



Short: US Sanction Paper

Title:	Application Lifecycle Management (ALM) Toolset	Sanction Paper #:	
Project #:	INVP 3431B	Sanction Type:	Partial Sanction
Capex #:	S008067		
Operating Company:	National Grid USA Svc. Co.	Date of Request:	6/25/2019
Author:	Singh, Jatinder P. Muthiravilayil, Suresh	Sponsor:	Devireddy, Narayan Vice President, Global Delivery, Informa
Utility Service:	IT	Project Manager:	Selvaganapathy, Venky

Executive Summary

This paper requests Partial Sanction of INVP 3431B in the amount of \$0.226M with a tolerance of +/-10% for the purposes of Requirements and Design (R-D).

This sanction amount is \$0.226M broken down into:
\$0.152M Capex
\$0.074M Opex
\$0.000M Removal

NOTE the potential investment of \$0.790M with a tolerance of +/-25%, contingent upon submittal and approval of a Project Sanction paper following completion of Requirements and Design (R-D).

Project Summary

This policy-driven project will establish, expand on and build an effective toolset for Application Lifecycle Management (ALM) to deliver the strategic IT vision for Global Solution Development (GSD).

Background

NGIT is to insource key technical capabilities by establishing a technology platform centric Solution Development Team. Having an integrated ALM tool set for this development team will help drive efficiency, quality and faster delivery. Currently, NG Program Delivery teams have a sporadic approach to ALM tooling, with many different tools and versions across business and IT led projects. The result of which has led to:

- High project, tooling license and hosting costs
- Unmanaged and decentralised data and documentation
- Requirement for external third-party consulting/support for software skillsets

The Enterprise Architecture team has recommended leveraging the Agile and DevOps toolset already

established by the Gas Business Enablement (GBE) Program in the US, for the enterprise.

Although the GBE programme has advanced agile process and DevOps tool chain, delivering the most "at scale" work within the organization, there is a need for a discovery phase to evaluate some of the customizations implemented within this instance before it is extended to the enterprise. There may be a need to amend GBE DevOps processes, tools and integrations in order to make it enterprise ready.

Project seeks partial funding for the discovery phase to analyze this instance, identify challenges/issues (existing and new) and come up with a roadmap & cost estimates to extend this to the enterprise. Project will implement some of the initial capabilities in this phase and define a roadmap for implementing rest of the ALM capabilities after the full sanction.

Project Descriptions

Overall goal of the project is to implement and support an enterprise level tool chain to support Agile, SAFe and Waterfall projects for the following development activities:

- Requirements Management
- Defect management
- Source Code management
- Application Build
- Test Case Management
- Code Promotion
- Development & Test Automation
- Release Planning & Governance

During the Requirements and Design, partial Development and Implementation phase, the project will deliver the the following:

- Conduct Current State Technical and Functional Assessment
- Document Technical Requirements
- Document Capabilities Required
- Develop Solution Recommendation
- Develop Solution Design and an implementation roadmap
- Develop Solution Hosting Design
- Document Decommissioning Process
- Document a recommendation for GBE DevOps processes to transition to a simplified Enterprise DevOps process and tool instance
- Complete Solution Procurement and Provision of Product licenses and support required
- Successfully build, configure, test and deploy ALM Plan phase capability as per the approved design
- Roll out the ALM Plan phase capability to Projects and Programs

Develop Financial Workbook and a Detailed Implementation Plan for remaining ALM capabilities

Summary of Benefits

Overall improved efficiency of Projects/Programs delivery.

- Increased productivity, driving faster time-to-market that improves Return on Investment (ROI).
- Longer term technology alignment / reuse leading to lower project and Run the Business (RTB) costs.
- Cost avoidance through rationalization, minimization and centralization of the ALM toolset.
- Streamlined processes under ALM by using standardized toolset for the enterprise.
- Improved communication and collaboration within and across the teams.
- Centralized location for managing requirements capturing, documentation for audits.
- Automation of manual processes reduces defects/errors contributing to more robust product.
- Transparency throughout the Software Delivery Life Cycle (SDLC).
- Cost avoidance of setting up individual toolset for major programmes e.g. VOLT, GridMod, CXT.

Business and Customer Issues

There are no significant business or customer issues beyond what has been described elsewhere.

