMMISSION

DT 10-025

Request for Approvals in Connection with the
Reorganization Plan of FairPoint Communications, Inc., et al.

PREFILED TESTIMONY OF
BRYAN LAMPHERE
ON BEHALF OF FAIRPOINT COMMUNICATIONS, INC.

FEBRUARY 24, 2010

Summary: Mr. Bryan Lamphere explains how FairPoint has managed and responded to provisioning and flow-through issues. Mr. Lamphere demonstrates that FairPoint's management and executive staff have the required experience and ability to deal with the remaining cutover issues and also run and build FairPoint's business. Mr. Lamphere further explains FairPoint's ongoing efforts and initiatives to improve provisioning, increase order flow-through and reduce the number of late orders. He discusses root-cause analysis of late orders, reduction of the late-order backlog and improved processes for the manual handling of orders that have "fallen out" of FairPoint's operational support systems, including improved management of "queues" containing the orders that need to be handled through manual processes.

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Mr. Lamphere sponsors the following Exhibits:

Exhibit BL-1	Mr. Lamphere's Current Resume
Exhibit BL-2	Past Due Order Report for New Hampshire as of February 17, 2010

Q. State your name and business title.

A. My name is Bryan Lamphere, and I am the Director of Engineering and Operations Systems Support for FairPoint Communications ("FairPoint"). My office is located in South Burlington, Vermont.

Q. What are your current responsibilities at FairPoint?

A. I accepted my current position on August 1, 2009. I am the Director of Engineering and Operations Systems Support for FairPoint with responsibility for end-to-end systems and process improvement. I thus have overall responsibility for development and operation of FairPoint's support systems for service order processing and provisioning, from initial order entry all the way through billing. Prior to this role I was responsible for the cross-functional Service Order Team ("Service Order SWAT") that was established prior to cutover to help support and stabilize system operations.

Q. Could you provide some information regarding your background and qualifications?

A. I joined FairPoint in January 2008 as a Circuit Provisioning Center Supervisor. Prior to that date, I had 16 years of experience in the telecommunications industry, with responsibilities that progressed from lead technician to Outside Plant management. My last position before joining FairPoint was with Level 3 Communications, where I was the Field Operations Manager for the states of Massachusetts, Connecticut, and Rhode Island. In that role, I was primarily involved in integration of the recently acquired

Broadwing and WilTel networks, systems and processes with those of Level 3. Since joining FairPoint, I have held the previously-mentioned Circuit Provisioning Center Supervisor position within Operations and Engineering and, since cutover, that of Implementation Manager for Business and Wholesale Services. Exhibit BL-1 is a copy of my current resume.

Q. Could you briefly summarize your testimony?

A. My testimony addresses FairPoint's ongoing efforts and initiatives to improve provisioning, increase order flow-through and reduce the number of late orders. I discuss root-cause analysis of late orders, reduction of our late-order backlog and improved processes for the manual handling of orders that have "fallen out" of our systems, including improved management of "queues" containing the orders that need to be handled through manual processes. This testimony should be read in conjunction with that of Ms. Weatherwax, whose testimony on the CDIP Program details our long-term efforts in this area.

Provisioning, Order Flow-Through and Late Orders

Q. Please outline the issues that FairPoint addressed following cutover in the areas of provisioning, order flow-through and late orders.

A. The cutover to new FairPoint systems resulted in a higher than anticipated number of orders not flowing through the systems. These orders needed to be handled through

manual provisioning processes, often causing delays, which were sometimes significant, in the completion of orders.

Q. Please summarize the approach taken by FairPoint's management to improve the provisioning processes and order flow-through.

A. We established a Business Architecture Team to improve order flow-through, provisioning and on-time installations.

The team identifies how orders are flowing, how systems are functioning and how an organization is working. The team reviews individual late orders, performs a root cause analysis to identify the cause for the order's late completion, and determines whether there are any broader issues or errors that can be addressed on a general basis. The team determines whether the late order was caused by a system issue, a process issue, a combination of the two, or other factors. This team has been successful in streamlining the manual order queues, enabling more direct management involvement in the queues, and reducing the number of late orders, particularly those that have been late for an extended period of time. The Business Architecture Team has been so effective that we are expanding the team and broadening the scope of the work to look at service quality measurements as well.

