

February 4, 2020

VIA HAND DELIVERY AND ELECTRONIC MAIL

Luly E. Massaro, Commission Clerk
Rhode Island Public Utilities Commission
89 Jefferson Boulevard
Warwick, RI 02888

RE: Docket 4770 – Application of The Narragansett Electric Company d/b/a National Grid for Approval of a Change in Electric and Gas Base Distribution Rates Gas Business Enablement Program Quarterly Report – First Quarter of Rate Year 2

Dear Ms. Massaro:

On behalf of National Grid,¹ I enclose for filing with the Public Utilities Commission (PUC) in the above-referenced docket one original and nine copies of the Company's Gas Business Enablement Program quarterly report for the first quarter of Rate Year 2, pursuant to Article II, Section C.12.f. of the Amended Settlement Agreement approved by the PUC at its August 24, 2018 Open Meeting.

Thank you for your attention to this matter. If you have any questions, please contact me at 508-330-8602.

Very truly yours,



Celia B. O'Brien

Enclosures

cc: Docket 4770 Service List
Linda George, Division
Jonathan Schrag, Division
John Bell, Division
Al Mancini, Division
Christy Hetherington, Esq.

¹The Narragansett Electric Company d/b/a National Grid (National Grid or the Company).

The Narragansett Electric Company
d/b/a National Grid

**Gas Business Enablement
Program Quarterly Report**
First Quarter of Rate Year 2

February 4, 2020

Docket No. 4770

Submitted to:
Rhode Island Public Utilities Commission

Submitted by:

nationalgrid

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I. Introduction

The Narragansett Electric Company d/b/a National Grid (the Company)¹ submits its quarterly report on the Gas Business Enablement Program for the fourth quarter of Rate Year (RY) ² ended November 30, 2019 (Q1 RY2) in compliance with Article II, Section C.12.f. of the Amended Settlement Agreement filed in Docket No. 4770 and approved by the Rhode Island Public Utilities Commission (PUC or the Commission) at its Open Meeting on August 24, 2018.

The Gas Business Enablement Program is a comprehensive business transformational program focused on strengthening and improving the performance of National Grid USA's (National Grid) gas business with regard to managing assets, delivering work, and serving customers. Specifically, the Gas Business Enablement Program will replace a number of aged computer systems; support continuous improvement in gas safety performance, including the implementation of American Petroleum Institute (API) Recommended Practice 1173 (API 1173); facilitate more effective and efficient delivery of the overall work plan; and progress the satisfaction of evolving customer expectations.

The Gas Business Enablement Program will implement the following capabilities:

- an industry-standard enterprise asset and work management platform;
- a scheduling platform to support optimized scheduling, work bundling, and routing of work;
- a Geographic Information System (GIS) with accurate foundation maps and conversion of gas service records and sketches, available with offline mobile functionality;
- a field mobility solution with base capabilities that include views of work assignment, electronic work packages, capture of work status and completion data, and capabilities to initiate work, attach pictures, and view legacy maps;
- an enterprise asset investment planning project portfolio management platform for project routing and approval, with the ability to forecast costs, integrated with scheduling and design;
- an Asset Risk Management tool integrated with the GIS to assess asset condition and perform risk ranking/prioritization for asset replacement;

¹ The term "Company" refers to The Narragansett Electric Company's electric and gas distribution operations on a collective basis. The electric and gas operations of The Narragansett Electric Company together represent the entirety of the regulated operations conducted in Rhode Island by the Company. In this report, the regulated entity is referred to as the Company. Where there is a need to refer to the individual electric and gas distribution operations of the Company, the terms "Narragansett Electric" or "Narragansett Gas," respectively, are used in this report.

² Rate Year 2 is the twelve-month period beginning September 1, 2019, and ending August 31, 2020.

- a new Customer Contact Center “front end” solution to allow order creation and provide visibility of field work; and
- enhancements to existing customer platforms/portal to allow interactions between National Grid and the customer based on customer channel preferences to enable customers to have greater visibility and control of work to be completed at their premises.

The Gas Business Enablement Program also includes a comprehensive approach to change management to support delivery of the anticipated benefits associated with the Program’s newly implemented capabilities.

