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nationalgrid

National Grid Service Company USA, Inc.

Selection Initiative for
Gas Business Enablement (GBE)

[redacted]

Candidate Price Book

v3

Submitted by:

[redacted]

Company Name

REDACTED

National Grid -- Gas Business Enablement -- Systems Integration Services
Instructions

nationalgrid

Contents

Worksheet name	Description	Input Required?
0. Cover	Cover sheet	Candidate input required
1. Instructions	Candidates are required to read the instruction carefully before completing the workbook	Information only

[redacted]

General instructions

Please provide your responses in the yellow shaded cells only and ONLY use the format provided.

Please adhere to the RFP guidelines when completing the document:

1 Please stick to the file naming convention '**[company name]** - NG SI PriceBook', where [company name] is your company's name or abbreviation
2 Please do not change the structure, cell formatting or formulae within this workbook in any way, e.g. do not delete, add, merge, or de-merge any cells.
3 Please do not rename any of the worksheets.
4 Please do not submit extra notes / comments unless they are really necessary; only provide information that has been requested.
5 Please provide all figures in USD exclusive of sales tax.

Color Coding

Color	Description of Cells	Instructions
Yellow cells	Need to be populated/amended by the Candidate	Populate/Amend
Grey cells	Are calculated automatically	Validate

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National Grid Service Company USA, Inc.

Selection Initiative for
Gas Business Enablement (GBE)
[redacted]

Implementation Plan Instructions, Milestones, and Deliverables

Submitted by:

[redacted]
Company Name

REDACTED

[redacted]

Contents

Worksheet name	Description	Input Required?
Cover	Cover sheet	Information only
Instructions	Candidates are required to read the instructions carefully before completing the workbook	Information only
[redacted]		

General instructions

Please read and follow the below instructions carefully:	
1	Please complete the Microsoft Office Project file, detailing out all activities required for each module over the course of the GBE program, identifying milestones and deliverables in the Implementation Plan.
2	Please provide details on each milestone (Module, Definition, Due Date, Outcomes Achieved) by module in this excel work book on tab "1. Milestones"
3	Please provide details on each deliverable (Module, Description, Outcomes Achieved) by module in this excel work book on tab "2. Deliverables"
4	Please provide your responses in the yellow shaded cells only and ONLY use the format provided.

Please adhere to the below guidelines when completing this document and the MS Project document:	
1	Please do not change the structure, cell formatting or formulae within this workbook in any way, e.g. do not delete, add, merge, or de-merge any cells.
2	Please do not add any columns to the MS Project file for the Implementation Plan. Provide data only for the columns identified.
3	Please do not rename any of the worksheets or columns found in the excel or MS Project file.
4	Please do not submit extra notes / comments.
5	Please provide all figures in whole numbers

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National Grid Service Company USA, Inc.

Selection Initiative for
Gas Business Enablement (GBE)

Implementation Plan Instructions, Milestones, and Deliverables

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5	Please provide all figures in whole numbers

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National Grid 404 Wyman Street, Waltham MA 02451
Phone: (781)430-9215; Email: Reihaneh.irani-famili@nationalgrid.com

Experience Highlights

- **Business Transformation**
- **Project & Program Management**
- **Strategic Planning**
- **Change Management**
- **Leading Multidisciplinary Teams**
- **Budgeting and Planning**
- **Operations Engineering**

Professional Experience

National Grid **2016 – Present**
Vice President Business Readiness and Design ***2016 - Present***

Reporting to the Senior Vice President Gas Business Enablement, leading the development and implementation of Gas Business Enablement Program.

Key Projects and Achievements:

- Leading the development of business engagement strategy and deployment plans building internal capability while incorporating and managing external expertise.
- Leading the assessment and design of gas business operating model. Establishing an effective governance structure, efficient organization design enabled with optimal process and technology
- Established Change Management office for an agile technology deployment combining change management practices with agile principles to deliver effective agile delivery

Devon Energy **2012 – 2016**
Manager Canadian Major Initiatives ***2014 - 2016***

Reporting to the Canadian executive committee, led the assessment, design and delivery of strategic divisional change initiatives and its budget. Managed the division's technology deployment opportunities/budget.

Key Projects and Achievements:

- Led the framing, analysis and implementation of Capital Management Optimization initiative for an annual capital budget ranging from $600MM to $1.2Billion; creating value of over $30MM per year.

- Implemented a transformation program guided by vision and strategy and impacting organization structure, culture, capability, process, systems and data.
- Led the design and implementation of a widely successful change management plan with direct impact on over 450 stakeholders through engagement, communication and training:
- Designed end to end processes improving capital efficiency and reducing operating expense.
- Assembled a high-performing multi-disciplinary team of internal and external resources to support major initiatives onboarding and demobilizing various consultants and contractors.
- Enabling collaboration between Canadian and US division creating a medium for cross-border transfer of best practices, eliminating duplication of effort in system and process design and implementation.