Q. Please describe how the Business Architecture Team operates on a day to day basis.

A. The Business Architecture Team has three groups that work together to improve order flow-through and on-time delivery of services. These are the Root Cause Analysis Team, the Order Management Team and the Continuous Improvement Team.

The Root Cause Analysis team performs on-going root cause analysis as a means to review late-completed orders on a continuing basis, analyzes the root cause of those orders and identifies recurring or generic issues that can be remedied on a proactive basis.

In addition to the orders examined during the daily diagnosis of fallout and process improvement through normal course of business, several members of my team, project management, and when necessary, members of the Customer Service and Service Delivery organization meet as part of our ongoing, end-to-end analysis of the POTS/DSL provisioning process. As part of this work we analyze pending orders and we review (1) a random sampling of recently completed late orders, (2) examples of late orders of concern to Commissions that are provided by Liberty Consulting Group ("Liberty") and (3) and late orders that have been channeled through the escalations team. The first step in the process is to identify the intent of the order, that is, what new products, or product modifications are included. The order is then examined through order entry and provisioning starting with the assignment of the provisioning plan and followed at each downstream task—whether system or manual—to identify any failures, queue holding time, and the ultimate resolution and order completion. The problems are then broadly categorized as system, process, or workflow management and analyzed to identify any

trends. Several "quick win" items have resulted from this level of research that will be discussed later in my testimony.

The Order Management Team is responsible for ensuring that orders are moved through the system from order entry through billing as well as monitoring and managing the work queue health within the provisioning system to ensure appropriate system and manual work queue performance.

The Continuous Improvement Team is responsible for analyzing and increasing efficiencies in end-to-end processes. For example, this team is responsible for reviewing and streamlining provisioning plans to reduce the number of steps required for the provisioning of orders as well as the creation of new provisioning plans to support the delivery of future products.

Both the Order Management Team and the Continuous Improvement Team get input from the Root Cause Analysis Team and work in unison to trend system and organizational performance, perform continuous ongoing root cause analysis on service order fallout, on recently completed late orders as well as on those orders that are at risk of being delivered late in order to proactively identify issues and implement the appropriate solution to prevent future reoccurrence. The combined efforts of these groups has enabled continued improvement in on-time delivery.

1 **Q. Please explain the role of queue management and the steps FairPoint has taken to**
2 **improve its queue management process.**
3 A. When we talk about queues, what we are really talking about are the buckets in which
4 tasks associated with the provisioning of an order are staged for processing whether
5 within the system or through a human provisioning step. These queues are where the
6 system and users performing their steps within the provisioning chain receive their work.
7 In the period immediately after cutover, a substantial number of orders were "falling out"
8 of FairPoint's ordering and provisioning systems and were automatically or manually
9 being placed into these queues for handling through manual processes. Over time, as
10 user proficiency increased and the provisioning systems were improved, the organization
11 has continuously reduced the number of orders that become past due because they have
12 sat within a particular queue with a task pending long enough to become missed or past
13 due. FairPoint recognizes, and agrees with Liberty, that queue management has been a
14 significant issue in FairPoint's provisioning system, and FairPoint will continue to
15 develop tools and reports that enable greater visibility into work queue productivity, and
16 task performance.
17
18 FairPoint has taken a number of actions to improve queue management and expedite the
19 handling of orders through manual processes. First, FairPoint performed an audit of all
20 work queues within its service order and provisioning systems to ensure that all queues
21 have distinct ownership at both the functional and personnel level. As part of this audit

process, FairPoint also eliminated all unnecessary queues in order to avoid having orders assigned to un-manned queues.

Second, FairPoint has added to its order management reports a task aging table, which reflects the number of tasks within each work queue that have been in a ready-to-execute status for greater than 24 hours. These order management reports are reviewed by my team as well as the Service Delivery Organization and are used to monitor service order flow and get a high level view of queue performance. The data in this report is used in conjunction with the task performance and completion intervals to pinpoint improvement areas.

Third, FairPoint has hired a seasoned manager with significant operations experience who is charged with queue oversight to trend task levels through active monitoring across systems and proactively engaging issues to ensure prompt resolution. By having managerial ownership of end-to-end queue oversight, FairPoint eliminates the risk of unattended orders aging excessively in work queues.

