

April 29, 2020

VIA ELECTRONIC MAIL

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

RE: Docket 4770 – Gas Business Enablement Program
Quarterly Report – Second Quarter of Rate Year 2

Dear Ms. Massaro:

On behalf of National Grid,¹ I attach for filing with the Public Utilities Commission (PUC) in the above-referenced docket the Company's Gas Business Enablement Program quarterly report for the second 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

Attachment

cc: Docket 4770 Service List
Linda George, 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**
Second Quarter of Rate Year 2

April 29, 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) 2² ended February 29, 2020 (Q2 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.

As discussed in the Company's Q1 RY2 report, the releases planned to Niagara Mohawk (PA 3.1), Rhode Island (PA 4.1), and Long Island (PA 3.2) were estimated to be rolled out in spring 2020. Given the impact of the COVID-19 pandemic on the Company and its customers and the Company's need to focus on maintaining safe and reliable service and safeguarding the health of its workforce, customers, and communities, National Grid has deferred the next Gas Business Enablement Program planned go-lives in the Niagara Mohawk, Rhode Island, and Long Island service territories. National Grid is currently evaluating available techniques and planning for contingencies that will enable it to move forward with planned releases in the Niagara Mohawk, Rhode Island, and Long Island service territories.

A. Q2 RY2 Major Activities and Program Updates

During the quarter ended February 29, 2020, the Gas Business Enablement Program's activities focused on the preparations for the next major releases to Niagara Mohawk (PA3.1), KEDLI (PA3.2), and to Rhode Island (PA 4.1). In addition, the Gas Business Enablement Program continued to undergo a review of the roadmap for all remaining releases as described in the Q1 RY2 report to ensure future Portfolio Anchors of the Gas Business Enablement Program are

rolled out smoothly and efficiently. With the COVID-19 pandemic, National Grid has deferred the releases planned to Niagara Mohawk (PA 3.1), Rhode Island (PA 4.1), and Long Island (PA 3.2) further while it is undergoing the contingency planning noted above. The current view of the roadmap is shown in Attachment 2 with those releases still in re-planning and/or impacted by the COVID-19 pandemic outlined in red. The Company will provide an updated roadmap once it becomes available.

- PA3.1 To be determined: 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 To be determined: 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 To be determined: 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 Gas Business Enablement Program team actively engaged stakeholders within the business through key activities performed during this quarter. These activities included business readiness and governance assessments, one of which was held at the Director, Steering Group, and Vice President level in Rhode Island; six roadshows and upskilling sessions that included ride-alongs and practice labs held for Maintenance & Construction teams in Rhode Island; and five dot release communications to support small releases.

The Program plans to continue delivering small releases that include both solution fixes prioritized with business input and enhancements to eliminate any remaining defects.

B. On-Going Implementation Plans for the Company

National Grid's business contingency planning in response to the evolving COVID-19 pandemic has imposed some limitations on implementation plans for the Gas Business Enablement Program. National Grid continues to evaluate its options to move the future program releases

forward utilizing available technology. National Grid, however, has suspended business stakeholder engagement activities that require close personal contact, such as instructor-led training, workshops, and post-go-live-support activities, pending the identification and evaluation of virtual techniques that could serve as satisfactory alternatives. While the Gas Business Enablement Program is following National Grid's business contingency protocols and procedures because of the COVID-19 pandemic, stakeholder business readiness activities for major system implementation are impacted by the timing of the Gas Business Unit being able to return to normal and stable business operations.

During this time, the Gas Business Enablement Program team is preparing to conduct deployment activities related to future releases. These activities include strengthening cutover and post go-live support processes and training business users on new functionality, utilizing tools and platforms to deliver online trainings. Given the uncertainty of the length of the COVID-19 pandemic, the Gas Business Enablement Program timeline will be extended by at least three months for the three releases that had been scheduled to go live in spring 2020. The Gas Business Enablement Program team is currently evaluating alternative approaches, such as whether to group releases together to compress the schedule, to mitigate the impacts of the COVID-19 restrictions and further delays in deploying the solution to the remaining jurisdictions.