Leader Operations Projects ***2012 - 2014***

Developed and led high performing teams in heavy oil operations.

- Established a district turnaround organization enabling best in class plant turnaround performance.
- Created performance indicators, key processes and a permanent high-performing heavy oil turnaround team delivering a no incident, on time and on budget turnaround with over 112,000 man-hours of work complete and $16MM cost.
- Directed and coordinated development of district turnaround calendar avoiding turnaround at one operation while managing operations and regulatory risks and enabling establishment of a lower frequency turnaround creating over $50MM value.
- Established and standardized processes for opportunity assessment, capital allocation and project delivery system of sustaining capital projects improving safety, performance and efficiency of sustaining capital management resulting in first year savings of over $2MM.
- Developed and led a high-performing function managing $50MM to $70MM sustaining capital budget.

Accenture **2011 – 2012**

Management Consultant

Manager in company's Energy practice; worked directly with senior executives to provide strategic analysis and create change plans.

- Delivered a sustainable growth strategy for an integrated oil and gas company.

- Facilitated and designed an energy practice growth strategy for the division informing a marketing strategy which delivered new focus on key client relationships leading to award of a major contract.
- Led the creation of a process led business transformation proposal, including organizational design assessment to a major integrated oil and gas company..
- Contributed to the design of an upstream oil and gas operational excellence framework.
- Improved Energy industry acumen of over 50 consultants worldwide by leading the local Energy Hub as well as design and delivery of Energy training to offices around the globe.
- Successfully collaborated with multiple geographical locations through technology delivering successful join projects.

WorleyParsons **2006 – 2011**
Lead Discipline Engineer (Imperial Oil Alliance)

Participated in planning through to startup of heavy oil and gas facilities. Leading teams to successful delivery of projects and supporting operations in resolving safety, reliability and maintenance issues.

- Led the process design of a pilot shale gas production facility.
- Upgraded and designed both sweet and sour gas processing facilities including compressor stations and high pressure pipelines.
- Designed and supported operation of multiple Heavy oil production technologies.
- Participated in or led the design of three phase pipelines, steam or oil facility upgrades.

Colt Engineering **2004 – 2006**
Process Engineer EIT (Talisman Alliance & Mackenzie Gas Pipeline Project)

University of Calgary **2001 – 2004**
Research and Teaching Assistant

Education & Credentials

The University of Calgary, Canada

Master of Business Administration (MBA) ***2011***

The University of Calgary, Canada
Master of Science (M.Sc.) Chemical Engineering ***2004***

University of Tehran, Iran
Bachelor of Science (B.Sc.) Chemical Engineering ***2001***

Certifications and Training:

- First Aid, H2S Alive, WHIMIS, CSTS
- Hydrocarbon Code of Practice and Gas Testing
- High Performance Leadership Certificate - eCornell
- Change Management Certificate - eCornell
- Protégé in Lilith Leadership Development Program

National Grid – Strictly Confidential

[redacted]

[redacted]

Vendor RFI Information Pack

[redacted]

Statement of confidentiality

The information contained in this document is confidential information of National Grid USA Service Company, Inc. and its related companies. It may not be disclosed, duplicated, or used, in whole or in part, for any purpose other than participation in National Grid's Systems Integration Request for Information, without the prior written consent of National Grid.

Objectives of this information pack

- Share context and goals [redacted]
- Get to know the [redacted] selection approach
- Understand what to expect next

Objectives: The [redacted] program is designed t[redacted] three primary objectives to address these challenges

Objectives	Value Levers	Outcomes
[redacted]		

[redacted]

Initial view on [redacted] program [redacted]

[redacted]

[redacted]

[redacted]

[redacted] RFI [redacted]

Scope [redacted]

[redacted]

RFI [redacted]

1. Portfolio Office *(WS #1)*
2. Value Assurance *(new)*
3. Bus Enablement & Change Mgmt *(WS #2a&b)*
4. Operating Model Design *(WS #2c)*
5. Work Management *(WS #3)*
6. Asset Management *(WS #4)*
7. GIS *(new)*
8. Customer Engagement *(WS #5)*
9. Supply Chain *(WS #6)*
10. Data Management *(WS #7)*
11. Information Systems Enabling *(WS #8)*

[redacted]

Indicative timeline:

[redacted] **Program will deliver the backbone over three years, prioritized to reduce operational risk and deliver enhanced capabilities over five years**

[redacted]

Approach: [redacted] sourcing [redacted]

[redacted]

[redacted]

