

October 30, 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 – Fourth Quarter of Rate Year 2**

Dear Ms. Massaro:

On behalf of National Grid,¹ I attach for filing with the Public Utilities Commission (“Commission”) in the above-referenced docket the Company’s Gas Business Enablement Program quarterly report for the fourth quarter of Rate Year 2, pursuant to Article II, Section C.12.f. of the Amended Settlement Agreement approved by the Commission at its August 24, 2018 Open Meeting.^{2,3}

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.

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

² See Report and Order No. 23823, In re Application of The Narragansett Electric Company d/b/a National Grid for Approval of a Change in Electric and Gas Base Distribution Rates Pursuant to R.I. Gen. Laws §§ 39-3-10 and 39-3-11 (Docket Nos. 4770 and 4780) (May 5, 2020).

³ Per Commission counsel’s update on October 2, 2020, concerning the COVID-19 Pandemic emergency period, the Company is submitting an electronic version of this filing. The Company will provide the Commission Clerk with five (5) hard copies and, if needed, additional hard copies of the enclosures upon request.

The Narragansett Electric Company
d/b/a National Grid

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

October 30, 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 August 31, 2020 (Q4 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 (see Report and Order No. 23823 issued May 5, 2020).

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;

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.

- an Asset Risk Management tool integrated with the GIS to assess asset condition and perform risk ranking/prioritization for asset replacement;
- 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 six releases in Rhode Island during the period of April 2018 to August 2020, 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.
- PA4.1 August 2020: Solution deployment with an MVP release of solutions for Construction & Maintenance to Rhode Island. Functionality includes Scheduling and Dispatch, Compatible Unit Library and Estimating, Restoration and Paving, Supply Chain, and Finance Integrations. This release impacted 92 users across Rhode Island, Massachusetts, and New York, which is a subset of the Program's overall stakeholders. The functionality provided by this release will be implemented to the remaining stakeholders via the subsequent releases.

As discussed in the Company's Q2 RY2 report, given the impact of the COVID-19 pandemic on the Company and its customers and the need to focus on essential work necessary to maintain safe and reliable service and safeguard the health its workforce, customers, and communities, National Grid continues to monitor the development of the pandemic and adjust plans for future releases, as necessary, as the situation evolves. National Grid is currently finalizing its comprehensive review of the pandemic's impact on subsequent releases and alternative approaches that will enable the Gas Business Enablement Program to move forward with

contingencies. In addition, the Program currently is working towards the first deployment to Niagara Mohawk (PA3.1) late this fall, contingent upon the necessary activities being able to take place as planned during the COVID-19 pandemic.

A. Q4 RY2 Major Activities and Program Updates

During the quarter ended August 31, 2020, the Gas Business Enablement Program's activities focused on essential work necessary to maintain safe and reliable service and safeguard the health the Company's workforce, customers, and communities given the impact of the COVID-19 pandemic, as well as working towards deployment to Rhode Island (PA4.1) with an MVP release of solutions for Construction & Maintenance. In addition, the Gas Business Enablement Program continued to undergo a comprehensive review of the roadmap for all remaining releases as described in the Q2 RY2 report to ensure future Portfolio Anchors of the Gas Business Enablement Program are rolled out smoothly and efficiently. As noted above, the Program is currently working towards the first deployment to Niagara Mohawk (PA 3.1) late fall 2020, contingent upon the necessary activities being able to take place as planned during the COVID-19 pandemic.

- **PA3.1 Late Fall 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 1,940 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 preparing the impacted end users at all levels through hands-on, scenario-based training, and upskilling the core stakeholders. This included a total of 147 engagements in the form of twelve one-on-one meetings, 104 group meetings, 20 open office hours, and eleven general touchpoint meetings. In addition, a total of 72 training sessions across all workstreams took place, including 26 instructor-led training sessions, 37 virtual sessions/live webinars, and nine self-guided training modules, lunch and learns, and additional training touchpoints. After the PA4.1 release went live in Rhode Island on August 18, 2020, the Program team also provided post go-live support with three weeks of continuous support using WebEx call in centers, on-site support, and direct subject matter expert support. Using this support model, the Program team was able to resolve 96 percent of the questions on the first contact and end users who have reported 100 percent positive satisfaction

on the support they received. Furthermore, the Program team took the PA4.1 release in Rhode Island as an opportunity to release the planned PA3.1 code for Niagara Mohawk, which was ready earlier than scheduled, to our Rhode Island existing users. This early release enabled our stakeholders to benefit from the removal of several workarounds, planned defect fixes, and over 30 enhancements. 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. As discussed in the Company's Q2 RY2 report, National Grid, 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.

As discussed above, the Gas Business Enablement Program team has made some adjustment to the ways in which it has conducted 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 with the approved virtual delivery training strategy from the business leadership.