Alternatives

Number	Title
1	<p>Establish a new Application Life Cycle Management Environment for the enterprise</p> <p>This option was rejected as the cost to establish a new environment and complexity of migrating other ALM toolset instances (e.g. GBE DevOps) into the new environment will be much higher.</p>
2	<p>Do Nothing</p> <p>This option was rejected as it is not in alignment with National Grid's overall strategy of Agile Transformation. This will lead to duplicate instances of the tools and capabilities across the company which directly translates to higher licensing costs and additional resources to manage these separate instances thus contributing to higher overall costs for the company.</p>

Key Milestones

Milestone	Date (Month / Year)
Start Up	May, 2019
Partial Sanction	June, 2019
Begin Requirements and Design	June, 2019
Begin Development and Implementation	September, 2019
Move to Production / Final Go Live	February, 2020
Project Closure Sanction	May, 2020

Next Planned Sanction

Date (Month/Year)	Purpose of Sanction Review
August, 2019	Sanction

Category

Category	Reference to Mandate, Policy, NPV, or Other Efficiency
<input type="radio"/> Mandatory	
<input checked="" type="radio"/> Policy-Driven	
<input type="radio"/> Justified NPV	
<input type="radio"/> Other	

Asset Management Risk Score:

PRIMARY RISK SCORE DRIVER

Reliability Environment Health & Safety Not Policy Driven

Complexity Level: 24

High Complexity Medium Complexity Low Complexity N/A

Investment Recovery and Customer Impact

Investment Recovery

Recovery will occur at the time of the next rate case for any operating company receiving allocations of these costs.

Drivers

1. Improve Projects/Programs delivery efficiency.
2. Move away from sporadic tooling approach used by Projects & Programs.
3. Establish a centrally managed ALM toolset to deliver the strategic IT vision for Global Solution Development (GSD) team.

Statement of Support

Department	Individual	Responsibilities
Business Department	Devireddy, Narayan	Business Representative
Business Partner (BP)	NMPC\brodskye	Relationship Manager
Program Delivery Management (PDM)	Selvaganapathy, Venky	Program Delivery Director
IT Finance	Harris, Michelle	Manager
IT Regulatory	Gill, Thomas F.	Manager
Digital Risk and Security (DR&S)	Shattuck, Peter	Manager
Service Delivery	Mirizio, Mark	Manager
Enterprise Architecture	Clinchot, Joseph J.	Director
Enterprise Portfolio Management	Cronin, Daniel	Analyst

Decisions

Recommendations

The Sanctioning Authority is invited to:

- A) APPROVE the investment of \$0.226M including risk margin of \$0.02M
- B) APPROVE the run-the-business (RTB) of \$0.353M(per annum) for 5 years
- C) NOTE that Devireddy, Narayan, Vice President, Global Delivery, Informa is the Project Sponsor
- D) NOTE that Selvaganapathy, Venky, is the Project Manager and has the approved financial delegation to deliver the project

Decision of the Sanctioning Authority

I hereby approve the recommendations made in this paper.

Signature _____



Date _____

08/20/19

Premjith Singh
VP IT EPMO

Opex	-	0.298	-	-	-	-	-	0.298
Total Project Capex	-	0.492	-	-	-	-	-	0.492
Total Project Cost	-	0.790	-	-	-	-	-	0.790
Non-regulated project UPLIFT	-	-	-	-	-	-	-	-
Non-regulated project TOTAL	-	-	-	-	-	-	-	-
IS Investment Plan FY 19/20 Thru FY 24/25								
Budget OPEX	-	-	-	-	-	-	-	-
Budget CAPEX	-	-	-	-	-	-	-	-
Total Budget Cost	-	-	-	-	-	-	-	-
Total Cost Variance								
Total Variance Opex	-	(0.298)	-	-	-	-	-	(0.298)
Total Variance Capex	-	(0.492)	-	-	-	-	-	(0.492)
Total Variance Cost	-	(0.790)	-	-	-	-	-	(0.790)
Impact on RTB costs		-	0.018	0.353	0.353	0.353	0.353	1.568

BENEFITTING OPERATING COMPANIES

Operating Company Name	Business Area	State
National Grid USA Parent	Parent	
KeySpan Energy Development Corporation	Non-Regulated	NY
KeySpan Services Inc.	Service Company	
KeySpan Services Corp.	Service Company	
KeySpan Energy Delivery New York	Gas Distribution	NY
KeySpan Energy Delivery Long Island	Gas Distribution	NY
KeySpan Generation LLC (PSA)	Generation	NY
KeySpan Glenwood Energy Center	Generation	NY
KeySpan Port Jefferson Energy Center	Generation	NY
KeySpan Energy Trading Services	Other	NY
Niagara Mohawk Power Corp.- Electric Distr.	Electric Distribution	NY
Niagara Mohawk Power Corp. - Gas	Gas Distribution	NY

