ICC Docket No. 12-0512
The Peoples Gas Light and Coke Company's Response to
Attorney General Data Requests AG 12.01-12.22
Dated: November 21, 2012

REQUEST NO. AG 12.12:

Ref: PGL Response to AG 3.14, Att. 1 (IBS A59 Charges to NSG Variances). The referenced exhibit identifies known "Key Drivers" of increased forecasted expenses from IBS center A59 "IBS IT CVS Development C-First" in the test year. Please provide the following additional information in connection with this IBS cost center:

a. Provide a detailed breakdown of recorded expenses at IBS prior to allocation or assignment to the Company and other affiliates by resource type in calendar 2010, calendar 2011 and 2012 Year to date through October 31.
b. Provide a detailed statement of assumptions and calculations supporting the proposed 2013 test year forecast, by resource type, prior to allocation or assignment to the Company and other affiliates.
c. Using the information in your response to part (b), provide detailed calculations showing how each element of total IBS cost forecasted for 2013 was allocated or assigned to the Company.
d. Provide a more detailed explanation of each key driver or anticipated change that explains higher forecasted costs in 2013 compared to year-to-date October 2012 recorded costs.
e. Provide complete copies of reports, analyses, studies, workpapers, projections and other documents associated with or supportive of your response to part (d).

RESPONSE:

a. See Attach 01, tab "AG 12.01 & 12.12 a IBS A59".
b. See North Shore's response to AG 3.06 for workpapers.
c. See Attach 01, tab "AG 12.01 & 12.12 c IBS A59".
d. See Attach 01, tab "AG 12.01 & 12.12 d IBS A59".
e. See Attach 01.

PGL AG 12.12
Attach 01
AG 12.01 & AG 12.12 a
IBS HC A59 IT CVS Development C-First

Resource Type	2010	2011	2013 *	Oct YTD 2012 *
042	$ 3,713	$ 6,824	$ 26,970	$ 7,054
044	639,324	1,184,137	1,395,176	735,919
072	2,189			202
076	(28,001)	(12,513)		17,729
084		186		
121	584,727			
122	491			14,243
138	(922)			
230	(41,118)	(59,988)		(11,141)
231	(133)	(231)		(116)
232	(13,794)	(22,456)		(4,769)
271	0	165		
381	1,159,440	389,940	851,461	781,602
433	62,728	219,855	335,724	230,886
450	389,095			
481				180
508	0	(5)		(0)
535	597,891	590,608	694,553	511,818
536	168,976	166,554	217,471	130,397
558				9
595				864
612	1,734			55
616	9,634			369
617	(1,514)			
619	472			
622	380,790	342,236	427,800	296,573
626	1,940,014	2,214,757	2,426,500	1,598,913
627	7,425	(2,300)		(4,551)
672	258			33
673	214,444	319,073	299,041	238,106
761				(120)
875		(954,561)		(67)
928				(20)
929				(8)
934				1,806
Grand Total	**$ 6,077,862**	**$ 4,382,283**	**$ 6,674,697**	**$ 4,545,968**

* 2012 & 2013 includes overhead labor loaders, while 2010 & 2011 accounted for labor loaders in centrally managed HC's.

PGL AG 12.12
Attach 01
AG 12.01 & AG 12.12 c

Year	**2013 Test Year**							
RC	**A59**	**IT CVS Development C-First**				**AG 12.1 & AG 12.12 c**		
							PGL Calc	NSG Calc
Row Labels	Sum of Sum Total Amt			PGL %	NSG %		Allocated $'s	Allocated $'s
042	$ 26,970							
M509	$ 26,970	A59M509	12 # of Customers PGL, NSG	83.86	16.14	$	22,617	$ 4,353
044	$ 1,395,176	A59044						
M509	$ 387,840	A59M509	12 # of Customers PGL, NSG	83.86	16.14	$	325,243	$ 62,597
M511	$ 1,007,336	A59M511	12 # of Customers PGL, NSG	83.86	16.14	$	844,752	$ 162,584
381	$ 851,461	A59381						
M509	$ 851,461	A59M509	12 # of Customers PGL, NSG	83.86	16.14	$	714,035	$ 137,426
433	$ 335,724	A59433						
M200	$ 13,871	A59M200	Estimate 12 # of Cust	34.97	6.34	$	4,850	$ 880
M509	$ 305,114	A59M509	12 # of Customers PGL, NSG	83.86	16.14	$	255,868	$ 49,245
M511	$ 16,740	A59M511	12 # of Customers PGL, NSG	83.86	16.14	$	14,038	$ 2,702
535	$ 694,553	A59535						
M200	$ 28,696	A59M200	Estimate	34.97	6.34	$	10,034	$ 1,820
M509	$ 631,226	A59M509	12 # of Customers PGL, NSG	83.86	16.14	$	529,346	$ 101,880
M511	$ 34,631	A59M511	12 # of Customers PGL, NSG	83.86	16.14	$	29,042	$ 5,589
536	$ 217,471	A59536						
M200	$ 8,985	A59M200	Estimate	34.97	6.34	$	3,142	$ 570
M509	$ 197,643	A59M509	12 # of Customers PGL, NSG	83.86	16.14	$	165,743	$ 31,900
M511	$ 10,843	A59M511	12 # of Customers PGL, NSG	83.86	16.14	$	9,093	$ 1,750
622	$ 427,800	A59622						
M200	$ 17,675	A59M200	Estimate	34.97	6.34	$	6,181	$ 1,121
M509	$ 388,795	A59M509	12 # of Customers PGL, NSG	83.86	16.14	$	326,043	$ 62,751
M511	$ 21,331	A59M511	12 # of Customers PGL, NSG	83.86	16.14	$	17,888	$ 3,443
626	$ 2,426,500	A59626						
M200	$ 100,254	A59M200	Estimate	34.97	6.34	$	35,056	$ 6,357
M509	$ 2,205,259	A59M509	12 # of Customers PGL, NSG	83.86	16.14	$	1,849,330	$ 355,929
M511	$ 120,988	A59M511	12 # of Customers PGL, NSG	83.86	16.14	$	101,460	$ 19,527
673	$ 299,041	A59673						
M200	$ 12,380	A59M200	Estimate	34.97	6.34	$	4,329	$ 785
M509	$ 271,684	A59M509	12 # of Customers PGL, NSG	83.86	16.14	$	227,834	$ 43,850
M511	$ 14,978	A59M511	12 # of Customers PGL, NSG	83.86	16.14	$	12,561	$ 2,417
Total Allocated	**$ 6,674,697**					**$**	**5,508,485**	**$ 1,059,475**

M200 = general & adminstrative (G&A). The allocation for G&A is pooled with all IT labor and then allocated out. In an effort to turn this data request around quickly an estimate was used in this calculation.

PGL AG 12.12
Attach 01
AG 12.01 & AG 12.12 d
IBS Home Center A59
Sum of Sum Total Amt

RT/Description	2013 Test Year	Oct YTD 2012	AG 12.1 & AG 12.12 d
042PCard/Expense Report Activity	$ 26,970	$ 7,054	
044Invoices Processed	1,395,176	735,919	Wausau annual software maintenance due in Dec 2012 ($100K). Mobile Data System (Advantex) software change requests (statement of work) 2013 test year = $125K, while 2012 actuals currently at $55K. This fluctuates based on changes to the mobile system. MDSI Software Maintenance (now Ventyx) Advantex, was budgeted twice in the 2013 test year $165K.
072Legal actual		202	
076Other invoices accrual		17,729	
122Professional Serv Consulting		14,243	
230Internal R/C Alloc-Labor		(11,141)	
231Internal R/C Alloc - Non-Labor		(116)	
232Internal R/C Alloc-Lbr Loading		(4,769)	
381Contracted Labor	851,461	781,602	
433Sub Lab Load - Gen Supply, etc	335,724	230,886	Facilities/general labor loaders - follows labor (more labor capitalized in 2012 for the customer relations platform project)
481Cellular Phone Costs		180	
535Act Benefits Ldr-Subs	694,553	511,818	Benefits costs/labor loaders - follows labor (more labor capitalized in 2012 for the customer relations platform project)
536Act Pay Tax Ldr-Subs	217,471	130,397	Payroll tax/labor loaders - follows labor (more labor capitalized in 2012 for the customer relations platform project)
558Sales Tax		9	
595Aircraft Usage-Nonlabor		864	
612NonProd W&HNonUnion Bs&Oth-Act		55	
616W&H NonUnion Base&Oth-Actual		369	
622NonProd Exempt Base&Oth-Actual	427,800	296,573	More labor capitalized in 2012 for the customer relations platform project
626Exempt Base & Other-Actual	2,426,500	1,598,913	More labor capitalized in 2012 for the customer relations platform project
627Exempt Base & Other - Accrual		(4,551)	
672NonUnW&H Alloc Goal Sharing		33	
673Exempt Allocated Goal Sharing	299,041	238,106	
761IBS-Allocated Labor		(120)	
875IBS-Allocated Loaders		(67)	
928IBS Allocated NPT		(20)	
929IBS Allocated Incentive		(8)	
934Cell Phone Stipend		1,806	
Grand Total	**$ 6,674,697**	**$ 4,545,968**	

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REQUEST NO. AG 12.13:

Ref: PGL Response to AG 3.14, Att. 1 (IBS A06 Charges to NSG Variances). The referenced exhibit identifies known "Key Drivers" of increased forecasted expenses from IBS center A06 "TEG Corporate Controller" in the test year. Please provide the following additional information in connection with this IBS cost center:

a. Provide a detailed breakdown of recorded expenses at IBS prior to allocation or assignment to the Company and other affiliates by resource type in calendar 2010, calendar 2011 and 2012 Year to date through October 31.
b. Provide a detailed statement of assumptions and calculations supporting the proposed 2013 test year forecast, by resource type, prior to allocation or assignment to the Company and other affiliates.
c. Using the information in your response to part (b), provide detailed calculations showing how each element of total IBS cost forecasted for 2013 was allocated or assigned to the Company.
d. Provide a more detailed explanation of each key driver or anticipated change that explains higher forecasted costs in 2013 compared to year-to-date October 2012 recorded costs.
e. Provide complete copies of reports, analyses, studies, workpapers, projections and other documents associated with or supportive of your response to part (d).
f. Provide a detailed itemization of amounts spent to date by vendor and resource type in connection with International Financial Reporting Standards ("IFRS") and comparable anticipate costs by month in 2013.
g. Provide copies of all proposals, contracts, invoices and other documents associated with any commitments to retain contractors for assistance with IFRS in 2013.

