

January 29, 2019

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 1

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 1, 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 781-907-2153.

Very truly yours,



Celia B. O'Brien

Enclosures

cc: Docket 4770 Service List
Macky McCleary, 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).

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

January 29, 2019

Date

Docket No. 4770 - National Grid – Rate Application
Service list updated 8/27/2018

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The Narragansett Electric Company
d/b/a National Grid

Gas Business Enablement Program Quarterly Report

January 29, 2019

Docket No. 4770

Submitted to:
Rhode Island Public Utilities Commission

Submitted by:
nationalgrid

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 first quarter of Rate Year (RY) 1² ended November 30, 2018 (Q1 RY1) 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 Geographical 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;
- a new Customer Contact Center “front end” solution to allow order creation and provide visibility of field work;
- an employee portal for access to relevant customer and work information; and

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 1 is the twelve-month period beginning September 1, 2018 and ending August 31, 2019.

- a customer portal 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

Overall, the Gas Business Enablement Program remains on track to deliver its scope of work within the planned five-year roadmap timeline and within the estimated total Service Company costs for capital expenses and project operating expenses relating to the capital investment.

A. Delivery of First Major Release

On April 6, 2018, the Gas Business Enablement Program successfully delivered its first major release, referred to as "Program Anchor 1" (PA1), to National Grid's Rhode Island businesses. The release delivered minimum viable product (MVP) solutions for Corrosion, Instrumentation & Regulation (I&R), and Customer Meter Services (CMS) Collections capabilities and marked the first deployments of the new Salesforce Field Service Lightning (FSL) field mobile application and IBM Maximo enterprise asset management software solutions impacting 148 employees. The capabilities introduced included the creation of preventative maintenance and inspection work orders for Corrosion and I&R; management of collection orders, including auto-scheduling and dispatch functionality; reporting improvements and electronic field data capture and order completion using new mobile devices (iPads). The release was successful: The solution quickly stabilized following go-live, and employees readily adopted the new solution, which enabled an early transition from local post go-live support activities in the field and operating yards to steady state Help Desk support. In addition, the success of the release was demonstrated by the productivity of the field workers using the new field mobile solution, completing the volume of work planned and in line with historical volumes within the first three weeks of the deployment and without the manual paper-based data capture to complete the orders.

In addition to the major PA1 release, the Gas Business Enablement Program deployed three “mini-releases” that further extended and improved the user experience and functionality. These mini-releases are a feature of the scaled agile methodology, resulting from user feedback and iterative testing to enable enhanced functionality and bug fixes to be deployed more frequently and sooner than would be possible under traditional methodologies. Examples of these business user feedback-driven enhancements include: adjustments to what and how information is displayed in the dispatch console and mobile screens; improvements to workflow; and the creation of productivity dashboards in Salesforce, enhanced reports for compliance management, and enhanced user interface in Maximo.

Following the PA1 deployment and stabilization, the Gas Business Enablement Program conducted lessons learned retrospectives so that relevant lessons could be captured and incorporated into ways of working, methodologies, and plans for future deployments in Rhode Island, New York, and Massachusetts. There were a broad range of lessons, from improving the set-up of new devices for field employees on Day 1, to the value of having employees from different jurisdictions testing the solution to maximize the identification of any issues prior to go-live, to looking for opportunities to demonstrate and test functionality as early as possible to better leverage user feedback. The benefits of this effort range from more efficient process flows, fewer “bugs” for the end user, to reduced test defects for the project team. These lessons learned retrospectives will benefit all future releases.

Additionally, adjustments were made to the scope and timing of several releases in the Gas Business Enablement roadmap (without impacting the final program end date) to incorporate lessons learned on the complexity of integrations with new Gas Business Enablement solutions and technologies to the existing legacy National Grid platforms. The impacts to Rhode Island-focused releases were moderate and are described below.

B. Q1 RY1 Major Activities

During this quarter ended November 30, 2018, Gas Business Enablement’s activities have focused primarily on delivery of the re-scoped second major release (PA2.1) in October 2018 and the preparations for delivery of the third major release (PA2.2) in December 2018 and the following release (PA2.3) in 2019. The scope of the October PA2.1 release included enhancements to the Corrosion, I&R, and Collections MVP solutions. The release delivered expanded functionality and significant enhancements to the user interface of the Salesforce field mobile solution. The release includes the delivery of the new Resource Management Workforce application to manage employee vacations, absences, and shift changes to enable improved scheduling of resources and assignment of work. This release also included the first deployment of the ESRI ArcGIS PRO Geographical Information System (GIS) and the integrated Lemur GIS application allowing full off-line access to GIS on field mobile devices (i.e., iPads). The GIS application deployed in Rhode Island is the first global deployment of ESRI’s new ArcGIS PRO

solution for utilities. Activities during this period included end-to-end integration testing, user acceptance testing, business engagement, planning and execution of dress rehearsals, data conversions, release cutover, and post go-live support.