Niagara Mohawk Power Corp. - Transmission	Transmission	NY
Massachusetts Electric Company	Electric Distribution	MA
Massachusetts Electric Company - Transmission	Transmission	MA
Nantucket Electric Company	Electric Distribution	MA
Boston Gas Company	Gas Distribution	MA
Colonial Gas Company	Gas Distribution	MA
Narragansett Electric Company	Electric Distribution	RI
Narragansett Gas Company	Gas Distribution	RI
Narragansett Electric Company - Transmission	Transmission	RI
New England Power Company - Transmission	Transmission	MA, NH, RI, VT
New England Hydro - Trans Corp.	Inter Connector	MA, NH
New England Electric Trans Corp	Inter Connector	MA
NG LNG LP Regulated Entity	Gas Distribution	MA, NY, RI
Transgas Inc	Non-Regulated	NY

RTB

All figures in \$ thousands	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Total
	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Last Sanctioned Net Impact to RTB						
Last Sanction IS Net Impact to RTB						
Last Sanction Business Net Impact to RTB	-	-	-	-	-	-
Last Sanction Total Net Impact to RTB	-	-	-	-	-	-
Planned/Budgeted Net Impact to RTB						
IS Investment Plan Net Impact to RTB						
Business Budgeted Net Impact to RTB	-	-	-	-	-	-
Currently Forecasted Net Impact to RTB						
IS Funded Net Impact to RTB Forecasted at Go-Live	18.3	352.5	352.5	352.5	352.5	1,428.3
Business Funded Net Impact to RTB Forecasted at Go-Live	-	-	-	-	-	-
Variance to Planned/Budgeted Net Impact to RTB						
IS Investment Plan Net Impact to RTB	(18.3)	(352.5)	(352.5)	(352.5)	(352.5)	

Variance						(1,428.3)
Business Budgeted						
Net Impact to RTB	-	-	-	-	-	-
Variance						



Closure Paper

Title:	NY Retail Access Mandate Phase 1A	Sanction Paper #:	USSC-16-036C
Project #:	INVP 3839A Capex: S006421	Sanction Type:	Closure
Operating Company:	National Grid USA Svc. Co.	Date of Request:	9/12/2018
Author / NG Representative:	Cindy Tomeny / Michael Olesker	Sponsor:	John Vaughn, VP Energy Procurement
Utility Service:	IS	Project Manager:	Deborah Rollins / Cindy Tomeny

1 Executive Summary

This paper is presented to close INVP 3839A. The total spend was \$5.493M. The original sanctioned amount for this project was \$6.147M at +/- 10%.

2 Project Summary

This mandated project was in response to an Order issued on February 25, 2014 by the New York Public Service Commission in Case 12-M-0476, requiring modifications to Residential and Small Non-Residential Retail Access Markets.

The objectives of this project were enhancements to the Customer Service Systems consistent with the Commission’s Order, in the following functional areas:

- Customer Gas Accelerated Switching
- Customer / ESCO Price Assurance - Billing Credits
- Customer / Low Income Moratorium – Prohibition
- Customer / ESCO Reinstatement
- Customer / ESCO Previous Account Notification

3 Variance Analysis

3.1 Cost Summary Table

Project Sanction Summary (\$M)				
Title	Breakdown	Total Actual Spend	Original Project Sanction Approval	Variance (Over)/ Under
NY Retain Access	Capex	4.830	5.278	0.448
	Opex	0.663	0.869	0.206
	Removal	0.000	0.000	0.000
	Total	5.493	6.147	0.654

Closure Paper**3.2 Cost Variance Analysis**

The INVP 3839A project was delivered on time and within budget. The project cost was well within the sanctioned budget. The underspend of \$0.6M was due to resource and workload management..