RESPONSE:

a. See Attach 01, tab "AG 12.02 & 12.13 a IBS A06".
b. See North Shore's response to AG 3.06 for workpapers.
c. See Attach 01, tab "AG 12.02 & 12.13 c IBS A06".
d. See Attach 01, tab "AG 12.02 & 12.13 d IBS A06".
e. See Attach 01.
f. See Attach 01, tab "Audit Fees".
g. Whether, when, or how the U. S. will convert to IFRS is still unknown at this time. Therefore, there could still be costs incurred in 2013 related to the implementation

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of IFRS depending on when the SEC makes a decision and what that decision is. However, below are the list of convergence projects that will either become effective in 2013 or a final standard is expected to be released in 2013 which would require assistance from the outside auditor to ensure they are properly implemented:

- Accounting for Financial Instruments: Balance Sheet Offsetting - will be effective for Q1 2013
- Revenue Recognition – a final standard is expected in 2013, but will not be effective until future years
- Leases - a final standard is expected in 2013, but will not be effective until future years
- Consolidation Policy and Procedures: Principal vs. Agent Analysis - a final standard is expected in 2013, but an effective date is not yet known.

PGL AG 12.13
Attach 01
AG 12.02 & AG 12.13 a
IBS HC A06 **TEG Corporate Controller**

Resource Type	2010	2011	2013 *	2012 Oct YTD *
041	$ 334	$ -	$ -	$ -
042	28,194	61,693	140,700	29,219
044	87,923	105,577	4,995,805	96,612
076	(165,390)	(76,462)		(919,474)
078	(726)	(1,923)		
084	417	174		291
122	3,765,489	3,290,702		3,463,896
138		(27)		(266)
236	58			
237	17			
271	1,103			
381	110,556	41,028	90,000	156,173
433	61,533	207,977	374,749	326,078
443	35,453	36,503	43,285	5,426
481				24
535	570,264	544,352	775,289	707,132
536	161,058	153,511	242,751	179,995
537	2,860	2,873		4,103
558	27	26		
595	12,796	12,587		7,741
612	18,005	19,013	28,789	18,696
616	98,644	111,319	163,292	97,087
617	(767)	682		(401)
619	19,356	16,583	35,309	13,518
620	(81)	147		(202)
622	301,650	263,838	398,006	352,252
626	2,066,468	2,113,044	2,257,508	1,903,039
627	(13,153)	7,393		(6,439)
632	34,738	31,212	44,508	36,106
636	199,085	224,104	252,453	193,012
637	(1,175)	456		(1,202)
661	44,177	52,989		50,290
662	330	(274)		(85)
664	337	142		159
672	5,833	10,389	7,409	7,478
673	158,405	246,943	282,182	278,462
761	(168,532)	(184,622)	(131,382)	(103,357)
762	(62,993)	(52,622)	(175,801)	(38,183)
763	783	1,179		708
875	(57,937)	(906,639)	(67,559)	(55,907)
928			(22,927)	(18,761)
929			(14,215)	(13,453)
934				1,864
Grand Total	**$ 7,315,140**	**$ 6,333,867**	**$ 9,720,152**	**$ 6,771,630**

* 2012 & 2013 includes overhead labor loaders, while 2010 & 2011 accounted for labor loaders in centrally managed HC's.

AG 12.02 & AG 12.13 a

Year	**2013 Test Year**							
RC	**A06**	**TEG Corporate Controller**						
Sum of Sum Total Amt					AG 12.1 & AG 12.12 c			
Row Labels	**2013**			PGL %	NSG %	Allocated $'s	Allocated $'s	
Allocated	**$ 5,601,450**							
042	**$ 137,200**							
B200	$ 5,000	A06B200	G&A Estimate	24.92	7.20	$ 1,246	$ 360	
B401	$ 85,600	A06B401	1 GCA with IBS	25.46	4.29	$ 21,794	$ 3,672	
U100	$ 18,600	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 5,286	$ 891	
U102	$ 28,000	A06U102	7 GCA Utilities Only	32.89	5.54	$ 9,209	$ 1,551	
044	**$ 2,007,862**							
B200	$ 20,500	A06B200	G&A Estimate	24.92	7.20	$ 5,109	$ 1,476	
B401	$ 1,946,362	A06B401	1 GCA with IBS	25.46	4.29	$ 495,544	$ 83,499	
U100	$ 40,726	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 11,574	$ 1,951	
U102	$ 274	A06U102	7 GCA Utilities Only	32.89	5.54	$ 90	$ 15	
381	**$ 90,000**							
B401	$ 25,000	A06B401	1 GCA with IBS	25.46	4.29	$ 6,365	$ 1,073	
U100	$ 65,000	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 18,473	$ 3,114	
433	**$ 256,635**							
A510	$ 2,365	A06A510	1 GCA with IBS	25.46	4.29	$ 602	$ 101	
A515	$ 273	A06A515	7 GCA Utilities Only	32.89	5.54	$ 90	$ 15	
A520	$ 78	A06A520	5 GCA Gas Utilities Only	59.64	10.13	$ 46	$ 8	
B200	$ 31,657	A06B200	G&A Estimate	24.92	7.20	$ 7,890	$ 2,279	
B300	$ 82	A06B300	1 GCA with IBS	25.46	4.29	$ 21	$ 4	
B301	$ 25,578	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 6,571	$ 1,108	
B400	$ 71	A06B400	1 GCA with IBS	25.46	4.29	$ 18	$ 3	
B401	$ 141,832	A06B401	1 GCA with IBS	25.46	4.29	$ 36,110	$ 6,085	
B500	$ 1,758	A06B500	1 GCA with IBS w/o ITF	25.69	4.33	$ 452	$ 76	
U100	$ 50,282	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 14,290	$ 2,409	
U102	$ 2,659	A06U102	7 GCA Utilities Only	32.89	5.54	$ 874	$ 147	
443	**$ 43,285**							
B200	$ 33,505	A06B200	G&A Estimate	24.92	7.20	$ 8,350	$ 2,412	
B401	$ 7,980	A06B401	1 GCA with IBS	25.46	4.29	$ 2,032	$ 342	
U100	$ 1,800	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 512	$ 86	
535	**$ 530,931**							
A510	$ 4,893	A06A510	1 GCA with IBS	25.46	4.29	$ 1,246	$ 210	
A515	$ 565	A06A515	7 GCA Utilities Only	32.89	5.54	$ 186	$ 31	
A520	$ 161	A06A520	5 GCA Gas Utilities Only	59.64	10.13	$ 96	$ 16	
B200	$ 65,492	A06B200	G&A Estimate	24.92	7.20	$ 16,323	$ 4,715	
B300	$ 169	A06B300	1 GCA with IBS	25.46	4.29	$ 43	$ 7	
B301	$ 52,917	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 13,594	$ 2,291	
B400	$ 148	A06B400	1 GCA with IBS	25.46	4.29	$ 38	$ 6	
B401	$ 293,425	A06B401	1 GCA with IBS	25.46	4.29	$ 74,706	$ 12,588	
B500	$ 3,637	A06B500	1 GCA with IBS w/o ITF	25.69	4.33	$ 934	$ 157	
U100	$ 104,025	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 29,564	$ 4,983	
U102	$ 5,500	A06U102	7 GCA Utilities Only	32.89	5.54	$ 1,809	$ 305	
536	**$ 166,240**							
A510	$ 1,532	A06A510	1 GCA with IBS	25.46	4.29	$ 390	$ 66	
A515	$ 177	A06A515	7 GCA Utilities Only	32.89	5.54	$ 58	$ 10	
A520	$ 50	A06A520	5 GCA Gas Utilities Only	59.64	10.13	$ 30	$ 5	
B200	$ 20,506	A06B200	G&A Estimate	24.92	7.20	$ 5,111	$ 1,476	
B300	$ 53	A06B300	1 GCA with IBS	25.46	4.29	$ 13	$ 2	
B301	$ 16,569	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 4,257	$ 717	
B400	$ 46	A06B400	1 GCA with IBS	25.46	4.29	$ 12	$ 2	
B401	$ 91,874	A06B401	1 GCA with IBS	25.46	4.29	$ 23,391	$ 3,941	
B500	$ 1,139	A06B500	1 GCA with IBS w/o ITF	25.69	4.33	$ 293	$ 49	
U100	$ 32,571	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 9,257	$ 1,560	
U102	$ 1,722	A06U102	7 GCA Utilities Only	32.89	5.54	$ 566	$ 95	
612	**$ 22,245**							
A510	$ 1,092	A06A510	1 GCA with IBS	25.46	4.29	$ 278	$ 47	
B200	$ 6,268	A06B200	G&A Estimate	24.92	7.20	$ 1,562	$ 451	
B300	$ 70	A06B300	1 GCA with IBS	25.46	4.29	$ 18	$ 3	
B301	$ 1,828	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 470	$ 79	
B401	$ 10,027	A06B401	1 GCA with IBS	25.69	4.33	$ 2,576	$ 434	
B500	$ 1,451	A06B500	1 GCA with IBS w/o ITF	25.69	4.33	$ 373	$ 63	
U100	$ 1,434	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 408	$ 69	
U102	$ 75	A06U102	7 GCA Utilities Only	32.89	5.54	$ 25	$ 4	
616	**$ 126,172**							
A510	$ 6,197	A06A510	1 GCA with IBS	25.46	4.29	$ 1,578	$ 266	
B200	$ 35,552	A06B200	G&A Estimate	24.92	7.20	$ 8,861	$ 2,560	
B300	$ 395	A06B300	1 GCA with IBS	25.46	4.29	$ 101	$ 17	
B301	$ 10,371	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 2,664	$ 449	
B401	$ 56,872	A06B401	1 GCA with IBS	25.69	4.33	$ 14,610	$ 2,463	
B500	$ 8,228	A06B500	1 GCA with IBS w/o ITF	25.46	4.29	$ 2,095	$ 353	
U100	$ 8,135	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 2,312	$ 390	
U102	$ 424	A06U102	7 GCA Utilities Only	32.89	5.54	$ 139	$ 23	
619	**$ 29,192**							
A510	$ 2,029	A06A510	1 GCA with IBS	25.46	4.29	$ 517	$ 87	
B200	$ 12,424	A06B200	G&A Estimate	24.92	7.20	$ 3,096	$ 894	
B300	$ 127	A06B300	1 GCA with IBS	25.46	4.29	$ 32	$ 5	