In addition, 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 Q2 was \$3.01 million compared to a budget of \$3.18 million. The difference in capital costs on Attachment 1, Schedule 1 is caused primarily by timing of anticipated payments to the System Integrator as part of the re-planning exercise with the updated roadmap as filed in the Q2 RY1 report as well as more capitalized work as a result of the actual program activities.

Attachment 1, Schedule 1 provides the Gas Business Enablement Program cumulative budget versus actual results for RY2 Q2. Attachment 1, Schedule 2 provides the RY2 Q2 Gas Business Enablement Program spend allocated to the Company.

IV. Deferral Balance

As of February 29, 2020, \$3,671,204 has been deferred on the books of Narragansett Gas and \$274,303 has been deferred on the books of Narragansett Electric for recovery of Gas Business Enablement Program costs incurred through Q2 RY2 that exceeded the level of recovery allowed under the Amended Settlement Agreement. Of the \$3,671,204 deferred for Narragansett Gas, \$1,009,055 is related to Gas Business Enablement Program capital investment and \$2,662,149 is related to incremental Gas Business Enablement Program operating expenses. Of the \$274,303 deferred for Narragansett Electric, \$(83,249) is related to Gas Business Enablement Program capital investment and \$357,551 is related to incremental Gas Business Enablement Program operating expenses.

V. Conclusion

As noted in this report for Rate Year 2 the second quarter ending February 29, 2020, 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 continued to focus on preparations including testing, business engagement, and readiness activities for the next major releases to Rhode Island and Niagara Mohawk.

As described above, given the impact of the COVID-19 pandemic on the Company and its customers and the Company's need to focus on maintaining safe and reliable service and safeguarding the health our workforce, customers, and communities, the Program currently is undergoing a comprehensive review of the timeline of the deferred releases as well as alternative approaches for the subsequent releases. The Company will share updates when this review is completed. In the meantime, the Program will continue to incorporate lessons learned into planning of 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
December 2019 - February 2020
GAS BUSINESS ENABLEMENT