Given the uncertainty of the length of the COVID-19 pandemic, the Gas Business Enablement Program team continues to evaluate 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. As discussed above, the Gas Business Enablement Program team has successfully released the elements of the planned Niagara Mohawk (PA3.1) code to Rhode Island existing users to provide them the benefits from removal of a number of workarounds, planned defect fixes, and over 30 enhancements. This builds on the ongoing program of minor releases to existing users, as part of

the Program's agile methodology to take user feedback into account and refine the solution accordingly. 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 through Q4 was \$13.14 million compared to a budget of \$12.97 million. The difference in capital costs on Attachment 1, Schedule 1 is caused primarily by increased spend on software and virtual cloud environments because of timing differences from when the initial estimate was developed, unanticipated complexities of the legacy interfaces, 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 through Q4. Attachment 1, Schedule 2 provides the RY2 through Q4 Gas Business Enablement Program spend allocated to the Company.

IV. Deferral Balance

As of August 31, 2020, \$6,571,512.58 has been deferred on the books of Narragansett Gas and \$934,937.41 has been deferred on the books of Narragansett Electric for recovery of Gas Business Enablement Program costs incurred through Q4 RY2 that exceeded the level of recovery allowed under the Amended Settlement Agreement. Of the \$6,571,512.58 deferred for Narragansett Gas, \$3,134,229.30 is related to Gas Business Enablement Program capital investment and \$3,437,283.28 is related to incremental Gas Business Enablement Program operating expenses. Of the \$934,937.41 deferred for Narragansett Electric, \$453,491.60 is related to Gas Business Enablement Program capital investment and \$481,445.81 is related to incremental Gas Business Enablement Program operating expenses.

V. Conclusion

As noted in this report for Rate Year 2 the fourth quarter ending August 31, 2020, National Grid has made good progress with the six releases in Rhode Island during the period of April 2018 to August 2020 impacting 937 employees in Rhode Island, including the most recent release (PA4.1) to Rhode Island. The Gas Business Enablement Program also has continued to focus on the post go-live support as well as preparations including testing, business engagement, and readiness activities for the next major release to 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 continues the 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.

As noted above, the Program currently is working towards the first deployment to Niagara Mohawk (PA 3.1) late fall 2020, contingent upon the necessary activities being able to take place as planned during the COVID-19 pandemic. The Program will also 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
September 2019 - August 2020
GAS BUSINESS ENABLEMENT

| | | Q1 - Q4 RY20 | | | | |
|---|---------------------|----------------------|-----------------------|---------------------------|--------------------------|--|
| GBE - COST CENTER DESCRIPTION | GBE - COST CENTER # | Sep'19-Aug'20 BUDGET | Sep'19-Aug'20 ACTUALS | Sep'19-Aug'20 VARIANCE \$ | Sep'19-Aug'20 VARIANCE % | Variance Explanation |
| Processes & Business Requirements | 4386 | \$68,008,104 | \$72,111,587 | (\$4,103,483) | -3.24% | Represents CAPEX variance primarily driven by more capitalized work as result of the actual program and transition activities from System Integrator |
| Information Services | 4387 | \$40,587,081 | \$52,677,755 | (\$12,090,674) | -9.54% | 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, unanticipated complexities of the legacy interfaces, and timing differences from System Integrator activities |
| Business Design, Readiness & Deployment | 4388 | \$11,870,779 | \$10,185,156 | \$1,685,624 | 1.33% | Represents CAPEX variance primarily driven by less capitalized work as result of the actual program activities and consolidation of certain long-term workstream activities into the business |
| Portfolio Management | 4389 | \$6,210,650 | \$7,353,677 | (\$1,143,026) | -0.90% | Represents CAPEX variance primarily driven by timing differences from when the initial estimate was developed |
| TOTAL GBE - CAPEX | | \$126,676,615 | \$142,328,174 | (\$15,651,559) | -12.36% | |
| TOTAL GBE SPEND - TOTEX | | \$162,657,258 | \$169,127,996 | (\$6,470,738) | -3.98% | |

TOTAL SERVICE COMPANY SPEND BY COST CENTER
September 2019 - August 2020
GAS BUSINESS ENABLEMENT

| | | Q1 - Q4 RY20 | | | | |
|---|---------------------|----------------------|-----------------------|---------------------------|--------------------------|--|
| GBE - COST CENTER DESCRIPTION | GBE - COST CENTER # | Sep'19-Aug'20 BUDGET | Sep'19-Aug'20 ACTUALS | Sep'19-Aug'20 VARIANCE \$ | Sep'19-Aug'20 VARIANCE % | Variance Explanation |
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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.



Joanne M. Scanlon

October 30, 2020

Date

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