AG 12.02 & AG 12.13 a

Year	2013 Test Year							
RC	A06		TEG Corporate Controller					
Sum of Sum Total Amt					AG 12.1 & AG 12.12 c			
Row Labels		2013		PGL %	NSG %	Allocated $'s	Allocated $'s	
B301	$	1,838	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 472	$ 80
B401	$	9,786	A06B401	1 GCA with IBS	25.46	4.29	$ 2,492	$ 420
B500	$	2,987	A06B500	1 GCA with IBS w/o ITF	25.69	4.33	$ 767	$ 129
622	**$**	**263,405**						
B200	$	21,719	A06B200	G&A Estimate	24.92	7.20	$ 5,413	$ 1,564
B301	$	26,136	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 6,714	$ 1,132
B401	$	149,598	A06B401	1 GCA with IBS	25.46	4.29	$ 38,088	$ 6,418
U100	$	62,638	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 17,802	$ 3,000
U102	$	3,313	A06U102	7 GCA Utilities Only	32.89	5.54	$ 1,090	$ 184
626	**$**	**1,494,041**						
B200	$	123,191	A06B200	G&A Estimate	24.92	7.20	$ 30,703	$ 8,870
B301	$	148,247	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 38,085	$ 6,419
B401	$	848,524	A06B401	1 GCA with IBS	25.46	4.29	$ 216,034	$ 36,402
U100	$	355,287	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 100,973	$ 17,018
U102	$	18,792	A06U102	7 GCA Utilities Only	32.89	5.54	$ 6,181	$ 1,041
632	**$**	**36,224**						
A510	$	1,563	A06A510	1 GCA with IBS	25.46	4.29	$ 398	$ 67
A515	$	348	A06A515	7 GCA Utilities Only	32.89	5.54	$ 115	$ 19
A520	$	99	A06A520	5 GCA Gas Utilities Only	59.64	10.13	$ 59	$ 10
B200	$	10,162	A06B200	G&A Estimate	24.92	7.20	$ 2,533	$ 732
B300	$	12	A06B300	1 GCA with IBS	25.46	4.29	$ 3	$ 1
B301	$	4,304	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 1,106	$ 186
B400	$	91	A06B400	1 GCA with IBS	25.46	4.29	$ 23	$ 4
B401	$	19,381	A06B401	1 GCA with IBS	25.46	4.29	$ 4,934	$ 831
B500	$	263	A06B500	1 GCA with IBS w/o ITF	25.69	4.33	$ 67	$ 11
636	**$**	**205,463**						
A510	$	8,868	A06A510	1 GCA with IBS	25.46	4.29	$ 2,258	$ 380
A515	$	1,975	A06A515	7 GCA Utilities Only	32.89	5.54	$ 650	$ 109
A520	$	562	A06A520	5 GCA Gas Utilities Only	59.64	10.13	$ 335	$ 57
B200	$	57,637	A06B200	G&A Estimate	24.92	7.20	$ 14,365	$ 4,150
B300	$	68	A06B300	1 GCA with IBS	25.46	4.29	$ 17	$ 3
B301	$	24,415	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 6,272	$ 1,057
B400	$	517	A06B400	1 GCA with IBS	25.46	4.29	$ 132	$ 22
B401	$	109,931	A06B401	1 GCA with IBS	25.46	4.29	$ 27,989	$ 4,716
B500	$	1,490	A06B500	1 GCA with IBS w/o ITF	25.69	4.33	$ 383	$ 65
672	**$**	**5,820**						
A510	$	314	A06A510	1 GCA with IBS	25.46	4.29	$ 80	$ 13
B200	$	1,824	A06B200	G&A Estimate	24.92	7.20	$ 455	$ 131
B300	$	20	A06B300	1 GCA with IBS	25.46	4.29	$ 5	$ 1
B301	$	458	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 118	$ 20
B401	$	2,466	A06B401	1 GCA with IBS	25.46	4.29	$ 628	$ 106
B500	$	428	A06B500	1 GCA with IBS w/o ITF	25.69	4.33	$ 110	$ 19
U100	$	294	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 84	$ 14
U102	$	15	A06U102	7 GCA Utilities Only	32.89	5.54	$ 5	$ 1
673	**$**	**186,735**						
B200	$	15,400	A06B200	G&A Estimate	24.92	7.20	$ 3,838	$ 1,109
B301	$	18,532	A06B301	1 GCA with IBS w/o ITF	25.69	4.33	$ 4,761	$ 802
B401	$	106,048	A06B401	1 GCA with IBS	25.46	4.29	$ 27,000	$ 4,549
U100	$	44,406	A06U100	4 GCA w/o TEGE	28.42	4.79	$ 12,620	$ 2,127
U102	$	2,349	A06U102	7 GCA Utilities Only	32.89	5.54	$ 773	$ 130
Allocated	**$**	**5,601,450**					**$ 1,453,105**	**$ 258,689**

B200 = general & adminstrative (G&A). The allocation for G&A is pooled with all Accounting labor and then allocated out. In an effort to turn this data request around quickly an estimate was used in this calculation.

			P00	B00
042	$	3,500		
044	$	2,987,943	$ 630,249	$ 238,727
433	$	118,115	$ 15,983	$ 12,014
535	$	244,358	$ 33,066	$ 24,856
536	$	76,511	$ 10,353	$ 7,783
612	$	6,544	$ 874	$ 749
616	$	37,119	$ 4,957	$ 4,248
619	$	6,116	$ 633	$ 778
622	$	134,602	$ 18,657	$ 13,812
626	$	763,466	$ 105,825	$ 78,341
632	$	8,284	$ 724	$ 612
636	$	46,990	$ 4,105	$ 3,470
672	$	1,589	$ 205	$ 185
673	$	95,447	$ 13,228	$ 9,801
Direct	**$**	**4,530,585**	**$ 838,859**	**$ 395,373**
Intra IBS Allocated to A99	**$**	**(411,883)**		
Total Allocated and Direct Charged	**$**	**9,720,152**	**$ 2,291,964**	**$ 654,063**

PGL AG 12.13
Attach 01
AG 12.02 & AG 12.13 a
IBS Home Center A06
Sum of Sum Total Amt

Row Labels	2013	2012 Oct YTD	AG 12.1 & AG 12.12 d
042PCard/Expense Report Activity	$ 140,700	$ 29,219	Partially offset in RT 044; this RT is used to budget anticipated travel for entire A06 department
044Invoices Processed	4,995,805	96,612	Also see RT 122; audit fees higher at year-end; IFRS implementation included in 2013 estimates (**see Audit Fee tab)**
076Other invoices accrual		(919,474)	Accruals not budgeted for; assumed accrued/reversed in same year. Offset in RT 122.
084Printing		291	
122Professional Serv Consulting		3,463,896	Included in RT 044 for 2013
138Financial Transact - Level 1		(266)	
381Contracted Labor	90,000	156,173	
433Sub Lab Load - Gen Supply, etc	374,749	326,078	Assumes labor loaders follows labor
443Memberships	43,285	5,426	
481Cellular Phone Costs		24	
535Act Benefits Ldr-Subs	775,289	707,132	Assumes labor loaders follows labor
536Act Pay Tax Ldr-Subs	242,751	179,995	Assumes labor loaders follows labor
537Act Seas Pay Tax Ldr-Subs		4,103	Assumes labor loaders follows labor
595Aircraft Usage-Nonlabor		7,741	
612NonProd W&HNonUnion Bs&Oth-Act	28,789	18,696	
616W&H NonUnion Base&Oth-Actual	163,292	97,087	Assumes general wage increase. Some RT's not used in Budget.
617W&H NonUnion Base&Oth-Accrual		(401)	
619W&H NonUnion OT-Actual	35,309	13,518	
620W&H Non-Union OT-Accrual		(202)	
622NonProd Exempt Base&Oth-Actual	398,006	352,252	
626Exempt Base & Other-Actual	2,257,508	1,903,039	
627Exempt Base & Other - Accrual		(6,439)	
632NonProd Exec Base&Oth-Actual	44,508	36,106	
636Executive Base & Other-Actual	252,453	193,012	
637Executive Base & Other-Accrual		(1,202)	
661W&H Ltd NonUnion Base&Oth-Act		50,290	
662W&H Ltd NonUnion Base&Oth-Accr		(85)	
664W&H Ltd NonUnion OT-Actual		159	
672NonUnW&H Alloc Goal Sharing	7,409	7,478	
673Exempt Allocated Goal Sharing	282,182	278,462	
761IBS-Allocated Labor	(131,382)	(103,357)	
762IBS-Allocated NonLabor	(175,801)	(38,183)	
763Chicago Apt Chargeback		708	
875IBS-Allocated Loaders	(67,559)	(55,907)	
928IBS Allocated NPT	(22,927)	(18,761)	
929IBS Allocated Incentive	(14,215)	(13,453)	
934Cell Phone Stipend		1,864	
Grand Total	$ 9,720,152	$ 6,771,630	

PGL AG 12.13

Attach 01

AG 12.02 & AG 12.13 a

Description	2010 Actuals	2011 Actuals	2013 Rate Case	2012 Oct-YTD
IFRS Implementation	$ 188,870	$ -	$ 1,040,000	$ -

ICC Docket No. 12-0512
The Peoples Gas Light and Coke Company's Response to
Attorney General Data Requests AG 12.01-12.22
Dated: November 21, 2012

REQUEST NO. AG 12.14:

Ref: PGL Response to AG 3.14, Att. 1 (IBS A45 Charges to NSG Variances). The referenced exhibit identifies known "Key Drivers" of increased forecasted expenses from IBS center A45 "IBS Safety Health & Wellness" in the test year. Please provide the following additional information in connection with this IBS cost center:

a. Provide a detailed breakdown of recorded expenses at IBS prior to allocation or assignment to the Company and other affiliates by resource type in calendar 2010, calendar 2011 and 2012 Year to date through October 31.
b. Provide a detailed statement of assumptions and calculations supporting the proposed 2013 test year forecast, by resource type, prior to allocation or assignment to the Company and other affiliates.
c. Using the information in your response to part (b), provide detailed calculations showing how each element of total IBS cost forecasted for 2013 was allocated or assigned to the Company.
d. Provide a more detailed explanation of each key driver or anticipated change that explains higher forecasted costs in 2013 compared to year-to-date October 2012 recorded costs.
e. Provide complete copies of reports, analyses, studies, workpapers, projections and other documents associated with or supportive of your response to part (d).
f. Explain each element of the "wellness program" and when it was or is expected to be deployed, indicating each reason why test year projected costs for this program are expected to be higher than historical cost levels.