CAPEX - TOTAL SERVICE COMPANY SPEND

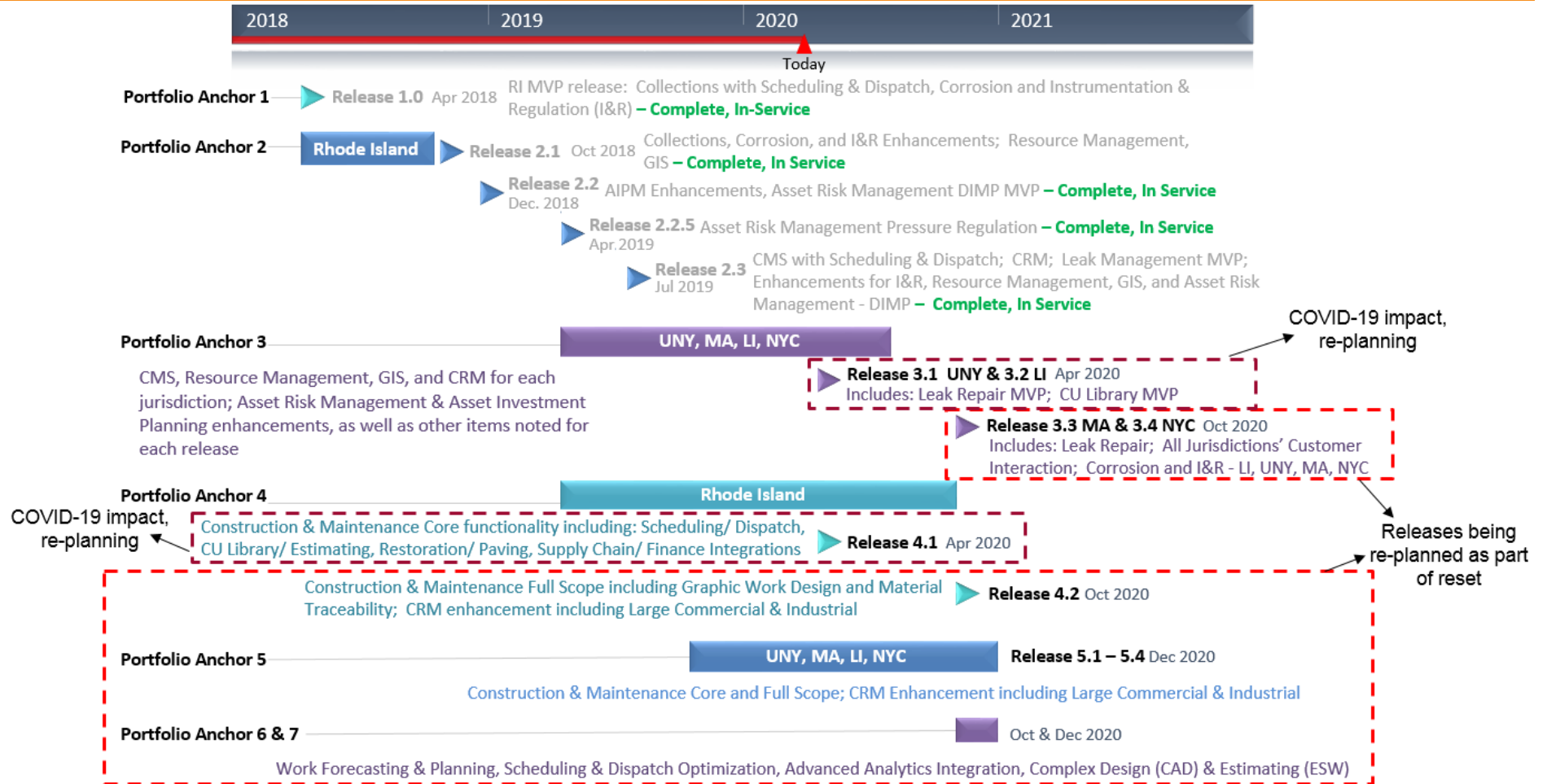
		Q2 RY20				
GBE - COST CENTER DESCRIPTION	GBE - COST CENTER #	Dec'19-Feb'20 BUDGET	Dec'19-Feb'20 ACTUALS	Dec'19-Feb'20 VARIANCE \$	Dec'19-Feb'20 VARIANCE %	Variance Explanation
Processes & Business Requirements	4386	\$15,071,742	\$15,530,285	(\$458,543)	-1.55%	Represents CAPEX variance primarily driven by more capitalized work as result of the actual program activities
Information Services	4387	\$9,981,442	\$12,985,420	(\$3,003,978)	-10.15%	Represents CAPEX variance primarily driven by increased spend on software and virtual cloud environments due to timing differences from when the initial estimate was developed and timing differences from System Integrator activities from the re-planning exercise
Business Design, Readiness & Deployment	4388	\$3,387,931	\$3,178,611	\$209,320	0.71%	Represents CAPEX variance primarily driven by less capitalized work as result of the actual program activities.
Portfolio Management	4389	\$1,144,599	\$1,617,572	(\$472,974)	-1.60%	Represents CAPEX variance primarily driven by timing differences from System Integrator activities from the re-planning exercise
TOTAL GBE - CAPEX		\$29,585,714	\$33,311,889	(\$3,726,175)	-12.59%	
TOTAL GBE SPEND - TOTEX		\$40,225,535	\$38,734,322	\$1,491,213		

**THE NARRAGANSETT ELECTRIC COMPANY
ALLOCATED SPEND BY CATEGORY
December 2019 - February 2020
GAS BUSINESS ENABLEMENT**

		Q2 RY20		
GBE - COST CENTER DESCRIPTION	GBE - COST CENTER #	Dec'19-Feb'20 BUDGET	Dec'19-Feb'20 ACTUALS	Dec'19-Feb'20 VARIANCE \$
Processes & Business Requirements	4386	1,314,149	1,195,991	118,158
Information Services	4387	735,632	1,012,912	(277,279)
Business Design, Readiness & Deployment	4388	249,691	243,799	5,891
Portfolio Management	4389	84,357	124,044	(39,687)
TOTAL GBE - CAPEX		\$2,383,829	\$2,576,746	(\$192,917)
TOTAL GBE SPEND - TOTEX		\$3,181,440	\$3,014,829	\$166,611

Note: Amount reflects Capital Spending for December 2019 - February 2020 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 – Last Approved



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

April 29, 2020
Date

**National Grid Docket No. 4770 (Rate Application) & Docket No. 4780 (PST)
Combined Service list updated 4/23/2020**

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