Gas Business Enablement Program investments are shared investments that are implemented and owned by National Grid USA Service Company, Inc. (Service Company) and allocated to the US operating companies that benefit from these shared investments, including the Company. Gas Business Enablement Program capital expenses are allocated to benefitting US operating companies in the form of an annual Service Company rent expense once the investments are in-service. The Service Company rent expense includes a return on the capital investment (net of deferred taxes) plus booked depreciation expense. Gas Business Enablement Program operating expenses are allocated to benefitting US operating companies as they are incurred.

II. Overall Program Status

The Program made good progress against the roadmap, delivering five releases in Rhode Island during the period of April 2018 to July 2019, including:

- Portfolio Anchor (PA) 1 (formerly referred to as Program Anchor 1) April 2018: The first Gas Business Enablement solution deployment with a minimum viable product (MVP) release of solutions for Corrosion, Instrumentation and Regulation, and Customer Meter Services (CMS) Collections capabilities including deployment of the enterprise asset management application (IBM Maximo), and the scheduling and dispatch and field mobility applications under Salesforce Field Service Lightning.
- PA2.1 October 2018: Enhancements to the capabilities delivered in PA1 and delivery of the MVP solution for resource management with the first release of the Workforce Time and Attendance application and the first implementation of the GIS solution.
- PA2.2 December 2018: Enhancements to the Asset Investment Planning and Management application (Copperleaf C55) that automate and improve workflows for investment decision processes and the first MVP release of the Asset Risk Modelling

software (Synergi Pipeline), including a standalone asset risk management solution for distribution integrity management (DIMP).

- PA2.2.5 April 2019: Expanded capabilities to the Asset Risk Modelling software (Synergi Pipeline) including risk ranking and scoring for Pressure Regulation facility assets (district regulator stations and custody transfer stations).
- PA2.3 July 2019: This release included new and expanded CMS solution for the Rhode Island business enabling gas and electric capabilities and Massachusetts electric businesses. This release also included the first deployment of the Salesforce customer relationship management solution in the Customer Contact Center integrated with the legacy customer information/billing system and the Salesforce field mobile application. Additionally, the release included further enhancements to Instrumentation & Regulation and Corrosion end to end solution (i.e., Maximo, Salesforce, and GIS), including expanded work types, and features enhancements and expanded functionality for the resource management solution (i.e., Workforce). The Asset Risk Management software enhancements included integration with the ESRI GIS solution to support asset risk ranking for distribution system assets and GIS enhancements in the ESRI and Lemur solutions. The release also delivered an MVP solution for leak management accelerating the delivery of these capabilities to Rhode Island that originally were planned to be delivered in 2020. The release delivered the above functionality to approximately 1160 users in Rhode Island, Massachusetts and New York.

Development and deployment preparations including change management and business readiness activities for the next major releases to Niagara Mohawk Power Corporation (Niagara Mohawk) and KeySpan Gas East Corporation d/b/a National Grid (KEDLI) also continued.

Overall, the Gas Business Enablement Program remains on track to deliver its scope of work through FY 2023. With the Program updates in late 2019 as described below, the roadmap timeline currently is undergoing a comprehensive review to ensure the Program meets regulatory requirements and customer expectations.

A. Q1 RY2 Major Activities and Program Updates

During this quarter ended November 30, 2019, the Gas Business Enablement Program's activities focused on the preparations for the next major releases to Niagara Mohawk (PA3.1) and to KEDLI (PA3.2). As described in the Q4 RY1 report, although the Program has made significant progress toward preparing the solution and the business for go-live with PA3.1 deployment to Niagara Mohawk after the completion of PA2.3 release to Rhode Island, National Grid decided to move the PA3.1 release for Niagara Mohawk to early spring in 2020 because of