3.3 Schedule Variance Table

Schedule Variance	
Project Grade - Ready for Use Date	10/20/2017
Actual Ready for Use Date	10/20/2017
Schedule Variance	- 0 years, 0 months, 0 days

3.4 Schedule Variance Explanation

N/A

4 Final Cost by Project

Actual Spending (\$M) vs. Sanction (\$M)				
Project	Breakdown	Total Actual Spend	Original Project Sanction Approval	Variance (Over) / Under
3839A	Capex	4.830	5.278	0.448
	Opex	0.663	0.869	0.206
	Removal	0.000	0.000	0.000
	Total	5.493	6.147	0.654

5 Improvements / Lessons Learned/Root Cause

- Plan in extra contingency when working with PSC mandated projects. Extra time and flexible resources should be allocated to handle additional scope as necessary. [2018-LL-498]
- When regression testing financial transactions using Electronic Data Interchange, make sure to process a full end-to-end test to avoid negative impacts and include external service supply companies to participate as testing partners. [2018-LL-499]
- Schedule work on new CIS technical platform activities early in the project. Engage external parties early on to ensure that all elements are in working order. [2018-LL-500]



Closure Paper

6 Closeout Activities

The following closeout activities have been completed.

Activity	Completed
All work has been completed in accordance with all National Grid policies	<input checked="" type="radio"/> Yes <input type="radio"/> No
Gate E checklist completed (appl. only to CCD)	<input type="radio"/> Yes <input checked="" type="radio"/> N/A
All relevant costs have been charged to project	<input checked="" type="radio"/> Yes <input type="radio"/> No
All work orders and funding projects have been closed	<input checked="" type="radio"/> Yes <input type="radio"/> No
All unused materials have been returned	<input checked="" type="radio"/> Yes <input type="radio"/> No
All IS Service Transition activities have been completed	<input checked="" type="radio"/> Yes <input type="radio"/> No
All lessons learned have been entered appropriately into the IS Knowledge Management Tool (KMT) lesson learned database	<input checked="" type="radio"/> Yes <input type="radio"/> No



Closure Paper

7 Statements of Support

7.1 Supporters

The supporters listed have aligned their part of the business to support the project.

Department	Individual	Responsibilities
Business Department	John Vaughn	Business Representative
PDM	Deborah Rollins	Head of PDM
BRM	Aman Aneja	Relationship Manager
PDM	Michael Pawlowski	Program Delivery Director
IS Finance	Michelle Harris	Manager
IS Regulatory	Daniel DeMauro	Director
DR&S	Elaine Wilson	Director
Service Delivery	Mark Mirizio	Manager
Enterprise Architecture	Joseph Clinchot	Director

7.2 Reviewers

The reviewers have provided feedback on the content/language of the paper.

Function	Individual
Regulatory	Harvey, Maria
Jurisdictional Delegate - Electric NE	Anand, Sonny
Jurisdictional Delegate - Electric NY	Harbaugh, Mark A.
Jurisdictional Delegate - FERC	Hill, Terron
Jurisdictional Delegate - Gas NE	Currie, John
Jurisdictional Delegate - Gas NY	Wolf, Don
Procurement	Chevere, Diego



Closure Template

8 Decisions

The US Sanctioning Committee (USSC) approved this paper at a USSC meeting held on September 12, 2018.

Signature.....Date.....

David H. Campbell, Vice President ServCo Business Partnering, USSC Chair



Closure Paper

Title:	Distributed Generation NY	Sanction Paper #:	
Project #:	INVP 4411A	Sanction Type:	Closure
Operating Company:	National Grid USA Svc. Co.	Date of Request:	5/3/2019
Author:	Jatinder P. Singh	Sponsor:	Kelly Carney, VP Customer Process Enablement
Utility Service:	IT	Project Manager:	Jatinder P. Singh

1 Executive Summary

This paper is presented to close INVP 4411A Distributed Generation NY project. The total spend was \$2.896M. The original sanctioned amount for this project was \$3.207M at +/- 10%.

2 Project Summary

This project was the first within INVP 4411 New Customer Connections Program. The purpose of this project was to meet the NY PSC mandate by implementing Distributed Generation Interconnections Online Application Portal (DG IOAP) in NY. This project established an online portal (known as nCAP) in May 2017 which is the system of record for DG applications. This portal is a robust workflow management tool and foundation for DG and other connection applications. It allows Trade Allies and Customers to electronically submit applications and track the status throughout the process, and receive notifications as their application proceeds through key milestones. This project implemented e-signature capabilities for this portal and integrated Customer and Work Management systems to streamline current manual processes. This project also satisfies a portion of the Customer Experience Transformation (CXT) strategy by improving customer satisfaction through accessibility, ease of use, and visibility of application progress.

3 Variance Analysis

Cost Summary Table

Project Sanction Summary (\$M)				
Title	Breakdown	Total Actual Spend	Original Project Sanction Approval	Variance (Over)/ Under
INVP 4411A Distributed Generation NY	Capex	2.217	2.695	0.478
	Opex	0.679	0.512	(0.167)
	Removal	0.000	0.000	0.000
	Total	2.896	3.207	0.311



Closure Paper

Cost Variance Analysis

Optimized allocation of external resources and unused risk resulted in an underspend.