RESPONSE:

a. See Attach 01, tab "AG 12.03 & 12.14 a IBS A45".
b. See North Shore's response to AG 3.06 for workpapers.
c. See Attach 01, tab "AG 12.03 & 12.14 c IBS A45".
d. See Attach 01, tab "AG 12.03 & 12.14 d IBS A45".
e. See Attach 01.
f. See Attach 02 and Attach 03.

PGL AG 12.14
Attach 01
AG 12.03 & AG 12.14 a
IBS HC A45

Resource Type	2010	2011	2013*	2012 Oct YTD*
042	$ 47,132	$ 64,231	$ 70,000	$ 61,350
044	715,770	906,049	1,029,893	679,220
076	10,056	(13,327)		7,811
084	3,477	4,653		16,209
122	505	146		
138	(39)			(24,000)
271	16,340	1,049		615
381	236	2,961		58,484
433	13,633	47,258	169,430	143,591
481				21
535	128,359	118,665	350,520	318,432
536	36,290	33,385	109,751	81,076
558	622	389		(527)
595	6,837	21,533		18,582
612	1,435	1,928	7,891	7,061
616	42,191	43,061	44,760	38,194
617	(133)	93		(155)
619	414	61	1,056	119
622	79,788	66,562	207,821	174,881
626	980,924	1,033,144	1,178,767	956,071
627	(1,528)	458		(560)
672	408	931	2,693	2,818
673	41,761	65,292	145,329	142,160
761	(124,695)	(133,035)	(89,618)	(103,304)
875	(42,518)	(199,311)	(46,083)	(56,426)
928			(15,751)	(18,905)
929			(10,973)	(15,133)
934				1,338
041	201	186		(12,455)
078	(329)	(161)		(1,046)
085	1	28		1,155
236	28			
237	9			
443	1,200	4,182		1,459
763	18,124	10,010		1,077
762	(33,477)	(100,547)	(164,117)	(83,494)
551	6			
222		275,000	1,098,600	269,000
537		4		
661		43		
Grand Total	**$ 1,943,028**	**$ 2,254,920**	**$ 4,089,970**	**$ 2,664,717**

* 2012 & 2013 includes overhead labor loaders, while 2010 & 2011 accounted for labor loaders in centrally managed HC's.

PGL AG 12.14
Attach 01
AG 12.03 & AG 12.14 c

Year	**2013 Test Year**						
RC	**A45**	**IBS-Safety Health & Wellness**				AG 12.03 & AG 12.14 c	
						PGL Calc	NSG Calc
Row Labels	Sum of Sum Total Amt			PGL %	NSG %	Allocated $'s	Allocated $'s
Allocated	**$ 1,430,529**						
042PCard/Expense Report Activity							
H200	$ 70,000	A45H200	G&A Estimate	35.99%	6.06%	$ 25,191	$ 4,239
044Invoices Processed							
H101	$ 332,531	A45H101	16 # Employees	25.41%	3.35%	84,496	11,140
222Benefit Expense Accruals							
H101	$ 285,636	A45H101	16 # Employees	25.41%	3.35%	72,580	9,569
433Sub Lab Load - Gen Supply, etc							
H100	$ 16,005	A45H100	16 # Employees	25.41%	3.35%	4,067	536
H101	$ 30,698	A45H101	16 # Employees	25.41%	3.35%	7,800	1,028
H200	$ 9,972	A45H200	G&A Estimate	35.99%	6.06%	3,588	604
535Act Benefits Ldr-Subs							
H100	$ 33,112	A45H100	16 # Employees	25.41%	3.35%	8,414	1,109
H101	$ 63,509	A45H101	16 # Employees	25.41%	3.35%	16,138	2,128
H200	$ 20,629	A45H200	G&A Estimate	35.99%	6.06%	7,424	1,249
536Act Pay Tax Ldr-Subs							
H100	$ 10,368	A45H100	16 # Employees	25.41%	3.35%	2,634	347
H101	$ 19,885	A45H101	16 # Employees	25.41%	3.35%	5,053	666
H200	$ 6,459	A45H200	G&A Estimate	35.99%	6.06%	2,324	391
612NonProd W&HNonUnion Bs&Oth-Act							
H100	$ 650	A45H100	16 # Employees	25.41%	3.35%	165	22
H200	$ 464	A45H200	G&A Estimate	35.99%	6.06%	167	28
616W&H NonUnion Base&Oth-Actual							
H100	$ 3,686	A45H100	16 # Employees	25.41%	3.35%	937	123
H200	$ 2,633	A45H200	G&A Estimate	35.99%	6.06%	948	159
619W&H NonUnion OT-Actual							
H100	$ 1,056	A45H100	16 # Employees	25.41%	3.35%	268	35
622NonProd Exempt Base&Oth-Actual							
H100	$ 19,559	A45H100	16 # Employees	25.41%	3.35%	4,970	655
H101	$ 39,118	A45H101	16 # Employees	25.41%	3.35%	9,940	1,310
H200	$ 12,242	A45H200	G&A Estimate	35.99%	6.06%	4,406	741
626Exempt Base & Other-Actual							
H100	$ 110,938	A45H100	16 # Employees	25.41%	3.35%	28,189	3,716
H101	$ 221,876	A45H101	16 # Employees	25.41%	3.35%	56,379	7,433
H200	$ 69,438	A45H200	G&A Estimate	35.99%	6.06%	24,989	4,205
672NonUnW&H Alloc Goal Sharing							
H100	$ 279	A45H100	16 # Employees	25.41%	3.35%	71	9
H200	$ 155	A45H200	G&A Estimate	35.99%	6.06%	56	9
673Exempt Allocated Goal Sharing							
H100	$ 13,684	A45H100	16 # Employees	25.41%	3.35%	3,477	458
H101	$ 27,369	A45H101	16 # Employees	25.41%	3.35%	6,954	917
H200	$ 8,577	A45H200	G&A Estimate	35.99%	6.06%	3,087	519
Allocated	**$ 1,430,529**	A45Allocated				**$ 384,712**	**$ 53,350**

H200 = general & adminstrative (G&A). The allocation for G&A is pooled with all HR labor and then allocated out. In an effort to turn this data request around quickly an estimate was used in this calculation.

Direct	1,480,159	**P00**	**B00**
044	697,362	$ 163,658	$ 28,979
222	812,964	241,692	32,958
433	112,755	56,753	9,738
535	233,270	117,412	20,147
536	73,039	36,763	6,308
612	6,777	6,313	186
616	38,441	35,808	1,053
622	136,902	66,005	12,223
626	776,514	374,383	69,332
672	2,259	2,105	62
673	95,699	46,136	8,544
	2,985,983	**$ 1,147,028**	**$ 189,531**
Intra IBS-A99 (Allocated to IBS)	**(326,542)**	**-**	**-**
Total Allocated & Direct	**4,089,970**	**Total Allocated & Direct $ 1,531,740**	**$ 242,881**

PGL AG 12.14
Attach 01
AG 12.3 & AG 12.14 d & e
IBS Home Center A45
Sum of Sum Total Amt

RT/Description	2013 Test Year	Oct YTD 2012	AG 12.03 & AG 12.14 d
041Material Issued from Inventory		$ (12,455)	
042PCard/Expense Report Activity	$ 70,000	61,350	
044Invoices Processed **	1,029,893	679,220	Incremental costs driven by Wellness Initiative. ** See details below and attachments for details regarding the Integrys Wellness Initiative
076Other invoices accrual		7,811	
078Cash Receipts		(1,046)	
084Printing		16,209	
085Warehousing/SML		1,155	
222Benefit Expense Accruals **	1,098,600	269,000	** See details below and attachments for details regarding the Integrys Wellness Initiative. 2013 includes biometrics for employees and spouses. Assumption - 4577 employees for 2012 and 2013. Will assume not all employees will complete biometric - see MD for testing instead. Assume cost of biometric/nicotine test is $60/per person. Will assume 30% employee participation rate in biometrics in 2012 and 50% in 2013 unless otherwise noted. Only spouses who are part of the Integrys health care plan are eligible for biometrics - will assume 57% of employees spouses are in plan (exception 310 - will assume no spouses). Will assume 10% of spouses will participation in biometrics in 2012 and 20% in 2013. Biometrics to be completed in Sept, Oct, Nov.
271Total Non-Payroll Other		615	
381Contracted Labor		58,484	
433Sub Lab Load - Gen Supply, etc	169,430	143,591	
443Memberships		1,459	
481Cellular Phone Costs		21	
535Act Benefits Ldr-Subs	350,520	318,432	
536Act Pay Tax Ldr-Subs	109,751	81,076	
558Sales Tax		(527)	
595Aircraft Usage-Nonlabor		18,582	
612NonProd W&HNonUnion Bs&Oth-Act	7,891	7,061	
616W&H NonUnion Base&Oth-Actual	44,760	38,194	
617W&H NonUnion Base&Oth-Accrual		(155)	
619W&H NonUnion OT-Actual	1,056	119	
622NonProd Exempt Base&Oth-Actual	207,821	174,881	
626Exempt Base & Other-Actual	1,178,767	956,071	
627Exempt Base & Other - Accrual		(560)	
672NonUnW&H Alloc Goal Sharing	2,693	2,818	
673Exempt Allocated Goal Sharing	145,329	142,160	
761IBS-Allocated Labor	(89,618)	(103,304)	
762IBS-Allocated NonLabor	(164,117)	(83,494)	
763Chicago Apt Chargeback		1,077	
875IBS-Allocated Loaders	(46,083)	(56,426)	
928IBS Allocated NPT	(15,751)	(18,905)	
929IBS Allocated Incentive	(10,973)	(15,133)	
934Cell Phone Stipend		1,338	
Grand Total	$ 4,089,970	$ 2,664,717	

Integrys Wellness Initiative Budget **

Integrys Wellness Program Component	Assumptions in 2013 rate case
Incentive Payout Total	**$915,500**
Eligible participants for Wellness Incentive Payout	All admin and union employees
Count of eligible participants	Estimated 4,577
Participation rate	80% or 3,662 employees
Payout amount per participant	$250
Disease Management Total	**$183,100**
Participation rate for disease management	40% or 1,831 employees
Disease Management engagement incentive	$100
Fitness component - planned program addition	**$73,650**
Biometric Screening for employees - assumed 2013 would have increased participation	**$166,444**
	$1,338,694
RT 222	$1,098,600
RT 044	$240,094