Q. How else is FairPoint management working to improve order flow-through and on-time delivery of services?

A. In addition to the Business Architecture team, FairPoint implemented longer-term plans to improve order flow-through and on-time installations by reducing the number of orders that have to be handled through manual processes. As Mr. Nolting explains in his

testimony, the Revenue Assurance group is engaged in a data synchronization project that is intended to improve the way in which FairPoint's primary operating systems, Siebel, MetaSolv and Kenan, and GE Smallworld interface with one another. Since one of the factors causing orders to "fall out" of the provisioning chain is the situation where data is inconsistent between systems, one end result of the data synchronization project will be improved order flow-through.

In addition, order flow-through is an area that is within the specific scope of Accenture's analysis, and several of Accenture's recommendations are being implemented under the supervision of Ms. Weatherwax's organization as part of the CDIP Program.

Q. Please describe several of the CDIP projects that you have just referenced.

A. Within the CDIP Program are several projects specifically designed to improve service order flow-through, increased fallout visibility, and thus improve on-time service delivery performance. In addition to the data synchronization efforts discussed above and in the testimony of Mr. Nolting that will certainly increase service order performance, the following projects are incorporated in the CDIP program:

- End-to-End Architecture Team (Business Architecture Team) mentioned above – Specifically charged with "quote to cash" oversight of system and process architecture relative to service delivery, the architecture team is run by me and is comprised of system experts, process architects, and data analysts who will continue to refine current processes and develop and enhance system inter-

1 operability. Having this team in place gives FairPoint the capability to proactively
2 monitor order fallout, flow-through, and data synchronization and develop best-
3 practice solutions with a focus on end-to-end delivery. This positively impacts
4 on-time order completion and billing accuracy for customers. Additionally this
5 team delivers faster and higher quality solutions because of the end-to-end
6 systems and process knowledge and eliminates the development and deployment
7 of silo solutions.

8 • End-to-End Flow-through Reporting – While current reporting capability
9 demonstrates service order performance within a particular business unit, there is
10 no single report that allows visibility to the entire order life cycle. Designed to
11 track order volumes, rates of completion, task completion intervals, and
12 percentages of automation success along the ordering and provisioning paths, this
13 report will allow FairPoint greater visibility into areas of decreased performance,
14 system inter-connect data, and will provide details specific to the volumes and
15 intervals of both system and manual tasks. Armed with this information, the
16 Architecture Team can precisely target issues impacting order flow and quickly
17 develop solutions as well as implement longer-term process enhancements.

18 • Metrics Remediation – This project is designed to ensure the timeliness and
19 accuracy of corporate metrics, but inherently lends itself to service delivery
20 improvements through the data made available for the Architecture team to
21 scrutinize both system and process performance. By ensuring that the orders that

contribute to PAP / SQI misses are analyzed prior to the end of each reporting period, FairPoint can pinpoint specific issues and implement solutions.

- End-to-End Flow-Through Improvement – This project addresses several very specific areas within ordering and provisioning for both retail and wholesale order activities to increase successful order acceptance, and reduce order fallout.

While these projects will have the greatest impact on service delivery, there are several others that, by design, will inherently provide improvement in order flow-through, including Product Simplification and Wholesale / ESG Order and Provisioning Improvement. Through the efforts of various CDIP initiatives as well as the ongoing, continuous-improvement efforts that are conducting a detailed analysis of system functionality, queue management and process performance FairPoint will continue to improve in this area.

Q. What progress has FairPoint demonstrated in improving late pending orders and backlog?

A. After cutover, FairPoint started last year with approximately 22,000 late pending orders, by mid September 30, 2009 FairPoint had 4,800 and as of January 31, 2010 has approximately 1,800 late orders. The total number of late pending orders has now fallen to a level below those relative to pre-cutover levels.