3.1 Schedule Variance Table

Schedule Variance	
Project Grade - Ready for Use Date	4/30/2017
Actual Ready for Use Date	5/15/2017
Schedule Variance	0 years, 0 months, 15 days

3.2 Schedule Variance Explanation

N/A

4 Final Cost by Project

Actual Spending (\$M) vs. Sanction (\$M)				
Project	Breakdown	Total Actual Spend	Original Project Sanction Approval	Variance (Over) / Under
INVP 4411A Distributed Generation NY	Capex	2.217	2.695	0.478
	Opex	0.679	0.512	(0.167)
	Removal	0.000	0.000	0.000
	Total	2.896	3.207	0.311

5 Improvements / Lessons Learned/Root Cause

- Given the Hybrid Agile nature of the project, there was a struggle managing last minute requirements raised by the stakeholders. The need for a Business Project Manager was identified for subsequent projects to manage business stakeholders' expectations in a better way. (2019-LL-657)
- Some gaps were identified in the system functionality from the end user perspective. We found that the system didn't work the way some users thought the system did. Use Cases should be defined very clearly so that the system specs are captured properly. (2019-LL-658)



Closure Paper

- The UAT window was compressed due to the mandated timeline of the project. Test cases for some of the complex scenarios weren't robust enough. The need to bring testers early on in the project to understand the product being built and to write the test cases was identified. (2019-LL-659)
- During the training sessions, it was observed that there was an information overload for some of the users especially with new terminology and functionality of the system. The need for a Change Management and Business Readiness function was identified to engage stakeholders and end users in a timely manner. (2019-LL-660)
- The team learnt on the job for Hybrid Agile methodology and struggled with the use of some of the tools but worked very collaboratively to deliver the project within budget and time. (2019-LL-661)
- Having a Pilot launch (with only few external users) helped immensely to work out any issues to this new business process before the public launch. (2019-LL-666)

6 Closeout Activities

The following closeout activities have been completed.

Activity	Completed
All work has been completed in accordance with all National Grid policies	<input checked="" type="radio"/> Yes <input type="radio"/> No
Gate E checklist completed (appl. only to CCD)	<input type="radio"/> Yes <input checked="" type="radio"/> N/A
All relevant costs have been charged to project	<input checked="" type="radio"/> Yes <input type="radio"/> No
All work orders and funding projects have been closed	<input checked="" type="radio"/> Yes <input type="radio"/> No
All unused materials have been returned	<input checked="" type="radio"/> Yes <input type="radio"/> No
All IT Service Transition activities have been completed	<input checked="" type="radio"/> Yes <input type="radio"/> No
All lessons learned have been entered appropriately into the IT Knowledge Management Tool (KMT) lesson learned database	<input checked="" type="radio"/> Yes <input type="radio"/> No



Closure Paper

7 Statements of Support

7.1 Supporters

The supporters listed have aligned their part of the business to support the project.

Department	Individual	Responsibilities
Business Department	Rich Niggemeier/ Kevin Kelly	Business Representative
Business Partner (BP)	Orla Daly	Relationship Manager
Program Delivery Management (PDM)	Michelle McNaught	Program Delivery Director
IT Finance	Michelle Harris	Manager
IT Regulatory	Dan DeMauro	Director
Digital Risk and Security (DR&S)	Peter Shattuck	Manager
Service Delivery	Mark Mirizio	Manager
Enterprise Architecture	Joe Clinchot	Director

7.2 Reviewers

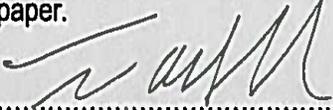
N/A



Closure Paper

8 Decisions

I approve this paper.

Signature..........Date.....7/11/2019.....

Terence Sobolewski, SVP Customer Operations, Chief Customer Officer



Closure Paper

Title:	Distributed Generation NE	Sanction Paper #:	
Project #:	INVP 4411B	Sanction Type:	Closure
Operating Company:	National Grid USA Svc. Co.	Date of Request:	5/3/2019
Author:	Jatinder P. Singh	Sponsor:	Kelly Carney, VP Customer Process Enablement
Utility Service:	IT	Project Manager:	Jatinder P. Singh

1 Executive Summary

This paper is presented to close INVP 4411B Distributed Generation NE project. The total spend was \$1.743M. The original sanctioned amount for this project was \$1.738M at +/- 10%.