a high number of work arounds that remained for the PA3.1 deployment to Niagara Mohawk. National Grid also decided to defer KEDLI release (PA3.2) to early spring in 2020, which had a cascading impact on remaining releases because of timeline compression. To ensure future Portfolio Anchors of the Gas Business Enablement Program are rolled out in the smoothest and most efficient manner possible, National Grid is reviewing lessons learned from the previous Gas Business Enablement Program rollouts in Rhode Island and implementing changes, best practices, and other solutions that will assist the Gas Business Enablement Program in other jurisdictions. The Gas Business Enablement Program currently is undergoing a review of the roadmap for all remaining releases. The current view of the roadmap is shown in Attachment 2 with those releases still in re-planning as outlined in red. The Company will provide an updated roadmap once it becomes available. National Grid remains on track to deliver PA3.1 deployment to Niagara Mohawk in April 2020 and plans to deliver PA3.2 to KEDLI in Spring 2020 and PA4.1 to Rhode Island in early spring 2020.

- PA3.1 Early Spring 2020: Includes additional enhancements and added features previously delivered in Rhode Island for PA1 and PA2 along with the release of an MVP solution to support the leak response, investigation, and grading of leaks. CMS and Field Operations employees will receive iPads; all will have access to view assets on maps through the GIS application. This release is the first deployment of the solution in New York and to Niagara Mohawk and will impact approximately 1,692 users across Rhode Island, Massachusetts, and New York.
- PA3.2 Spring 2020: Includes the release of an MVP solution to support the leak response, investigation, and grading of leaks. CMS and Field Operations employees will receive iPads; all will have access to view assets on maps through the GIS application. This release is the first deployment of the solution to KEDLI and will impact approximately 1,258 users across Rhode Island, Massachusetts, and New York.
- PA4.1 Early Spring 2020: Includes Construction & Maintenance Core functionality including Scheduling and Dispatch, Compatible Unit (CU) Library and Estimating, Restoration and Paving, Supply Chain and Finance Integrations. This release is will impact approximately 286 users across Rhode Island, Massachusetts, and New York.

In addition to the above, the Program plans to continue delivering small releases that include both solution fixes prioritized with business input and enhancements to eliminate any remaining defects. Other program activities include regular engagement with the business to review and validate business requirements and processes through solution demos, continued efforts to advance solution design and development, testing the solution including user acceptance testing, mock data conversions to ensure accurate transfer of data between systems and data load activities, business stakeholder engagement including roadshows, change management and business readiness activities, and other deployment-related tasks.

B. On-Going Implementation Plans for the Company

In addition to the releases and activities to strengthen program delivery described above, the “GBE on the Road” engagement efforts to provide managers and supervisors with the knowledge and techniques needed to facilitate their organization’s adoption of the Gas Business Enablement solution continues across all regions ahead of all trainings.

The Gas Business Enablement Program continues to demonstrate its agile approach to development and deployment, delivering small releases that included both solution fixes prioritized with business input and enhancements to users serving the Rhode Island business. Rhode Island users will continue to benefit from the periodic deployment of enhancements to the Gas Business Enablement solution, either as mini-releases or concurrent with deployments in other jurisdictions throughout the Gas Business Enablement Program.

III. Overview of Budgets to Actual Spending

The Gas Business Enablement Program spend (total Service Company capital and operating costs) allocated to the Company for RY2 Q1 was \$3.7 million compared to a budget of \$3.2 million. The difference in capital costs on Attachment 1, Schedule 1 is caused primarily by timing of anticipated payments to the System Integrators as part of the re-planning exercise with the updated roadmap as filed in the Q2 RY1 report as well as the unanticipated complexities of legacy interfaces.

Attachment 1, Schedule 1 provides the Gas Business Enablement Program cumulative budget versus actual results for RY2 Q1. Attachment 1, Schedule 2 provides the RY2 Q1 Gas Business Enablement Program spend allocated to the Company.

IV. Deferral Balance

As of November 30, 2019, \$2,810,276 has been deferred on the books of Narragansett Gas and \$114,230 has been deferred on the books of Narragansett Electric for recovery of Gas Business Enablement Program costs incurred through Q1 RY2 that exceeded the level of recovery allowed under the Amended Settlement Agreement. Of the \$2,810,276 deferred for Narragansett Gas, \$340,395 is related to Gas Business Enablement Program capital investment and \$2,469,881 is related to incremental Gas Business Enablement Program operating expenses. Of the \$114,230 deferred for Narragansett Electric, \$(193,674) is related to Gas Business Enablement Program capital investment and \$307,904 is related to incremental Gas Business Enablement Program operating expenses.