[redacted] **selection timeline:** [redacted]

[redacted]

[redacted]

[redacted] We will conduct technical, commercial and legal [redacted]

[redacted]

RFI structure

Section	
1 Background	[redacted]
2 Scope	
3 Vendor selection process	
4 Administrative Details	
A Appendix	

Key dates for RFI process

Activity	Date
[redacted]	

Initial responses will be evaluated along two main criteria

Key criteria	Sub-criteria
[redacted]	

Key contacts for respondents

[redacted]

[redacted]

REQUEST FOR INFORMATION

[redacted] Vendor Sourcing

The information contained in this Request for Information is confidential information of National Grid USA Service Company, Inc. and its related companies. It may not be disclosed, duplicated, or used for any purpose, in whole or in part, without the prior written consent of National Grid, save for the purpose of responding to this Request for Information and participating in the sourcing process.

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1 BACKGROUND

1.1 About us

National Grid[1] is one of the largest investor-owned energy companies in the world, providing service in Massachusetts, New York, Rhode Island, and the UK. We play a vital role in delivering gas and electricity to millions of people in a safe, reliable, and efficient manner. Our goal is to be a recognized leader in the development and operation of safe, reliable, and sustainable energy infrastructure, to meet the needs of our customers and communities, and to generate value for our investors.

Our Purpose, "**Bring Energy to Life**".

Our Vision, "**We will exceed the expectations of our customers, shareholders, and communities today and make possible the energy systems of tomorrow**".

Our Strategic Priorities are to:

- **Drive a step change in core business performance**
- **Look for opportunities to grow our core business**
- **Future-proof our business for technology and value shifts**

In the US, National Grid is primarily an electric and gas distribution company with assets in New York, Massachusetts, and Rhode Island. National Grid also has electricity transmission assets in those states as well as in New Hampshire and Vermont. On Long Island, New York, National Grid operates 12 generating units (with long-term contracts to the Long Island Power Authority).

For more information about National Grid please visit https://www.nationalgridus.com/Our-Company/

1.2 Context

The Gas Business Enablement (GBE) program has been co-developed with National Grid's US Gas business ("Gas" or "National Grid"), along with the Information Services (IS), Procurement, and Human Resources (HR) teams to meet some of the internal and market challenges that the Gas business faces. The Gas Business Enablement program aims to reduce risk, deliver improved business performance, enable future growth, and drive transformation of the Gas business.

[redacted].

[1] The National Grid entity issuing this Request for Information is National Grid USA Service Company, Inc. d/b/a National Grid

To date, National Grid, in collaboration with [redacted] has completed a high-level systems design to meet the program objectives. [redacted] has provided advisory services during this high-level design process. [redacted]

The next step is for National Grid to select one or more vendors that have demonstrated capabilities and experience, and can effectively partner with Gas in this transformation. Gas is looking for vendor(s) that can assist National Grid to:

- [redacted]
- [redacted]
- [redacted]
- [redacted]

Subject to the satisfactory completion of the sourcing process detailed in this Request for Information (or "RFI"), National Grid anticipates that the successful vendor(s) would commence work [redacted] in June 2017.

2 SCOPE

2.1 Overview

The Gas business has identified the following overall objectives for people, processes, technology and the customer:

[redacted]

[redacted] *Vendor Sourcing*

[redacted]

With specific reference to the application architecture, National Grid has identified the following current and target states [redacted]

[redacted]

[redacted]

[redacted] *Vendor Sourcing*

Current State [redacted]

[redacted]

Future State [redacted]

[redacted]

2.2 Guiding principles

The wider National Grid Gas Business Enablement program, including the Systems Integration outlined in this RFI, aims to achieve the following business outcomes:

- Enhance reliability
- Enhance compliance
- Enhance customer experience
- Enable continuous improvement
- Enhance employee engagement
- Enable future growth

Our Gas Enablement Program Principles are as follows:

[redacted]

[redacted]

- [redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
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2.3 Program modules

National Grid wishes to integrate systems across the following eleven (11) modules:

1. Portfolio Office
2. Value Assurance
3. Business Enablement and Change Management
4. Operating Model Design
5. Work Management
6. Asset Management
7. Geographical Information System (GIS)
8. Customer Engagement
9. Supply Chain
10. Data Management
11. Information Systems Enabling

Each module is briefly described in sections 2.3.1 – 2.3.11 below, with more detailed explanations and requirements on most modules in Attachment B, *NG Gas Enablement RFI SI Work Packages.pdf*.