1 To enable continued resolution of late pending orders, FairPoint launched several
2 initiatives including the implementation of a cross-functional team represented by Service
3 Delivery, Consumer, Business and Wholesale front office support. FairPoint's plan is
4 multi-phased, and it started with work on actionable POTS/DSL orders and is now being
5 performed across all product sets. Those late orders that cannot be worked immediately
6 or cannot be completed due to required facility construction or other pending customer
7 action, are segregated until the jeopardy code condition is addressed. The initiative is
8 ongoing with Service Delivery focused on pending orders less than 30 days old, while the
9 offline front-offices contact customers directly as necessary on orders pending greater
10 than 30 days to ensure the customer still desires service; those orders for which the
11 customer does not still want service are cancelled. This separation approach ensures that
12 Service Delivery is not applying resources to an order that could potentially be cancelled.
13 Additionally, the provisioning functions within Service Delivery have been given single
14 points of contact within the sales organization in order to immediately resolve order-entry
15 issues and supplemental activities as opposed to the standard process of rejecting the
16 order to the appropriate queue for resolution. The volume of late orders has been greatly
17 reduced using this process, which we have left in place on an ongoing basis. Although
18 orders greater than 20 days late has remained consistent as a percentage of the total later
19 orders, it is clear that FairPoint has made progress in reducing the number of late pending
20 orders regardless of age. Attached as Exhibit BL-2 is the Past Due Order Report for New
21 Hampshire as of February 17, 2010, which shows that the current total of late pending
22 customer orders in New Hampshire is 441, with 94 greater than 20 days late.

Additionally, the current total of late pending orders in Vermont is 317, with 71 of those being greater than 20 days late. The current total of late pending orders in Maine is 516, with 107 of those orders being greater than 20 days late.

With respect to late pending orders, in addition to improvements in installation activity, my team has also focused on the completion of late disconnect orders. We have achieved a marked improvement in this area from the week ending June 7, 2009, when there were a total of 2,066 late retail disconnects reported in the bi-weekly report, to the week ending February 14, 2010, when there were 352 late retail disconnects reported in the bi-weekly report: an 82% improvement. Please keep in mind, this data represents all retail disconnects for FairPoint's Northern New England service territory.

In addition to continuously reducing the number of late pending orders, the initiatives, process changes, and system oversight provided by my team have contributed in no small part to quantifiable improvement in the on-time delivery of services. For example, at the end of August 2009, the on-time completion percentage for retail POTS was 72%, while at the end of January 2010, the average percentage of on-time completion for retail POTS hovers between 80 and 85%, as demonstrated in FairPoint's bi-weekly report. Consolidating the order life cycle improvement efforts of my current team with the direct provisioning support provided by the Order Management Team will let us continue to drive these improvements more effectively.

1 **Q. Can you address a related issue, that the number of un-submitted order is too high?**

2 A. Yes. Although there is no benchmark against which FairPoint can compare its
3 performance, we do agree that looking at the values and aging information relative to un-
4 submitted orders is a more legitimate method of gauging performance than attempting to
5 measure simply based on the total number of un-submitted orders. Thus, we will begin
6 trending un-submitted order information to ensure the stagnation and subsequent impact
7 on service delivery is minimized for those orders awaiting FairPoint action; we will also
8 keep a watchful eye on the number of un-submitted orders pending customer action to
9 determine whether there are any proactive steps that we can take to reduce the need for
10 follow up activity.

11

12 **Q. Please explain what FairPoint's order flow-through measurements show.**

13 A. FairPoint worked with Liberty and with the regulatory staffs to revamp the flow-through
14 reporting so as to better represent retail orders in total by those designed as 100 percent
15 system completion with the exception of any Central Office wiring and associated field
16 work. For wholesale orders we are independently reporting the two highest wholesale
17 order types by volume; Directory Listing ("JB") and Port-out ("CB"), and then the
18 remaining wholesale products are reported in total. In contrast to the previous method of
19 calculation that was represented as a percentage of total orders received (and that was
20 subject to variation and consistently looked better at the beginning of the month and
21 worse at the end due to the increased number of total orders received), the revised method
22 is simply a percentage of flow-through orders received within a week that completed

unassisted within the same week. Because FairPoint made the decision to report flow-through in a manner we believe more consistently demonstrates performance over the life-cycle of an order, there is no way to compare previous flow-through percentages to current percentages or to the results of other companies.

Our flow-through rates continue to improve and for retail orders have averaged 84% during the weeks ending January 3 to January 31, 2010, as indicated in FairPoint's bi-weekly report. Going forward, there are several CDIP programs as well as ongoing process-improvement and system-enhancement activities that are identified through continuous root cause analysis performed by my team that will continue to drive improvement in flow-through percentages. Specifically, a number of the CDIP projects discussed above—such as the End-to-End Architecture Team, End-to-End Flow-Through Reporting, and End-to-End Flow-Through Improvement—will have a significant impact on flow-through performance.