V. Conclusion

As noted in this report for Rate Year 2 the first quarter ending November 30, 2019, National Grid has made good progress with the five releases in Rhode Island during the period of April 2018 to July 2019 impacting 930 employees in Rhode Island. The Gas Business Enablement Program also has focused on preparations including testing, business engagement, and readiness activities for the next major releases to Niagara Mohawk, KEDLI, and Rhode Island.

Overall, the Gas Business Enablement Program remains on track to deliver its scope of work as planned. As described above, the Program currently is undergoing a comprehensive review of the timeline of the remaining releases, and the Company will share updates when this review is completed. In the meantime, the Program will continue to incorporate lessons learned into future deployments, effectively manage risks and controls, and provide timely updates on program status to ensure transparency and deliver long-term success.

TOTAL SERVICE COMPANY SPEND BY COST CENTER
September 2019 - November 2019
GAS BUSINESS ENABLEMENT

CAPEX - TOTAL SERVICE COMPANY SPEND

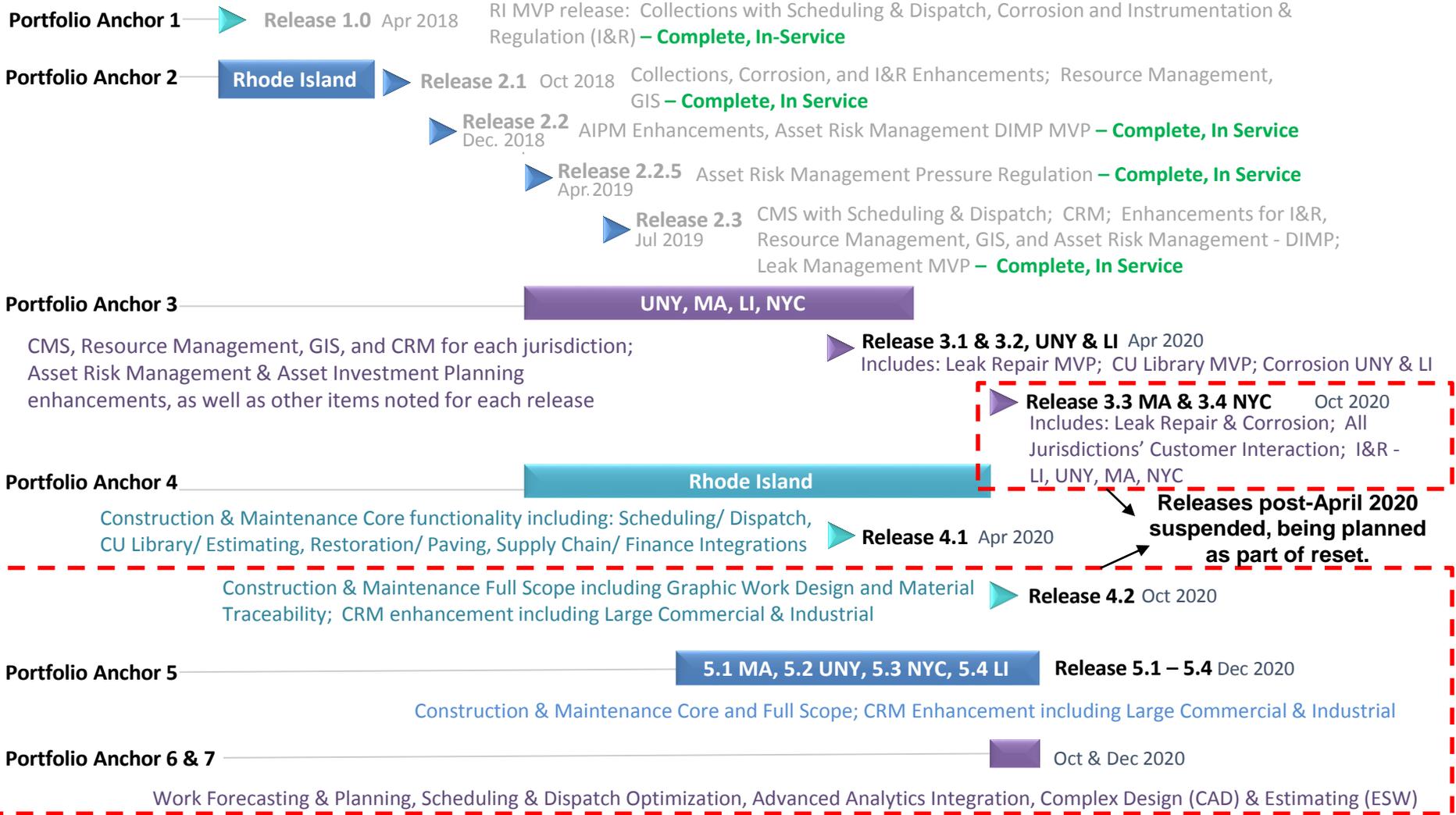
		Q1 RY20				
GBE - COST CENTER DESCRIPTION	GBE - COST CENTER #	Sept'19-Nov'19 BUDGET	Sept'19-Nov'19 ACTUALS	Sept'19-Nov'19 VARIANCE \$	Sept'19-Nov'19 VARIANCE %	Variance Explanation
Processes & Business Requirements	4386	\$15,045,895	\$18,585,809	(\$3,539,914)	-11.76%	Represents CAPEX variance primarily driven by required supporting resources and timing differences from System Integrators activities from the re-planning exercise, which resulted in an updated roadmap as noted in the Company's GBE Program Q2 RY1 report.
Information Services	4387	\$10,258,975	\$17,153,993	(\$6,895,017)	-22.91%	Represents CAPEX variance primarily driven by increased spend on legacy interfaces (Wipro and IBM) due to unanticipated complexities of the legacy interfaces when the initial estimate was developed.
Business Design, Readiness & Deployment	4388	\$3,434,449	\$1,707,418	\$1,727,031	5.74%	Represents CAPEX variance primarily driven by adjustments to the Operating Model activities.
Portfolio Management	4389	\$1,351,728	\$2,368,293	(\$1,016,565)	-3.38%	Represents CAPEX variance primarily driven by more capitalized work as result of the actual program activities.
TOTAL GBE - CAPEX		\$30,091,047	\$39,815,513	(\$9,724,465)	-32.32%	
TOTAL GBE SPEND - TOTEX		\$40,440,145	\$45,649,909	(\$5,209,764)		