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2.4 Implementation [redacted]

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[redacted] *Vendor Sourcing*

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[redacted]

[redacted] The geographic deployments are:

- Rhode Island
- Massachusetts
- Upstate New York
- New York City (includes Brooklyn, Queens and Staten Island)
- Long Island

2.5 Performance Evaluation

[redacted]

3 VENDOR SELECTION PROCESS

3.1 Process description

Overall timeline [redacted]

[redacted]

3.2 Phase details

[redacted]

[redacted]

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3.3 Evaluation process

[redacted]

- [redacted]

- [redacted]

[redacted] *Vendor Sourcing*

[redacted]

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4 ADMINISTRATIVE DETAILS

4.1 Confidentiality and intellectual property

The information contained in this RFI is confidential to National Grid and should be used for the sole purpose of preparing the vendor's response and participating in the [redacted] sourcing process led by National Grid. Any other use of this information without the express written consent of National Grid will result in the disqualification of your proposal and potential legal action. The vendor shall not disclose to anyone, other than the vendor's employees and officers directly connected to this response, any information concerning this RFI, including its attachments, or its existence.

By responding to this RFI, vendors and their subcontractors consent to the copying, adapting, distributing and making available of the information contained in any of its responses submitted during the procurement process. National Grid shall only copy, adapt, distribute or make available said information for the purposes of evaluating Vendor's suitability [redacted]

This RFI and all documents referred to in it, inclusive of all attachments, appendices, and any subsequent correspondence or communication in writing relating to this RFI, are the proprietary material of National Grid are subject to copyright, and may not be reproduced, altered or revised in any manner or form unless prior, express, written permission has been obtained from National Grid.

[redacted]

4.2 RFI coordination

[redacted]

[redacted]	[redacted]
[redacted]	[redacted]

[redacted]

[redacted]

[redacted]

4.3 Response instructions

Vendors are required to use the following process to respond to the RFI:

i. Complete the Vendor RFI Response Template attached to this RFI (Attachment A, *Vendor RFI Response Template.docx*). Each response should be concise and provide evidence of the vendor's capabilities, experience, and ability to meet the project requirements as defined in this RFI.

ii. Follow the instructions provided via the ARIBA e-portal regarding submission of the completed response template.

iii. All responses must be received by National Grid [redacted]

Vendors should not alter the format of the Vendor RFI Response Template prescribed by National Grid.

If additional documents are required, these should be clearly referenced and attached. Vendors should not attach any marketing materials to their RFI response.

Altering the format of the Vendor RFI Response Template could result in disqualification.

Disclosing client names when providing examples of past experience is encouraged. For all client references, National Grid reserves the right to request further verification of details.

[redacted]

4.4 Reservation of rights by National Grid

[redacted]

- [redacted]
- [redacted]
- [redacted]

4.5 Disclaimer

[redacted]

LIST OF ATTACHMENTS

- [redacted]

[redacted]

- [redacted]

[redacted]

REDACTED

[redacted]

RFI RESPONSE TEMPLATE

[redacted] Vendor Sourcing

The information contained in this Response Template is confidential information of National Grid USA Service Company, Inc. and its related companies. It may not be disclosed, duplicated, or used for any purpose, in whole or in part, without the prior written consent of National Grid, save for the purpose of responding to the associated Request for Information and participating in the sourcing process.

[redacted]

The accompanying **Request for Information (RFI)** document provides detailed instructions to be considered before formulating your response. There are 9 sections to this response template.

Do not alter the format of this Vendor RFI Response Template in any way, unless a question explicitly provides the option to replicate a section. Altering the format of the Vendor RFI Response Template could result in disqualification. Please adhere to the guidelines provided in italics. Do not attach any marketing materials to the Vendor RFI Response Template.

[redacted]

Note that any and all reference to utilities in this document refers to organizations that provide gas and electric services.

1 ADMINISTRATIVE INFORMATION

1.1 Please provide us relevant information for the key contact within your organization.

Category	Details		
Company name	*100 character limit*		
Key contact	*50 character limit*	Position	*50 character limit*
Email	*50 character limit*	Phone	*50 character limit*
Address	*200 character limit*		

[redacted]

2 GENERAL

2.1 Please provide us with details of your organization.

Category	Details		
[redacted]	*2016*	*2015*	*2014*
	2016	*2015*	*2014*
	2016	*2015*	*2014*
	50 character limit		
	50 character limit		
	50 character limit		
	50 character limit		
	50 character limit		
	Global	*US*	*Offshore*

[redacted]

3 FIRM APPROACH

3.1 Please describe your company's approach [redacted]

Firm approach
Description should speak to key tenets of your company's culture, values, working practices and how your people are trained for achieving client goals. [redacted] *200 words maximum*

[redacted]

4 FIRM EXPERIENCE

4.1 Please describe relevant experience that your company has working with utilities. In particular, focus on experience in the last 10 years with either regulated gas utilities in the US, other regulated utilities in the US, or non-utilities in the US.