PGL AG 12.14
Attach 01
AG 12.03 & AG 12.14 e
IBS HC A45
Sum of Sum Total Amt

RT/Description	Common	2013	2012 Annualized	Oct YTD 2012	2012 Annualized - 2013 Test Year (Increase)/Decrease
041Material Issued from Inventory			$ (14,946)	$ (12,455)	$ (14,946)
	656010Oper & Maint-Material & Supply				$ -
	663002Office Exp & Services Bill Out		$ (12,983)	$ (10,819)	$ (12,983)
	673000Operations Expense		$ (1,964)	$ (1,636)	$ (1,964)
042PCard/Expense Report Activity		$ 70,000	$ 73,619	$ 61,350	$ 3,619
	604004Benefits-Wellness		$ 2,362	$ 1,968	$ 2,362
	626000Consulting & Other Prof Servcs				$ -
	631000Expense Accounts		$ 16	$ 13	$ 16
	631001Car Usage/Mileage Reimb Exp		$ 22,743	$ 18,952	$ 22,743
	631002Entertainment Expense				$ -
	631003Hotel/Lodging Expense		$ 17,591	$ 14,659	$ 17,591
	631004NonTaxable Meal Expense		$ 5,433	$ 4,528	$ 5,433
	631006Airfare Expense		$ 5,362	$ 4,468	$ 5,362
	631007Auto Rental Expense		$ 3,224	$ 2,686	$ 3,224
	631999Other Travel Expense	$ 70,000	$ 7,654	$ 6,378	$ (62,346)
	632000Training & Seminars		$ 30	$ 25	$ 30
	632300Subscriptions & Publications				$ -
	633000Recognition Expense		$ 2,074	$ 1,729	$ 2,074
	645000Utilities				$ -
	672000Safety Equipment Expenses		$ 5,233	$ 4,360	$ 5,233
	673000Operations Expense		$ 1,899	$ 1,583	$ 1,899
	673500Miscellaneous Expense				$ -
044Invoices Processed		$ 1,029,893	$ 815,064	$ 679,220	$ (214,829)
	604000Benefits Expense Misc	$ 400,520	$ 6,502	$ 5,418	$ (394,018)
	604004Benefits-Wellness		$ 134,794	$ 112,328	$ 134,794
	604008Employee Physicals Expense		$ 29,909	$ 24,924	$ 29,909
	604011Medical Benefits-Active Empl		$ 7,234	$ 6,028	$ 7,234
	604027Human Resources Dept Gen				$ -
	609000Contractor Expense		$ 1,931	$ 1,609	$ 1,931
	609010Contractor-Outside Eng & Prof		$ 53,772	$ 44,810	$ 53,772
	623000Management Fees				$ -
	626000Consulting & Other Prof Servcs		$ 98,849	$ 82,375	$ 98,849
	627000Sales & Marketing		$ 156	$ 130	$ 156
	631001Car Usage/Mileage Reimb Exp				$ -
	631003Hotel/Lodging Expense				$ -
	631004NonTaxable Meal Expense		$ 198	$ 165	$ 198
	631999Other Travel Expense				$ -
	632000Training & Seminars		$ 3,535	$ 2,946	$ 3,535
	632050Social, Athletic&Recreation		$ 409	$ 341	$ 409
	632300Subscriptions & Publications	$ 5,243	$ 562	$ 468	$ (4,681)
	632301Memberships - Individual	$ 9,048	$ 210	$ 175	$ (8,838)
	632303Memberships-Corporate		$ 6,085	$ 5,071	$ 6,085
	640001Rent-Real Property				$ -
	645000Utilities				$ -
	646001Penalties and Fines				$ -
	656000Repairs & Maintenance Expense				$ -
	656011Misc Repair & Maint Supplies				$ -
	656200Permit Fees		$ 3,692	$ 3,077	$ 3,692
	663000Office Supplies & Expense		$ 118	$ 98	$ 118
	664000Postage & Shipping				$ -
	672000Safety Equipment Expenses	$ 543,583	$ 384,431	$ 320,359	$ (159,152)
	672001Safety Expense-NonEquipment		$ 1,067	$ 889	$ 1,067
	673000Operations Expense		$ 9,936	$ 8,280	$ 9,936
	673500Miscellaneous Expense	$ 71,499	$ 71,674	$ 59,728	$ 175
	675000Bank Service Fees				$ -
076Other invoices accrual			$ 9,373	$ 7,811	$ 9,373
	604000Benefits Expense Misc		$ 6,727	$ 5,606	$ 6,727
	604004Benefits-Wellness		$ 74	$ 62	$ 74
	604011Medical Benefits-Active Empl		$ (6,727)	$ (5,606)	$ (6,727)
	631003Hotel/Lodging Expense		$ 1,501	$ 1,251	$ 1,501
	631004NonTaxable Meal Expense		$ (43)	$ (36)	$ (43)
	631999Other Travel Expense		$ 889	$ 741	$ 889
	632000Training & Seminars		$ (1,283)	$ (1,070)	$ (1,283)
	632301Memberships - Individual				$ -
	633000Recognition Expense		$ 4,071	$ 3,393	$ 4,071
	640001Rent-Real Property				$ -
	663000Office Supplies & Expense				$ -
	664000Postage & Shipping				$ -
	673000Operations Expense		$ 4,164	$ 3,470	$ 4,164
078Cash Receipts			$ (1,256)	$ (1,046)	$ (1,256)
	604000Benefits Expense Misc		$ (461)	$ (384)	$ (461)
	604004Benefits-Wellness		$ (169)	$ (140)	$ (169)
	604027Human Resources Dept Gen				$ -
	631000Expense Accounts		$ (320)	$ (267)	$ (320)
	631003Hotel/Lodging Expense				$ -
	631999Other Travel Expense		$ (14)	$ (12)	$ (14)
	632000Training & Seminars				$ -

	663000Office Supplies & Expense				$ -
	673000Operations Expense		$ (240)	$ (200)	$ (240)
	673500Miscellaneous Expense		$ (52)	$ (43)	$ (52)
084Printing			$ 19,450	$ 16,209	$ 19,450
	663000Office Supplies & Expense				$ -
	663002Office Exp & Services Bill Out		$ 19,450	$ 16,209	$ 19,450
085Warehousing/SML			$ 1,386	$ 1,155	$ 1,386
	653001Stock Material Loading		$ 1,386	$ 1,155	$ 1,386
	673000Operations Expense				$ -
122Professional Serv Consulting					$ -
	631006Airfare Expense				$ -
	664000Postage & Shipping				$ -
138Financial Transact - Level 1			$ (28,800)	$ (24,000)	$ (28,800)
	626000Consulting & Other Prof Servcs				$ -
	672000Safety Equipment Expenses		$ (28,800)	$ (24,000)	$ (28,800)
	673500Miscellaneous Expense				$ -
222Benefit Expense Accruals		$ 1,098,600	$ 322,800	$ 269,000	$ (775,800)
	604000Benefits Expense Misc	$ 1,098,600	$ 116,700	$ 97,250	$ (981,900)
	604004Benefits-Wellness		$ 206,100	$ 171,750	$ 206,100
236Stock Material Loading - Labor					$ -
	653001Stock Material Loading				$ -
237Stock Material Loading -NonLab					$ -
	653001Stock Material Loading				$ -
271Total Non-Payroll Other			$ 738	$ 615	$ 738
	600000Payroll		$ 338	$ 282	$ 338
	600999Labor Billed From (To) Affil		$ 316	$ 263	$ 316
	631000Expense Accounts				$ -
	631001Car Usage/Mileage Reimb Exp				$ -
	673500Miscellaneous Expense		$ 84	$ 70	$ 84
381Contracted Labor			$ 70,181	$ 58,484	$ 70,181
	609000Contractor Expense				$ -
	609011Contractor-Other		$ 70,181	$ 58,484	$ 70,181
	672000Safety Equipment Expenses				$ -
433Sub Lab Load - Gen Supply, etc		$ 169,430	$ 172,309	$ 143,591	$ 2,879
	673901Facilities OH Billed From Aff	$ 112,755	$ 172,309	$ 143,591	$ 59,554
	673902Facilities OH Billed To Affil	$ 56,675			$ (56,675)
443Memberships			$ 1,751	$ 1,459	$ 1,751
	632301Memberships - Individual		$ 737	$ 614	$ 737
	632303Memberships-Corporate		$ 1,014	$ 845	$ 1,014
481Cellular Phone Costs			$ 25	$ 21	$ 25
	645004Cell Phone Expense		$ 25	$ 21	$ 25
535Act Benefits Ldr-Subs		$ 350,520	$ 382,118	$ 318,432	$ 31,598
	604029Benefits Billed From Affil	$ 233,270	$ 382,118	$ 318,432	$ 148,848
	604039Benefits Billed To Affil	$ 117,250			$ (117,250)
536Act Pay Tax Ldr-Subs		$ 109,751	$ 97,292	$ 81,076	$ (12,460)
	652003Payroll Taxes Billed From Affi	$ 73,039	$ 97,292	$ 81,076	$ 24,253
	652004Payroll Taxes Billed To Affil	$ 36,712			$ (36,712)
537Act Seas Pay Tax Ldr-Subs					$ -
	652003Payroll Taxes Billed From Affi				$ -
551Inter-Unit Adjustments					$ -
	673000Operations Expense				$ -
558Sales Tax			$ (632)	$ (527)	$ (632)
	604004Benefits-Wellness		$ 97	$ 81	$ 97
	645000Utilities				$ -
	656010Oper & Maint-Material & Supply				$ -
	663002Office Exp & Services Bill Out		$ (761)	$ (634)	$ (761)
	672000Safety Equipment Expenses		$ 10	$ 8	$ 10
	673000Operations Expense		$ 23	$ 19	$ 23
595Aircraft Usage-Nonlabor			$ 22,298	$ 18,582	$ 22,298
	631008Corporate Plane Expense		$ 20,351	$ 16,959	$ 20,351
	652002Plane Chrgs Bill Fr(To) Affil		$ 1,947	$ 1,623	$ 1,947
612NonProd W&HNonUnion Bs&Oth-Act		$ 7,891	$ 8,474	$ 7,061	$ 582
	601001Payroll-NonProductive		$ 2,202	$ 1,835	$ 2,202
	601006NPT Billed From Affil	$ 6,777	$ 6,272	$ 5,226	$ (506)
	601007NPT Billed To Affil	$ 1,114			$ (1,114)
616W&H NonUnion Base&Oth-Actual		$ 44,760	$ 45,833	$ 38,194	$ 1,073
	600000Payroll	$ 6,319	$ 12,318	$ 10,265	$ 5,999
	600999Labor Billed From (To) Affil	$ 38,441	$ 33,515	$ 27,929	$ (4,926)
617W&H NonUnion Base&Oth-Accrual			$ (186)	$ (155)	$ (186)
	600000Payroll		$ (634)	$ (528)	$ (634)
	600999Labor Billed From (To) Affil		$ 448	$ 373	$ 448
619W&H NonUnion OT-Actual		$ 1,056	$ 143	$ 119	$ (913)
	600001Payroll Overtime	$ 1,056	$ 143	$ 119	$ (913)
622NonProd Exempt Base&Oth-Actual		$ 207,821	$ 209,858	$ 174,881	$ 2,037
	601001Payroll-NonProductive		$ 91,433	$ 76,194	$ 91,433
	601006NPT Billed From Affil	$ 136,902	$ 118,425	$ 98,687	$ (18,477)
	601007NPT Billed To Affil	$ 70,919			$ (70,919)
626Exempt Base & Other-Actual		$ 1,178,767	$ 1,147,285	$ 956,071	$ (31,482)
	600000Payroll	$ 402,253	$ 499,678	$ 416,398	$ 97,425
	600999Labor Billed From (To) Affil	$ 776,514	$ 647,607	$ 539,673	$ (128,907)
627Exempt Base & Other - Accrual			$ (672)	$ (560)	$ (672)
	600000Payroll		$ (9,341)	$ (7,784)	$ (9,341)
	600999Labor Billed From (To) Affil		$ 8,669	$ 7,224	$ 8,669