NARRAGANSETT GAS ALLOCATED SPEND BY CATEGORY
September 2019 - November 2019
GAS BUSINESS ENABLEMENT

		Q1 RY20		
GBE - COST CENTER DESCRIPTION	GBE - COST CENTER #	Sept'19-Nov'19 BUDGET	Sept'19-Nov'19 ACTUALS	Sept'19-Nov'19 VARIANCE \$
Processes & Business Requirements	4386	1,312,587	1,594,877	(282,290)
Information Services	4387	756,086	1,349,628	(593,542)
Business Design, Readiness & Deployment	4388	253,119	130,959	122,160
Portfolio Management	4389	99,622	181,648	(82,026)
TOTAL GBE - CAPEX		\$2,421,414	\$3,257,112	(\$835,698)
TOTAL GBE SPEND - TOTEX		\$3,196,925	\$3,727,754	(\$530,829)

Note: Amount reflects Capital Spending for September 2019 - November 2019 only and does not reflect actual rent expense charged to Narragansett Electric Company through the Service Company. Cumulative Capital Spend, once placed in service, will be charged as rent expense through the Service Company.

GBE Roadmap



Releases post-April 2020 suspended, being planned as part of reset.

Certificate of Service

I hereby certify that a copy of the cover letter and any materials accompanying this certificate was electronically transmitted to the individuals listed below.

The paper copies of this filing are being hand delivered to the Rhode Island Public Utilities Commission and to the Rhode Island Division of Public Utilities and Carriers.



Joanne M. Scanlon

February 4, 2020
Date

**National Grid Docket No. 4770 (Rate Application) & Docket No. 4780 (PST)
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