Utilities experience
Description should give an overview of the type of work your company has conducted with utilities, preferably regulated gas utilities in the US. [redacted] *250 words maximum*

4.2 [redacted]

[redacted]

[redacted]

4.3 [redacted]

[redacted]

4.4 [redacted]

Thought leadership
100 words maximum

[redacted]

5 TEAM

5.1 Please fill out the details of the team leadership and leaders for the modules for which you are bidding in the table below.

[redacted]

[redacted]

100 character limit	*100 character limit*	*100 character limit*	• *Module name per bullet*	*XX years*	*XX years*	*XX years XX projects*

[redacted]

6 MODULE EXPERIENCE

[redacted]

6.1 For each module, please describe your experience.

[redacted]

[redacted]

[redacted]

7 BUNDLING APPROACH

7.1 Based on the current view of the modules as provided in the accompanying RFI, please complete the table below for the modules for which you would like to bid. [redacted]

[redacted]

[1] [redacted]

[redacted]

7.2 [redacted]

[redacted]

8 [redacted]

8.1 [redacted]

8.2 [redacted]

[redacted]

9 OTHER

9.1 Please describe any other value addition that you have for National Grid's consideration to help ensure that this program is successful and delivers the desired business outcomes.

Value addition
200 words maximum

CONFIDENTIAL

[redacted]

[redacted]

[redacted] RFI

B. [redacted] Work Packages Attachment

[redacted]

CONFIDENTIAL

[redacted]

Agenda

- [redacted]
- [redacted]
- Work package detail

REDACTED

CONFIDENTIAL

[redacted]

CONFIDENTIAL

[redacted]

Iterative deployment [redacted]

[redacted]

CONFIDENTIAL

[redacted]

[redacted] **assumptions** [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Agenda

- Implementation roadmap
- **System architecture**
- Work package detail

CONFIDENTIAL

[redacted]

Current [redacted] landscape

[redacted]

CONFIDENTIAL

[redacted]

Current [redacted] landscape

[redacted]

REDACTED

CONFIDENTIAL

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

[redacted]

Future state [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Agenda

- Implementation roadmap
- System architecture
- **Work package detail**

CONFIDENTIAL

[redacted]

[redacted] **mapping to the overall 9 RFP packages**

[redacted]

CONFIDENTIAL

[redacted]

RFP Package Response Instructions

[redacted]

- RFP response must encompass the complete scope outlined for each package and keep the packages distinct as outlined. The response can cover any combination of packages from one to all 9 distinct packages.
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

[redacted]

CONFIDENTIAL

[redacted]

RFP Package Content

Each of the 9 packages consists of the following content:

[redacted]

CONFIDENTIAL

[redacted] High Level Scope [redacted]

[redacted]

CONFIDENTIAL

[redacted]

[redacted]

- [redacted]

- [redacted]

  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]

REDACTED

CONFIDENTIAL

Package 1

[redacted]

Package 1: [redacted]

[redacted]

REDACTED

CONFIDENTIAL

Package 1

[redacted]

[redacted] **Portfolio Management Office**

[redacted]

CONFIDENTIAL

Package 1

[redacted]

[redacted]

[redacted]

- [redacted]

- [redacted]

REDACTED

CONFIDENTIAL

Package 1

[redacted]

Resource Plan Assumptions

[redacted]

[redacted]

REDACTED

CONFIDENTIAL

Package 2a/b

[redacted]

Package 2: [redacted]

[redacted]

CONFIDENTIAL

Package 2a/b

[redacted]

[redacted] Overview

[redacted]

CONFIDENTIAL

Package 2a

[redacted]

[redacted] Initiatives

[redacted]

CONFIDENTIAL

Package 2a

[redacted]

[redacted] Strategy

[redacted]

CONFIDENTIAL

Package 2a

[redacted]

[redacted]

CONFIDENTIAL

Package 2a

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 2a

[redacted]

[redacted]

[redacted]

REDACTED

CONFIDENTIAL

Package 2a

[redacted]

[redacted] **Strategy Planning & Implementation Support**

[redacted]

REDACTED

CONFIDENTIAL

Package 2a

[redacted]

[redacted] **Strategy & Implementation Support**

[redacted]

CONFIDENTIAL

Package 2a

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 2a

[redacted]

[redacted]

[redacted]

REDACTED

CONFIDENTIAL

Package 2a

[redacted]

[redacted]

CONFIDENTIAL

Package 2a

[redacted]

[redacted] Transition & Collaboration [redacted]

[redacted]

32

CONFIDENTIAL

Package 2a

[redacted]

[redacted] Assumptions

[redacted]

[redacted]

33

CONFIDENTIAL

Package 2a

[redacted]

Supporting Documents

The following supporting documents can be found in the respective Appendices.