From the third to the fourth quarter 2009, for all wholesale and retail products combined, we saw the overall on-time delivery improve by 9%. We believe this is, in part, due to the intense management focus on improving our order flow-through. To be successful in this highly competitive market, we need to meet our customers' expectations for on-time service delivery whenever possible, and to the extent that we believe improving mechanized order flow-through increases the chance for on-time service delivery, we will continue our focus in this area.

Q. Do the projects that make up the CDIP Program conflict with the company actions described above to address Billing and Late Order/Provisioning issues?

A. No. Many of the company's current plans are consistent with, complement, and in some cases have been incorporated into the CDIP Program. For example, the creation of an overall business architecture team to oversee the end-to-end performance of FairPoint's systems was a part of the CDIP Program. I expect that other CDIP projects will result in additional, long-term improvements in the areas of late orders and provisioning flow-through.

While focusing specifically on service delivery systems and processes as opposed to those supporting payroll, etc., the intent of the proposal was to support on-time delivery of services as well as improve the billing accuracy and overall customer experience, and I believe the organizational changes we have chosen to roll out specific to my team provide me the resources and subject matter expertise necessary to accomplish this objective.

Q. Please summarize your testimony regarding FairPoint's managerial and technical competence.

A. What I have described above, in terms of our management of provisioning and flow-through issues demonstrates that our management and executive staff have the required experience and ability to deal with the remaining cutover issues and also run and build our business. We have not hesitated to make changes in management and in our organization when that will allow us to serve our customers better. Thus, we have

created new processes where appropriate, dedicated teams to a project when necessary, and have sought outside support from consultants such as Accenture when additional expertise would be helpful. As such, our flexible and proactive approach at the managerial level to dealing with these issues demonstrates our commitment and ability to deliver the services and service-quality our customers deserve.

Q. Does this conclude your testimony?

A. Yes.

Exhibit BL-1

Bryan Lamphere

Experience

2008 - Present FairPoint Communications Burlington, VT

Director, Engineering and Operations Systems Support

(August, 2009 – Present)

- Responsible for all facets of service order capability from initial customer interaction to billing
- Align system functionality and business processes with corporate strategies
- Improving operational efficiencies through application of technology and continual refinement of the systems and processes
- Develop and implement solutions to ensure on time delivery of services
- Facilitate, operate and maintain a best practiced based process that enables system stakeholders to actively participate in the development, refinement, and inter-departmental operability service delivery systems
- Communicate process and procedures for managing issues, enhancements and the acquisitions of new OSS software

Manager, Implementation (June, 2008 – July, 2009)

- Provide Technical and/or analytical support to one or more departments or work groups.
- Make recommendations that aid in the successful completion of projects within a product or functional area.
- Leader in developing the project charter for largest and most complex customer projects.
- Assist with the development of new concepts, techniques and standards.
- Manage large telecom projects to completion to satisfy large business and wholesale customers.

Supervisor, Circuit Provisioning Center (January, 2008 – June, 2008)

- Accountability for first level supervision of staff serving as a point of escalation for the team, making sure that they have all necessary tools for the job.
- Focus on employee productivity and workflow.
- Act as liaison between team and other departments as necessary.
- Work as advisor to subordinates or team members to resolve operational and/or technical problems.
- Work on issues of specific scope where basis of the situation requires evaluation and some interpretation.
- Understands management methods with the ability to coordinate activities and make recommendations on employee relations, performance and rewards.
- Ability to recognize and escalate trends where appropriate.

2006 – 2008 Level 3 Communications South Burlington, VT

Manager, Field Operations

- Responsible for all facets of metro field operations in MA, CT and RI.
- Establish and oversee operating budgets
- Supervise others to engineer, design and construct Level 3 network facilities
- Interface with customers, vendors, and contractors to build quality relationships
- Develop and implement telecommunications solutions for enterprise customers
- Customer projects of interest include the design and delivery of service solutions for British Telecom and Pfizer with new monthly revenue in excess of $1.5 million.