661W&H Ltd NonUnion Base&Oth-Act					$ -
	600000Payroll				$ -
672NonUnW&H Alloc Goal Sharing		$ 2,693	$ 3,382	$ 2,818	$ 689
	602003Other Comp-Goal Sharing		$ 936	$ 780	$ 936
	602008Non-Ex Inctv Bill To Affil	$ 434			$ (434)
	602009Non-Ex Inctv Bill From Affil	$ 2,259	$ 2,446	$ 2,038	$ 186
673Exempt Allocated Goal Sharing		$ 145,329	$ 170,592	$ 142,160	$ 25,262
	600000Payroll		$ 0	$ 0	$ 0
	602003Other Comp-Goal Sharing		$ 74,026	$ 61,688	$ 74,026
	602008Non-Ex Inctv Bill To Affil	$ 49,630			$ (49,630)
	602009Non-Ex Inctv Bill From Affil	$ 95,699	$ 96,565	$ 80,471	$ 866
761IBS-Allocated Labor		$ (89,618)	$ (123,965)	$ (103,304)	$ (34,347)
	600000Payroll	$ (89,618)	$ (123,927)	$ (103,273)	$ (34,309)
	600001Payroll Overtime		$ (20)	$ (17)	$ (20)
	600999Labor Billed From (To) Affil		$ (14)	$ (11)	$ (14)
	601001Payroll-NonProductive				$ -
	601006NPT Billed From Affil		$ (2)	$ (1)	$ (2)
	601007NPT Billed To Affil				$ -
	602003Other Comp-Goal Sharing				$ -
	602008Non-Ex Inctv Bill To Affil				$ -
	602009Non-Ex Inctv Bill From Affil		$ (2)	$ (1)	$ (2)
762IBS-Allocated NonLabor		$ (164,117)	$ (100,193)	$ (83,494)	$ 63,924
	600000Payroll		$ (64)	$ (53)	$ (64)
	600999Labor Billed From (To) Affil		$ (63)	$ (53)	$ (63)
	604000Benefits Expense Misc		$ (16,524)	$ (13,770)	$ (16,524)
	604004Benefits-Wellness		$ (48,221)	$ (40,184)	$ (48,221)
	604027Human Resources Dept Gen				$ -
	609000Contractor Expense		$ (514)	$ (429)	$ (514)
	609010Contractor-Outside Eng & Prof		$ (321)	$ (267)	$ (321)
	609011Contractor-Other		$ (17,510)	$ (14,591)	$ (17,510)
	626000Consulting & Other Prof Servcs		$ (1,870)	$ (1,558)	$ (1,870)
	631000Expense Accounts				$ -
	631001Car Usage/Mileage Reimb Exp		$ (153)	$ (128)	$ (153)
	631002Entertainment Expense				$ -
	631003Hotel/Lodging Expense		$ (584)	$ (487)	$ (584)
	631004NonTaxable Meal Expense		$ (243)	$ (202)	$ (243)
	631006Airfare Expense		$ (278)	$ (232)	$ (278)
	631007Auto Rental Expense		$ (53)	$ (44)	$ (53)
	631008Corporate Plane Expense		$ (1,301)	$ (1,084)	$ (1,301)
	631999Other Travel Expense		$ (644)	$ (537)	$ (644)
	632000Training & Seminars		$ (311)	$ (259)	$ (311)
	632050Social, Athletic&Recreation		$ (109)	$ (91)	$ (109)
	632300Subscriptions & Publications		$ (150)	$ (125)	$ (150)
	632301Memberships - Individual		$ (169)	$ (141)	$ (169)
	632303Memberships-Corporate		$ (1,621)	$ (1,351)	$ (1,621)
	633000Recognition Expense		$ (472)	$ (394)	$ (472)
	640001Rent-Real Property				$ -
	645004Cell Phone Expense		$ (199)	$ (166)	$ (199)
	652002Plane Chrgs Bill Fr(To) Affil		$ (224)	$ (187)	$ (224)
	653001Stock Material Loading		$ (364)	$ (304)	$ (364)
	656000Repairs & Maintenance Expense				$ -
	656200Permit Fees		$ (831)	$ (693)	$ (831)
	663000Office Supplies & Expense				$ -
	663002Office Exp & Services Bill Out		$ 2,164	$ 1,803	$ 2,164
	664000Postage & Shipping				$ -
	672000Safety Equipment Expenses		$ (7,769)	$ (6,474)	$ (7,769)
	672001Safety Expense-NonEquipment		$ (241)	$ (201)	$ (241)
	673000Operations Expense		$ (204)	$ (170)	$ (204)
	673500Miscellaneous Expense		$ (1,348)	$ (1,124)	$ (1,348)
	673800Allocated IBS Non-Labor	$ (164,117)			$ 164,117
763Chicago Apt Chargeback			$ 1,292	$ 1,077	$ 1,292
	631010Corporate Apartment Usage		$ 1,292	$ 1,077	$ 1,292
875IBS-Allocated Loaders		$ (46,083)	$ (67,712)	$ (56,426)	$ (21,629)
	604029Benefits Billed From Affil		$ (39,696)	$ (33,080)	$ (39,696)
	604039Benefits Billed To Affil	$ (25,652)	$ (6)	$ (5)	$ 25,646
	652003Payroll Taxes Billed From Affi		$ (10,107)	$ (8,422)	$ (10,107)
	652004Payroll Taxes Billed To Affil	$ (8,032)	$ (1)	$ (1)	$ 8,031
	673901Facilities OH Billed From Aff		$ (17,900)	$ (14,916)	$ (17,900)
	673902Facilities OH Billed To Affil	$ (12,399)	$ (2)	$ (2)	$ 12,397
928IBS Allocated NPT		$ (15,751)	$ (22,686)	$ (18,905)	$ (6,936)
	601001Payroll-NonProductive		$ (22,686)	$ (18,905)	$ (22,686)
	601007NPT Billed To Affil	$ (15,751)			$ 15,751
929IBS Allocated Incentive		$ (10,973)	$ (18,160)	$ (15,133)	$ (7,187)
	602003Other Comp-Goal Sharing		$ (18,160)	$ (15,133)	$ (18,160)
	602008Non-Ex Inctv Bill To Affil	$ (10,973)			$ 10,973
934Cell Phone Stipend			$ 1,606	$ 1,338	$ 1,606
	645004Cell Phone Expense		$ 1,606	$ 1,338	$ 1,606
Grand Total		$ 4,089,970	$ 3,197,660	$ 2,664,717	$ (892,310)

PGL AG 12.14
Attach 02

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ACTIVE U WELLNESS DESIGN 2012

July 20, 2011

INTEGRYS GOALS

integrys®

- Integrys Goals for Active U Wellness Benefit
  - Build a culture of health evolving from our culture of safety
    - Develop and embrace an organizational vision of health
    - Senior management participation & commitment
  - Manage costs and achieve desired health outcomes
  - Decrease incidence, severity, and costs of health problems
  - Mitigate/lower annual trend of health related costs

PARTICIPANT GOALS

integrys®

- Be more engaged and use available preventative health benefits
- Use proven decision tools and support resources to help themselves and their families
- Be committed to becoming a better consumer of healthcare
  - Use lower cost of goods where appropriate – e.g. generic Rx, PCP vs emergency room, screenings/vaccines at work (vs PCP)
- Help create a culture of wellness at Integrys
- Follow doctor prescribed medical treatment

Program Design Focus for 2012

integrys®

- Incentive for completing Responsibilities (Core & 150 Points from selected outcomes or actions)
- Self Care Decision Tools/Kit & Education
- Integrys sponsored wellness events (walking challenge, weight loss programs, etc.)
- Tobacco free campuses
- Relaunch of Active U (communication materials)
- Single portal for all participants (employees & spouses)

Responsibility Design Focus for 2012

integrys

- Active U Emphasis in 2012 for Participants
  - Get recommended screenings and preventative care
    - Update awareness of current health & health care risks
    - Improve earlier detection of health problems
    - Lower incidence and severity of catastrophic cases
  - Use disease/care management support, as needed
  - Use decision tools to improve use & quality of health care (self care kit, questions to ask physicians, etc.)
  - Use tools and resources to improve health (physical activity trackers, weight mgmt program, tobacco cessation program, health coaches, etc.)