- Go to Appendix B: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix H: [redacted]

CONFIDENTIAL

Package 2b

[redacted]

[redacted] Initiatives

[redacted]

REDACTED

CONFIDENTIAL

Package 2b

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 2b

[redacted]

Organization Design & Transition

[redacted]

REDACTED

CONFIDENTIAL

Package 2b

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 2b

[redacted]

Future State [redacted]

[redacted]

CONFIDENTIAL

Package 2b

[redacted]

[redacted] Development

[redacted]

CONFIDENTIAL

Package 2b

[redacted]

Skills / Capability Assessment [redacted]

[redacted]

CONFIDENTIAL

Package 2b

[redacted]

[redacted] Assumptions

[redacted]

Note: Additional or different roles may be required, which are not included in the above.

CONFIDENTIAL

Package 2b

[redacted]

Supporting Documents

The following supporting documents can be found in the respective Appendices.

- Go to Appendix B: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix H: [redacted]

REDACTED

CONFIDENTIAL

Package 3

[redacted]

Package 3: [redacted]

[redacted]

CONFIDENTIAL

Package 3

[redacted]

[redacted] Initiatives

[redacted]

REDACTED

CONFIDENTIAL

Package 3

[redacted]

[redacted] Design

[redacted]

REDACTED

CONFIDENTIAL

Package 3

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 3

[redacted]

Projects and Program Management (PPM)

[redacted]

CONFIDENTIAL

Package 3

[redacted]

[redacted] Assumptions

[redacted]

CONFIDENTIAL

Package 3

[redacted]

Supporting Documents

The following supporting documents can be found in the respective Appendices.

- Go to Appendix B: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix H: [redacted]

CONFIDENTIAL

Package 4

[redacted]

Package 4: [redacted]

[redacted]

CONFIDENTIAL

Package 4

[redacted]

[redacted] Initiatives

[redacted]

CONFIDENTIAL

Package 4

[redacted]

Planning & Management

[redacted]

REDACTED

CONFIDENTIAL

Package 4

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 4

[redacted]

[redacted] **Analytics**

[redacted]

CONFIDENTIAL

Package 4

[redacted]

[redacted] Assumptions

[redacted]

CONFIDENTIAL

Package 4

[redacted]

Supporting Documents

The following supporting documents can be found in the respective Appendices.

- Go to Appendix B: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix H: [redacted]

CONFIDENTIAL

Package 5

[redacted]

Package 5: [redacted]

[redacted]

CONFIDENTIAL

Package 5

[redacted]

[redacted] Initiatives

[redacted]

REDACTED

CONFIDENTIAL

Package 5

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 5

[redacted]

[redacted] Assumptions

[redacted]

CONFIDENTIAL

Package 5

[redacted]

Supporting Documents

The following supporting documents can be found in the respective Appendices.

- Go to Appendix B: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix H: [redacted]

REDACTED

CONFIDENTIAL

Package 6

[redacted]

Package 6: [redacted]

[redacted]

CONFIDENTIAL

Package 6

[redacted]

[redacted] Initiatives

[redacted]

CONFIDENTIAL

Package 6

[redacted]

[redacted] **Solution**

[redacted]

REDACTED

CONFIDENTIAL

Package 6

[redacted]

Support [redacted]

[redacted]

CONFIDENTIAL

Package 6

[redacted]

[redacted] Interaction

[redacted]

REDACTED

CONFIDENTIAL

Package 6

[redacted]

[redacted] Data

[redacted]

REDACTED

CONFIDENTIAL

Package 6

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 6

[redacted]

[redacted] Assumptions

[redacted]

CONFIDENTIAL

Package 6

[redacted]

Supporting Documents

The following supporting documents can be found in the respective Appendices.

- Go to Appendix B: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix H: [redacted]

CONFIDENTIAL

Package 7

[redacted]

Package 7: [redacted]

[redacted]

CONFIDENTIAL

Package 7

[redacted]

[redacted] Initiatives

[redacted]

REDACTED

CONFIDENTIAL

Package 7

[redacted]

[redacted]

[redacted]

REDACTED

CONFIDENTIAL

Package 7

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 7

[redacted]

[redacted] Assumptions

[redacted]

CONFIDENTIAL

Package 7

[redacted]

Supporting Documents

The following supporting documents can be found in the respective Appendices.