2001-2006 TelCove (Level 3) South Burlington, VT

Outside Plant Manager

- Manage five personnel and the daily activity of the Outside Plant Department.
- Design and coordinate construction of all TelCove fiber optic plant, repeater sites, and customer locations.
- Ensure network expenditures are within allocated capital budgets.
- Manage all aspects of contractor bidding and hiring.
- Maintain records of network topography using various software packages including AutoCAD, Visio and Map Info.
- Negotiate with property owners for equipment locations, easements, and rights of way.
- Responsible for project completion from time of sale to service delivery.

1999–2001 TelCove (Level 3) South Burlington, VT

Operations Supervisor

- Managed daily activities of VT operations department - Technician reporting official.
- Responsible for four network transport Central Offices, one Lucent 5ESS telephone Central Office, numerous Points of Presence and repeater sites throughout VT and NH.
- Designed and implemented SONET networks based upon bandwidth requirements and corporate standards.
- Accountable for network integrity.
- Reformed order installation process, ensuring no late or missed orders in two years.

1996–1999 TelCove (Level 3) South Burlington, VT

Lead Operations Technician

- Installed, provisioned, and maintained fiber optic transport and customer premise equipment.
- Responsible for turn up, delivery and troubleshooting of customer ordered services such as OCn, DS-3, DS-1, DS-0, and ISDN both Primary and Basic rate, as well as dedicated Ethernet and POTS.
- Worked closely with AT&T, MCI, Sprint, and Verizon technicians on a daily basis.
- Assigned daily activities of technicians to meet all due dates.

1990–1996 U.S. Air Force. Worldwide

Telecommunications Technician

- Maintained Northern Telecom MSL-100 and SL-1 telephone switches.
- Installed and maintained voice and data circuits including microwave and ground based radio.
- Terminate, splice and test fiber optic and copper cabling.

Education

2007 University of Phoenix Phoenix , AZ

- B.S. Business Management

2002 Community College of AF Maxwell, AL

- A.A.S. Electronics Systems Technology

Current Memberships

Vermont Air National Guard, Telecommunications Manager.

Other Qualifications

CPR and First Aid certified.

Qualified to operate a wide variety of telecommunications test equipment.

Proficient with all major transport and voice delivery platforms

References

Provided upon request

Exhibit BL-2

MetaSolv Past Due Orders
New Hampshire

As of 02/17/2010 @ 3:00pm

Contact:
Bryan Lamphere
802.881.5707
blamphere@fairpoint.com

FairPoint communications

PAST DUE ORDER SUMMARY

TOTAL PAST DUE =	441
Business =	82
Residential =	181
Wholesale =	178

- Past Due Customer Miss	61
- Past Due FairPoint Miss	346
- Past Due Held for Facilities/Capacity	34

NH Orders Only
Orders are considered past due on this report if they missed the customer desired due date < 2/17/2010
Orders are counted at the PON level
Disconnect, cancel and internal orders are excluded from this report

FairPoint communications

Customer Miss

HELD FOR CUSTOMER REASONS	
February 2009	0
March	0
April	0
May	0
June	0
July	5
August	0
September	1
October	6
November	0
December	10
January 2010	20
February	19
TOTAL	61

HELD FOR CARRIER MISS REASON	
February 2009	0
March	0
April	0
May	0
June	0
July	0
August	0
September	0
October	0
November	0
December	0
January 2010	0
February	0
TOTAL	0

FairPoint communications

Company Miss

February 2009	0
March	0
April	0
May	1
June	1
July	5
August	0
September	1
October	4
November	2
December	3
January 2010	10
February	9
TOTAL	36

February 2009	0
March	0
April	0
May	0
June	0
July	0
August	0
September	0
October	0
November	0
December	1
January 2010	0
February	0
TOTAL	1

February 2009	0
March	0
April	0
May	0
June	1
July	0
August	1
September	1
October	8
November	3
December	2
January 2010	9
February	7
TOTAL	32

February 2009	0
March	0
April	0
May	0
June	0
July	0
August	0
September	0
October	0
November	0
December	0
January 2010	0
February	2
TOTAL	2

Company Miss Continued

February 2009	0
March	0
April	0
May	0
June	3
July	0
August	0
September	1
October	6
November	11
December	18
January 2010	107
February	163
TOTAL	309