Core Responsibilities

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- Complete annual Active U Wellness Screening
- Complete Health Risk Assessment questionnaire
- Respond to health coach/nurse calls and follow health plan, if applicable
- Document having a Primary Care Provider (PCP)

Earn Points for Incentive

integrys®

- Earn 150 points from the following list to earn incentive:

Participant To-Do Options:	Points
Biometric results in ideal zone	Up to 100 pts
Share on-site Active U Wellness screening results to primary doctor (PCP)	20
Get recommended Preventative Screenings/Exams	20
Get regular physical activity	100
Participate in health events (Integrys or community sponsored)	30
Proactively work with an Active Health coach on health concerns or goals	30
Get recommended immunizations	20
Complete three (3) e-learning courses	30
Regularly volunteer or participate in community service activities	20
Participate in a weight management program and show progress toward weight loss or reducing BMI / body fat %	50
Participate in a tobacco cessation program to become tobacco free	50

Factors Impacting Results

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- Optimum outcomes will be based on several factors:
  - Senior management commitment and engagement
  - Expected engagement rates: 40-60% (vs ≥95% BP target)
  - Related incentive: < 3% total premium (vs 20% allowed)
  - Support mix: gradual (vs accelerated)

WHAT WE NEED FROM YOU…

integrys®

- Decision on incentive funding for 2012
- Feedback and approval on design elements (responsibilities, self care kits, etc.)
- Insight into Benefits Long Term strategy and integration with Wellness benefit

Health Risk Management and Loss Control Strategy in Prevention, Early Detection and Consumer Empowerment

Page
1 Overview
2 Realities of Cost-Savings Opportunities
3 Strategies Yield Multiple Benefits to Multiple Parties — individuals, employer and health plan
4 Other Key Research Highlights
5 How Strategy Mix, Design and Method Affects Results
6 Return on Investment Projections
7 Accelerating and Improving Results: Employee-Wide Core Training Programs
Addendums
A: Bibliography
B: Selected Supplements - e.g., papers, presentations, case studies

Overview

The research only improves in the number, scope and quality of studies supporting the case for employers and health plans to invest proactively, collaboratively and wisely in the identification and effective management of health and health care related risks, for example:

- Over the past 15 years, new studies have identified and given needed visibility to "hidden" or newer risks in health, early detection, medicine and health information that affect the use and quality of care, medical outcomes, costs and other measures at individual, family and organizational levels. These are in addition to the risks associated with preventable injuries, illnesses and disabilities. Table A summarizes many of these risks as the *Reality of Cost-Savings Opportunities.*
- Each year, new studies and findings are added to the already large and compelling bodies of research confirming the effectiveness of specific and combined strategies that can improve health, safety and related costs — which benefit multiple parties. Tables B and C provide examples.
- Number 1 and 2 (above) has lead to new interventions and corresponding studies examining their effectiveness and how to improve results moving forward (see Table D).
- Finally, the impacts of workplace violence and 9/11 have introduced newer risks and concerns (e.g. bio and other terrorism, travel safety) each of which has it's own interventions and support structures for prevention and crisis response.

Given the strength of the documentation regarding risks and proven interventions, neither the employer or health plan can afford to be passive about health risks and costs, expecting the other party, nor providers or patients to independently "fix" the problem.

Most of the untapped power in controlling risks and costs lies in the hands of the individual employee, family member and patient — empowered by the employer and health plan (via strategies discussed) assisting and enabling individuals and families to achieve common goals faster and more effectively.

The research clearly indicates that depending upon the design (including when and how components are implemented), the strategy can yield immediate multiple benefits and returns-on-investment (ROI). Page 6 provides selected ROI projections for a population of 1,000 employees/families. Page 7 advocates core, population-wide training initiatives to improve implementation efficiencies, results and returns.

Table A: Realities of Cost-Saving Opportunities

Area	Examples	Problem Costs	Solutions (partial list)
Quality of Care	Poor Quality Care — e.g., diagnostic mistakes, hospital infections, care that is not evidence-based High-risk surgery versus Better non-surgical option	30% of health care costs (MBGH) —or, $30 out of every $100 spent out-of-pocket and by plan. $45,000 - $70,000+ … versus $10,000 - $18,000+	Strategies to improve informed decisions regarding providers, tests, treatments, compliance and other health care options.
Prescription Drugs	Brand Drug @ Local Rx Online Rx / Mail Order Generic @ Local Rx Online Rx / Mail Order No Rx ed. & decision tools	Average / Example Full cost $100 10%+ discount - $10 Final Cost $90 50%+ lower cost $50 10%+ discount - $5 Final Cost $45 Increase Rx use & costs	Pharmacy discounts and benefit management program. Strategies to: • Prompt asking for generic drugs when appropriate • Improve informed decision making regarding drug & other treatment options
Network Discounts	Cost per Day in Hospital Savings per Day Savings per 100 Days	Out of Network / In Network Full price / ≥30% discount $2,000 / $1,400 $600+ $60,000+	Use network providers when ever possible for needed inpatient and outpatient care.
Early Detection	Skin cancer Heart disease Respiratory infection (Rx)	Detected Early / Detected Late $250-$500 / $10,000+ $10,000+ / $45,000+ $14+ / $80+	Strategies to improve: Routine self-exams Self-exams + screenings Use of self-care book, web site
Prevention	Head injuries Bypass surgery High risk newborn Emphysema Depression Influenza (avg employee)	Cost Range per Case $2,000 (minor, ER visit) to $10,000>$100,000 (major) $45,000 - $70,000+ $50,000 - $250,000+ $3,000 - $10,000+ per year $700 - $2,020*+ Minimum = Wage/day x 1+ days	Wear helmet ($15-$30), safe swimming Not smoke, healthy weight, exercise, nutrition, cholesterol… Not smoke, avoid alcohol & other harmful drugs, regular exams, neonatal vitamins, nutrition… Not smoke Increase resilience via exercise, nutrition, social support, stress mgmt strategies, counseling… Flu shot
Other Risks	Smoke cigarettes Overweight High cholesterol High stress Lack of exercise High blood pressure High blood glucose Not using self-care book Not wearing seat belt Other risks	Cost per Person (Minimum) * $388+ per risk / year $599+ per risk / year $375+ per risk / year $1,246+ per risk / year $294+ per risk / year $339+ per risk / year $999+ per risk / year $225+ per risk / year $186+ per risk / year Varies x risk factor	Reduce and eliminate risks via individual and group efforts. To accelerate, implement and use best practice interventions. ** Excess minimum average excess health cost per risk (Goetzel/ HERO, Edington/UM adj .for inflation through 2002).*

Table B: Strategies Yield Multiple Benefits to Multiple Parties (examples)

Strategy	Employee Benefits	Family Benefits	Employer Benefits	Benefit Plan (if self-funded, or risk rated, add to ER benefits)
Provider (vendor) networks & service agreements	Access to: • Quality providers (?) • Network discounts (savings) on incurred expenses	Same as employee	Same as employee PLUS Admin. improvements (e.g., costs, data, planning)	Access to: • Quality providers • Network discounts (savings) on incurred expenses
Flu shots	All participating employees: Reduced risks for sickness and absenteeism. At-risk individuals: reduced corresponding need for health care and related expenses.	Same as employee	Reduced lost work time and wages (non-productive) for participating employees PLUS Reduced replacement wages (industry & job specific – i.e. substitute teachers)	Reduced health care expense for employees and covered dependents at-risk
Medical self-care	Improved quality of self-care, care seeking, use of health care and related savings	Same as employee	Reduced lost work time and wages related to improved quality of self-care and care-seeking	Reductions in unnecessary primary care and ER visits and corresponding paid claims PLUS improvements in earlier detection and corresponding reductions in problem severity costs and catastrophic claims
Early detection	Improved earlier detection and treatment problems requiring health care, and related reductions in problem severity and corresponding costs	Same as employee	Reduced lost work time and wages related to improved scope and effectiveness of early detection	Improvements in earlier detection and corresponding reductions in problem severity costs and catastrophic claims
On-line medical decision support	Improvements in use and quality of health related resources (e.g. health care, benefits, support resources) and corresponding improvements avoiding inappropriate care, risks, complications and costs	Same as employee	Same as employee PLUS Reduced lost work time and wages related to improvements in health care quality, recovery, healing and other medical outcomes	Same as employee PLUS Reductions in costs due to poor quality care including related catastrophic claims
EAP	Same as online medical decision support, but focus on mental/behavioral/work/family (MBWF) issues and resources	Same as employee	Same as employee PLUS Reduced lost work time and wages related to improvements in MBWF care quality, recovery, healing and other related outcomes including reduced critical incidences	Same as employee PLUS Reductions in costs due to poor quality care including related catastrophic claims)

Other Key Research Highlights

The majority of intervention (strategy effectiveness) studies over the past 20+ years fall into two categories, component-specific strategies and multi-component strategies. Component-specific studies are those that only examine the effects of a specific intervention on a targeted area or behavior (e.g., medical self-care, cholesterol, tobacco use). Multi-component studies are those that examine various combinations of strategies across a wider scope of measures.

Table C is meta-analysis (Chapman, 1999) of numerous intervention studies by target program or target behavior across both categories is adapted, summarized and sorted by the population normally targeted.

Table C: Meta Analysis of Selected Interventions

Population Targeted	Type of Program or Target Behavior	A Major Cause of Disease or Cost	B Programs Alter Behavior	C Programs Reduce Cost
Population-Wide	Medical Self-Care	Very Strong	Very Strong	Very Strong
	Multi-Component *	Very Strong	Strong	Very Strong
	… others, not exhaustive *			
Population Sub-Groups (Clusters)	High-Risk Intervention	Very Strong	Very Strong	Strong
	Hypertension Control	Very Strong	Very Strong	Strong
	Pre-Natal Care	Very Strong	Strong	Moderate
	Tobacco Use	Very Strong	Strong	Moderate
	Physical Activity	Very Strong	Strong	Moderate
	Stress Management	Very Strong	Moderate	Moderate
	Back Injury Prevention	Very Strong	Moderate	Moderate
	Nutrition Education	Very Strong	Strong	Weak
	Cholesterol Reduction	Very Strong	Weak	Weak
	Weight Management	Strong	Moderate	Weak
	… others, not exhaustive **			

* Combination of strategy components (e.g., training programs, health screenings and risk assessments, online support, newsletters, incentive programs, phone support, policies, etc.) addressing multiple targeted risks.
** Other disease/risk-specific programs (e.g., asthma, back pain, heart disease, diabetes, depression).

In general, component-specific interventions vary in their effectiveness, but medical self-care and multi-component strategies are consistently very strong, suggesting that:

- Better results are generated by population-wide interventions addressing multiple risks/opportunities (for example: self-care improves handling of 200 common health problems, use and quality of health care) than other interventions targeting specific risks and smaller sub-groups within the population; and
- Implementing the right combination of strategies, yields better results (synergies) than implementing any one strategy alone.