- Go to Appendix B: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix H: [redacted]

CONFIDENTIAL

Package 8

[redacted]

Package 8: [redacted]

[redacted]

CONFIDENTIAL

Package 8

[redacted]

[redacted] Initiatives

[redacted]

CONFIDENTIAL

Package 8

[redacted]

[redacted] Improvements

[redacted]

REDACTED

CONFIDENTIAL

Package 8

[redacted]

[redacted]

[redacted]

REDACTED

CONFIDENTIAL

Package 8

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 8

[redacted]

[redacted] Planning

[redacted]

CONFIDENTIAL

Package 8

[redacted]

[redacted] Optimization

[redacted]

CONFIDENTIAL

Package 8

[redacted]

[redacted] Optimization

[redacted]

CONFIDENTIAL

Package 8

[redacted]

[redacted] Evaluation and Strategy

[redacted]

CONFIDENTIAL

Package 8

[redacted]

[redacted] Assumptions

[redacted]

CONFIDENTIAL

Package 8

[redacted]

Supporting Documents

The following supporting documents can be found in the respective Appendices.

- Go to Appendix B: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix H: [redacted]

CONFIDENTIAL

Package 9

[redacted]

Package 9: [redacted]

[redacted]

CONFIDENTIAL

Package 9

[redacted]

[redacted] Initiatives

[redacted]

REDACTED

CONFIDENTIAL

Package 9

[redacted]

[redacted]

[redacted]

REDACTED

CONFIDENTIAL

Package 9

[redacted]

[redacted]

[redacted]

REDACTED

CONFIDENTIAL

Package 9

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

[redacted]

[redacted]

[redacted]

REDACTED

CONFIDENTIAL

Package 9

[redacted]

[redacted]

[redacted]

CONFIDENTIAL

Package 9

[redacted]

[redacted] Assumptions

[redacted]

CONFIDENTIAL

Package 9

[redacted]

Supporting Documents

The following supporting documents can be found in the respective Appendices.

- Go to Appendix B: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix E: [redacted]
- Go to Appendix H: [redacted]

CONFIDENTIAL

[redacted]

Section 6: Structure of Response

Section 6 Content

Work Package Template Instructions

[redacted]

General Information → Vision → Overview of RFP → Scope Definition → Work Package Detail → Structure of Response

CONFIDENTIAL

[redacted]

Appendix

Appendix B: [redacted] Work Types
Appendix E: [redacted]
Appendix H: [redacted]

CONFIDENTIAL

[redacted]

Appendix B: [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Appendix E: [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Appendix E: [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Appendix E: [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Appendix H: [redacted]

The [redacted] appendix consists of the following:

- [redacted]
- [redacted]
- [redacted]
- [redacted]

CONFIDENTIAL

[redacted]

Appendix H: [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Appendix H: [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Appendix H: [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Appendix H: [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Appendix H: [redacted]

[redacted]

CONFIDENTIAL

[redacted]

Appendix H: [redacted]

[redacted]

[redacted]

REQUEST FOR PROPOSAL

[redacted] – VALUE ASSURANCE

The information contained in the Request for Proposal is confidential information of National Grid USA Service Company, Inc. and its related companies. It may not be disclosed, duplicated, or used for any purpose, in whole or in part, without the prior written consent of National Grid, save for the purpose of responding to the Request for Proposal and participating in the sourcing process.

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1 Background

1.1 About Us

National Grid[1] is one of the largest investor-owned energy companies in the world, providing service in Massachusetts, New York, Rhode Island, and the U.K. We play a vital role in delivering gas and electricity to millions of people in a safe, reliable, and efficient manner. Our goal is to be a recognized leader in the development and operation of safe, reliable and sustainable energy infrastructure, to meet the needs of our customers and communities, and to generate value for our investors.

Our Purpose, **"Bring Energy to Life"**.

Our Vision, **"We will exceed the expectations of our customers, shareholders, and communities today and make possible the energy systems of tomorrow"**.

Our Strategic Priorities are to:

- Drive a step change in core business performance
- Look for opportunities to grow our core business
- Future-proof our business for technology and value shifts

In the US, National Grid is primarily an electric and gas distribution company with assets in New York, Massachusetts and Rhode Island. National Grid also has electricity transmission assets in those states as well as in New Hampshire and Vermont. On Long Island, New York, National Grid operates 12 generating units (with long-term contracts to the Long Island Power Authority).

For more information about National Grid please visit https://www.nationalgridus.com/Our-Company/

1.2 Context

The Gas Business Enablement ("GBE") program has been co-developed with National Grid's US Gas business ("Gas" or "National Grid"), along with the Information Services (IS), Procurement, and Human Resources (HR) teams to meet some of the internal and market challenges that the Gas business faces. The Gas Business Enablement program aims to reduce risk, deliver improved business performance, enable future growth, and drive transformation of the Gas business.