2 Project Summary

This project was the second within INVP 4411 New Customer Connections Program. The purpose of this project was to enhance and extend nCAP portal (also known as DG IOAP - Distributed Generation Interconnections Online Application Portal) to Massachusetts and Rhode Island for Simple & Complex applications. This project enabled online payments for DG applications via ACH. Further enhancements to the Customer and Work Management integration were also delivered in this project. This project also satisfies a portion of the Customer Experience Transformation (CXT) strategy by improving customer satisfaction through accessibility, ease of use, and visibility of application progress. Project was completed in May 2018.

3 Variance Analysis

Cost Summary Table

Project Sanction Summary (\$M)				
Title	Breakdown	Total Actual Spend	Original Project Sanction Approval	Variance (Over)/Under
INVP 4411B Distributed Generation NE	Capex	1.470	1.484	0.014
	Opex	0.273	0.254	(0.019)
	Removal	0.000	0.000	0.000
	Total	1.743	1.738	(0.005)

Cost Variance Analysis

The project cost variance is within tolerance.



Closure Paper

3.1 Schedule Variance Table

Schedule Variance	
Project Grade - Ready for Use Date	5/31/2018
Actual Ready for Use Date	5/3/2018
Schedule Variance	- 0 years, 0 months, 28 days

3.2 Schedule Variance Explanation

N/A

4 Final Cost by Project

Actual Spending (\$M) vs. Sanction (\$M)				
Project	Breakdown	Total Actual Spend	Original Project Sanction Approval	Variance (Over)/Under
INVP 4411B Distributed Generation NE	Capex	1.470	1.484	0.014
	Opex	0.273	0.254	(0.019)
	Removal	0.000	0.000	0.000
	Total	1.743	1.738	(0.005)

5 Improvements / Lessons Learned/Root Cause

- Having a dedicated Business Project Manager helped not only deliver Business owned workstreams in a better way but also helped manage shared workstreams and business stakeholders' expectations successfully. (2019-LL-667)
- Phased delivery approach helped mitigate the challenges of complexity of the Business Processes and removed ambiguity around the overall technical solution design. (2019-LL-668)
- Business organization Change and Communications priorities need to be captured early on during Sprint demos instead of waiting till User Acceptance Testing starts to ensure the ability to deliver training and communications in a timely manner. (2019-LL-669)
- Project was delivered on budget and within time using hybrid Agile methodology but there is a need to adapt to full Agile methodology to improve quality deliverables to reduce defects during User Acceptance Testing phase. (2019-LL-670)



Closure Paper

6 Closeout Activities

The following closeout activities have been completed.

Activity	Completed
All work has been completed in accordance with all National Grid policies	<input checked="" type="radio"/> Yes <input type="radio"/> No
Gate E checklist completed (appl. only to CCD)	<input type="radio"/> Yes <input checked="" type="radio"/> N/A
All relevant costs have been charged to project	<input checked="" type="radio"/> Yes <input type="radio"/> No
All work orders and funding projects have been closed	<input checked="" type="radio"/> Yes <input type="radio"/> No
All unused materials have been returned	<input checked="" type="radio"/> Yes <input type="radio"/> No
All IT Service Transition activities have been completed	<input checked="" type="radio"/> Yes <input type="radio"/> No
All lessons learned have been entered appropriately into the IT Knowledge Management Tool (KMT) lesson learned database	<input checked="" type="radio"/> Yes <input type="radio"/> No

7 Statements of Support

7.1 Supporters

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Department	Individual	Responsibilities
Business Department	Rich Niggemeier/ Kevin Kelly	Business Representative
Business Partner (BP)	Orla Daly	Relationship Manager
Program Delivery Management (PDM)	Michelle McNaught	Program Delivery Director
IT Finance	Michelle Harris	Manager
IT Regulatory	Dan DeMauro	Director
Digital Risk and Security (DR&S)	Peter Shattuck	Manager
Service Delivery	Mark Mirizio	Manager
Enterprise Architecture	Joe Clinchot	Director

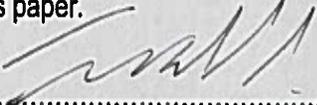
7.2 Reviewers

N/A



Closure Paper

8 Decisions

I approve this paper.
Signature..........Date.....7/11/2019.....
Terence Sobolewski, SVP Customer Operations, Chief Customer Officer