With the conclusion of testing and preparation for the October release, the Program has been focusing on the activities and preparations of the two following deployments:

- PA2.2 December 2018: MVP release of the Asset Risk Modeling software (Synergi Pipeline) delivered in Rhode Island. This release will deliver the MVP, a stand-alone asset risk management solution for distribution integrity management (DIMP). In addition, the December release will bring enhancements to the existing investment planning application Copperleaf C55. The enhancements will automate and improve workflows for investment decision processes.
- PA2.3 July 2019: This release includes new and expanded CMS solution for the Rhode Island business enabling gas and electric capabilities and Massachusetts electric businesses. This includes the first release 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. The release includes further enhancements to I&R and Corrosion solution, including expanded work types and features enhancements and expanded functionality for the resource management solution. The Asset Risk Management software enhancements include 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 delivers an MVP solution for leak management bringing forward capabilities originally planned to be delivered in 2020.

Program activities include regular engagement with the business to review and validate business requirements and processes, solution design and development, testing the solution including user acceptance testing, data conversion and data load activities, business stakeholder engagement including readiness activities, and other deployment-related tasks.

In addition to these deployments, 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 continued across all regions.

C. On-Going Implementation Plans for the Company

In addition to the three major releases described above, Gas Business Enablement Program continued to demonstrate its agile-style 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. Additionally, starting in calendar year 2019, new capabilities in the areas of construction, GIS, work forecasting and planning, and others will be deployed in a series of releases through 2021.

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 Q1 RY1 was \$3.1 million compared to a budget of \$3.67 million. The difference primarily is caused by some areas of underspend that are anticipated to be offset in the remaining five months of Fiscal Year 2019, including payments to the System Integrators and technology training partners, deferred hardware procurement as well as various miscellaneous procurements of services including software.

Attachment 1, Schedule 1 provides the Gas Business Enablement Program Q1 RY1 budget versus actual results with explanations for variances exceeding 10 percent. Attachment 1, Schedule 2 also provides the Q1 RY1 Gas Business Enablement Program capital spend allocated to the Company.

IV. Deferral Balance

As of November 30, 2018, \$491,900 has been deferred on the books of Narragansett Gas for recovery of Gas Business Enablement Program costs incurred during Q1 RY19 that exceeded the level of recovery allowed under the Amended Settlement Agreement³. Of the \$491,900 deferred in Q1 RY1, \$13,500 is related to Gas Business Enablement Program capital investment and \$478,400 is related to incremental Gas Business Enablement Program operating expenses.

V. Conclusion

As noted in this report for the Rate Year 1 first quarter ending November 30, 2018, overall, the Gas Business Enablement Program remains on track to deliver its scope of work within the planned five-year roadmap timeline.

Good progress has been made with the three major releases specified above, and requirements definition, design, and development for future releases supporting the Company are in process to incorporate lessons learned from prior and continuing deployments in Rhode Island, New York, and Massachusetts. Although the Program spend for Q1 RY1 was below the projected budget,

³ At this time, no deferral has been recorded on the books of Narragansett Electric as the amount was minimal. The Company will include the cumulative electric and gas deferral balances for the period September 1, 2018 through February 28, 2019 in its next quarterly report.

the Program still anticipates coming in within its planned budget of \$458.1 million plus a sanctioned contingency of \$61 million by the end of Fiscal Year 2023.

TOTAL SERVICE COMPANY SPEND BY COST CENTER
September 2018 - November 2018
GAS BUSINESS ENABLEMENT

CAPEX - TOTAL SERVICE COMPANY SPEND

		Q1 RY1				
GBE - COST CENTER DESCRIPTION	GBE - COST CENTER #	Sept'18-Nov'18 BUDGET	Sept'18-Nov'18 ACTUALS	Sept'18-Nov'18 VARIANCE \$	Sept'18-Nov'18 VARIANCE %	Variance Explanation ⁽¹⁾
Processes & Business Requirements	4386	18,933,330	10,641,123	8,292,207	25.12%	
Information Services	4387	9,091,754	15,293,871	(6,202,117)	-18.79%	
Business Design, Readiness & Deployment	4388	2,837,324	1,741,115	1,096,209	3.32%	
Portfolio Management	4389	2,146,899	2,131,106	15,793	0.05%	
TOTAL GBE - CAPEX		\$33,009,308	\$29,807,215	\$3,202,093	9.70%	Timing of work shifted to remaining of RY1
TOTAL GBE SPEND - TOTEX		\$46,688,962	\$37,571,561	\$9,117,401		

⁽¹⁾ Comments only for variance above threshold +/- 10%

**THE NARRAGANSETT ELECTRIC COMPANY
ALLOCATED SPEND BY CATEGORY
September 2018 - November 2018**

GAS BUSINESS ENABLEMENT

CAPEX

		Q1 RY1		
GBE - COST CENTER DESCRIPTION	GBE - COST CENTER #	Sept'18-Nov'18 BUDGET	Sept'18-Nov'18 ACTUALS	Sept'18-Nov'18 VARIANCE \$
Processes & Business Requirements	4386	1,609,996	860,317	749,679
Information Services	4387	667,162	1,377,652	(710,490)
Business Design, Readiness & Deployment	4388	208,283	128,320	79,963
Portfolio Management	4389	157,485	157,063	422
TOTAL GBE - CAPEX		\$2,642,925	\$2,523,352	\$119,573
TOTAL GBE SPEND - TOTEX		\$3,667,955	\$3,102,697	\$565,258

Note: Amount reflects Capital Spending for Septemeber 2018 - November 2018 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.