[redacted]

[redacted]

[1] [redacted]

[redacted]

The next step and the purpose of this Request for Proposal (RFP) is for National Grid to identify and select a Value Assurance Partner that can demonstrate capabilities and experience as it relates to providing assurance to the integration initiative.

Subject to the satisfactory completion of the sourcing process detailed in this RFP, National Grid anticipates that the successful vendor would commence work on the Value Assurance module in July 2017.

2 Scope

2.1 GBE Overview

The Gas business has identified the following overall objectives for people, processes, technology and the customer.

[redacted]

With specific reference to the application architecture, National Grid has identified the following current and target state:

[redacted]

The following diagrams show the current application landscape and the options for the future application landscape.

Current State Application Landscape

[redacted]

Future State Application Landscape

[redacted]

2.2 GBE Guiding Principles

[redacted]

Gas Business Enablement – Value Assurance Sourcing

Our GBE Program Principles are as follows:

[redacted]

[redacted]

2.3 Value Assurance Module

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

2.3.5 Key Expectations from Vendor

[redacted]

[redacted] independent relationship with Gas Business Enablement service providers and teams

2.3.6 Detailed Scope Items

[redacted]

[redacted]

[redacted]

2.4 Overview of Program Modules

National Grid wishes to integrate systems across the following ten (10) modules:

1. Portfolio Office
2. Business Enablement and Change Management
3. Operating Model Design
4. Work Management
5. Asset Management
6. Geographical Information System (GIS)
7. Customer Engagement
8. Supply Chain
9. Data Management
10. Information Services Enablement

2.4.1 Portfolio Office (PO)

[redacted]

[redacted]

2.4.2 Business Enablement Change Management (BECM)

[redacted]

2.4.3 Operating Model Design (OM)

[redacted]

2.4.4 Work Management (WM)

[redacted]

2.4.5 Asset Management (AM)

[redacted]

2.4.6 Geographical Information System (GIS)

[redacted]

2.4.7 Customer Engagement (CE)

[redacted]

2.4.8 Data Management (DM)

[redacted]

2.4.9 Supply Chain (SC)

[redacted]

- [redacted]

[redacted]

2.4.10 Information Services Enablement (ISE)

[redacted]

2.5 Implementation [redacted]

The following three sequencing criteria were used in developing the roadmap for implementing the modules (see Attachments A and B for the high level overall projected timeline):

[redacted]

2.6 Key Project Deliverables

[redacted]

2.7 RFP Activities and Timeline

[redacted]

[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

[redacted]	[redacted]

3 Evaluation Criteria

[redacted]

4 Administrative Details

[redacted]

[redacted]

[redacted]

4.2 RFP Coordination/Contact

[redacted]

[redacted]

[redacted]

[redacted]

4.3 Response Instructions

To expedite the review process, all vendors must conform to the following format outline. Any additional information that you believe to be necessary to support your response should be included as appendices to the RFP response. These appendices should be appropriately labeled and referenced in the body of the response. National Grid requests clear, succinct responses and responders should not include generic marketing materials. Any erroneous materials or scope will be viewed unfavorably.

Cover Letter
The cover letter should be no longer than one page and should include at a minimum:

- Vendor's name, address and phone number
- Brief description of why you are qualified to conduct the work described in this RFP
- Contact name, title, address, phone number, email address

The cover letter should be signed by an authorized person on behalf of the Vendor.

Executive Summary
[redacted]

Response Sections
This section should include responses to all questions proposed in this RFP.

4.4 Proposal Contents

Please submit a concise response document limited to 25 pages outlining your company's qualifications to perform work on the requested engagement. As you prepare the document, please clearly identify the questions and your answers to help National Grid efficiently analyze and evaluate your proposal. [redacted]

[redacted]

[redacted]

[redacted]

[redacted]

4.5 Reservation of Rights by National Grid

National Grid reserves the right to reject or disqualify a vendor where:

- the Vendor is guilty of misrepresentation in relation to its response and/or the selection or award process;

- there is a change in identity, control, economic and financial standing, technical or professional ability or other factor impacting on the selection and/or award process of the Vendor; or
- there is a conflict of interest arising between any of National Grid and its related companies and the Vendor.

4.6 Non-disclosure Agreements

[redacted]

4.7 Expense and Obligations

[redacted]

4.8 Disclaimer

[redacted]

[redacted]

4.9 Pricing

[redacted]

4.10 Assumptions

Key assumptions for this RFP include:

- [redacted]

The Value Assurance Partner should provide a list of the assumptions impacting their ability to successfully meet the objectives of the project.

4.11 Terms and Conditions

[redacted]

4.12 Attachments

Gas Business Enablement – Value Assurance Sourcing

[redacted]

[redacted]

Gas Business Enablement – Value Assurance Sourcing

[redacted]