In addition, more recent published and unpublished studies have documented the following:

- The results and returns of strategies vary by the component mix, design and implementation quality (e.g. methods, resources), and integration with related components;
- Certain population-wide interventions can improve the use and effectiveness of risk/sub-group specific interventions; and
- These and newer interventions can also improve productivity and other organizational measures of success (whereas most previous studies have only focused on documenting health cost impacts).

Table D (next page) synthesizes impact/outcome findings from selected case studies looking at three interventions by type, design/method quality and results.

Table D: How Strategy Mix, Design and Method Affects Results (examples)

Type of Strategy or Intervention	Mix/Design/Method Quality	Results	Case Studies	Ref.
1. Medical Self-Care	A. Book only (Healthwise Handbook or Take Care of Your Self book)	2:1 to 3:1 ROI year 1; consecutive years unknown	Multiple employer and plan studies past 25 years	Chapman
	B. Leading book (Heatlhwise Handbook) with some training method (quality variable), some reinforcement in year 1, but none beyond year 1	4:1 to 15:1 ROI for year 1, but not studied beyond year 1	Managed care studies (with workforce)	Chapman, UHC, HPN
	C. Leading book, patient safety tools (ask-the doctor checklists / wallet cards) resource reminders distributed with effective training and ongoing reinforcement via newsletters, targeted articles and other methods	Health Cost ROIs/Yr 1: • Range: 9:1≥15:1 Subsequent Yr ROIs*: • Range: 2.9>14:1 • Average: 9.7:1* Productivity ROIs/Yr: • Studies pending * Each year for up to 5 consecutive years.	Elkay Manuf'ng (3 studies 1.5k ees), Int'l Truck and Engine (3 studies, 10k ees); Provena (1 study, 12k ees).	Elkay, ITEC, HPN, Provena
2. Early Detection Screenings	A. Employee-wide (mass) and targeted risk-based early detection screenings	Earlier detection and treatment with reduced problem severity and costs, improved recovery, healing and other medical outcomes*	Multiple * * Note: results vary based on problem stage detected and follow-up.	USPSTF
	B. Benefit covering 2A at doctors office	≤ 5-10% participation rates in recommended screenings	Most self-funded and fully insured plans (looking at claim history)	HPN
	C. Providing early detection screenings (2A) at the work site	33>80% participation rates in screenings	Elkay, ITEC, multiple other groups	Elkay, ITEC, VDG, UHC, HPN
	D. Providing 2A + 2B + 2C + incentives for screening participation	60-100% participation rates in screenings	Elkay, Motorola	Elkay, Motorola, HPN, WI
3. Wellness Screenings w/ Health Risk Assessments (HRAs)	A. Paper-based HRAs offered withiout screenings & incentives	10-30% participation rate	Multiple employer studies over past 15 years	Elkay, Motorola, HPN, AFSCME, JS Paluch, Provena
	B. Online HRAs independent of screenings & incentives (2C or D)	40-50% participation rate		
	C. Online, PDA &/or paper HRAs offered with screenings (2C or 2D) independent of incentives	40-60% participation rate		
	D. 3C (above) with incentives – higher values (+/-) yield higher rates	60%-100%		
4. Multi-Component Strategies	A. Varied combinations of screenings, HRAs, wellness education and fitness programs and incentives	Health Cost ROI/Yr: • Range: 2.3>8:1 • Average: 3.35:1 Productivity ROI/Yr: • Range: 2.5:1>10.1 • Average: 4.91 H Cost & Prod. ROI/Yr: • Range: 4.8:1>18:1 • Average: 8.2:1	Multiple employer studies over past 15 years	Chapman, Pelletier
	B. Specific mix and sequence of employee-wide: core training (e.g. self-care, then early detection, other core programs); online medical decision support; core worksite screenings, HRAs and immunizations; EAP support; plan design changes; reinforcing communications, and incentives	Health Cost ROI/Yr: • Range: 4:1>8:1 Productivity ROI/Yr: • Studies pending	Multiple	Elkay, HPN

Projected Return-On-Investment for a Group of 1,000 Employees/Families

Assuming a group with 1,000 employees/families implemented the preceding strategies in similar ways as the employers and other groups cited, and would yield similar results, several return-on-investment projections (ROI) are made below.

General estimates of the investment cost for each intervention have been made, based on over 15 years of experience working with other employers and health plans of similar size. The investment cost is subject to change based on what the group ultimately designs into its strategy mix in terms of number of components, design and implementation quality and scope across group health plan members, employees and work sites.

Intervention	Assumption	Results and Returns (Health Costs Only)
Medical Self-Care (Best practice implementation)	Estimated one-time* investment cost = $25 per employee/family for 1-B (above); employee-wide initiative with leading materials and training. * Only required about once every 5 years, since shelf-life of leading books is about 5 years (until requiring replacement/updating). ** >15:1 ROI is only valid with effective initial population-wide training and ongoing reinforcement of self-care resources.	**Year 1** 15:1** ROI w/in 6-12 months: = $350 net savings per ee/family x 1,000 employees = $350,000 net savings per 1,000 families via reductions in unnecessary visits to primary care physician and emergency room **5-Year ROI**** 9.7:1 Avg ROI x 5 years = $1,087,500 net group savings
Multi-Component Strategy (Best practice implementation)	Estimated capitated* investment cost = $120 per employee/family per year; employee-wide initiative with: A. Core training initiative in medical self-care B. Online medical decision support C. Core worksite screenings and HRA D. Launch communications E. Ongoing reinforcing communications via targeted articles in existing newsletters F. Other misc. components * Capitated cost is an estimated spread cost based on assumptions regarding components included, training methods used, population size, participation rates, discounts available and other variables.	**Annual ROI @ 4:1 Ratio** = $360 net savings per ee/family/yr x 1,000 = $360,000 per group/year **Annual ROI @ 8:1 Ratio** = $840,000 net group savings/year ... above ROIs via impacts and outcomes from self-care and all other strategies combined **5-Year ROI**** Annual ROI range x 5 years = $1.8-$4.2M net savings over 5 yrs

Depending upon the intervention, the above savings are generated via:

- Immediate savings from improved utilization patterns (primary care and emergency room) and improved cost-effectiveness of early detection screenings being provided at the work site;
- Corresponding savings* from improvements in early detection and treatment; and/or
- Improvements in quality of health care received, other risk reduction and medical outcomes.

The majority of savings is most visible in reductions in the rate of increase of overall sickness, injury and death costs (e.g. combined medical, Rx, worker compensation, disability, life insurance).

Once a group-specific strategic plan has been developed and approved, more refined projections can be made via these and other methodologies.

* ***If work site screenings with high participation rates are being done for the first time in many years, the total cost of treating identified problems may spike and mitigate first year ROIs only, but not future year ROIs.***

ICC Docket No. 12-0512
The Peoples Gas Light and Coke Company's Response to
Attorney General Data Requests AG 12.01-12.22
Dated: November 21, 2012

REQUEST NO. AG 12.15:

Ref: PGL Response to AG 3.14, Att. 1 (IBS A07 Charges to NSG Variances). The referenced exhibit identifies known "Key Drivers" of increased forecasted expenses from IBS center A07 "TEG Investor Relations" in the test year. Please provide the following additional information in connection with this IBS cost center:

a. Provide a detailed breakdown of recorded expenses at IBS, prior to allocation or assignment to the Company and other affiliates, by resource type in calendar 2010, calendar 2011 and in 2012 Year to date through October 31.
b. Provide a detailed statement of assumptions and calculations supporting the proposed 2013 test year forecast, by resource type, prior to allocation or assignment to the Company and other affiliates.
c. Using the information in your response to part (b), provide detailed calculations showing how each element of total IBS cost forecasted for 2013 was allocated or assigned to the Company.
d. Provide a more detailed explanation of each key driver or anticipated change that explains higher forecasted costs in 2013 compared to year-to-date October 2012 recorded costs.
e. Provide complete copies of reports, analyses, studies, workpapers, projections and other documents associated with or supportive of your response to part (d).

RESPONSE:

a. See Attach 01, tab "AG 12.04 & 12.15 a IBS A07".
b. See Attach 01, tabs "b Workpapers Summary", "b Workpapers 2", and "b Workpapers 3". In addition, see North Shore's response to AG 3.06 for additional workpapers.
c. See Attach 01, tab "AG 12.04 & 12.15 c IBS A07".
d. See Attach 01, tab "AG 12.04 & 12.15 d IBS A07".
e. See Attach 01.

PGL AG 12.15
Attach 01
AG 12.04 & AG 12.15 a
IBS HC A07

Resource Type	2010	2011	Test Year 2013*	2012 Oct YTD*
041	$ 93	$ 2,729	$ 5,338	$ 1,884
042	90,278	87,671	190,180	55,691
044	684,349	821,251	850,124	614,727
076	(10,812)	(2,129)		3,184
078	(2,589)	(473)		
084	13,634	3,319		4,627
085		63		41
122	82,443	38,500		
246	238,388	(27,192)	158,920	5,670
271	780			
433	14,333	45,878	57,190	50,222
443	18,618	21,350	18,698	18,965
481		428		357
535	130,466	121,204	118,315	111,455
536	36,989	34,158	37,046	28,355
537	41	74		
558	18	429		21
595	464			1,086
612	7,310	102		50
616	40,494	578		286
617	(1,727)			
619	13,294	397		321
622	24,934	25,519	28,342	23,417
626	122,865	148,117	160,757	127,180
627	(896)	327		182
632	45,566	44,991	44,533	39,838
636	231,615	260,854	252,591	220,012
637	(1,602)	(57)		1,346
661	458	892		
672	1,371	56		34
673	13,311	22,720	19,820	18,530
761	(43,390)	(45,878)	(33,233)	(26,839)
762	(98,453)	(88,804)	(98,350)	(55,821)
875	(15,899)	(201,302)	(17,089)	(14,599)
928			(5,859)	(4,865)
929			(1,594)	(1,465)
934				1,040
Grand Total	**$ 1,636,744**	**$ 1,315,774**	**$ 1,785,728**	**$ 1,224,932**

* 2012 & 2013 includes overhead labor loaders, while 2010 & 2011 accounted for labor loaders in centrally managed HC's.

PGL AG 12.15
Attach 01
12.04. b & 12.15 b

Workpaper Reconcilation

2013 Test Year for HC A07	$ 1,619,566
Charges into HC/RC A07:	
Charges into/out of RC A07	56,067
Charges to Intra-IBS HC/RC A99	(156,125)
Labor Loaders	266,220
Total RC A07	$ 1,785,728

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	PGL AG 12.15													
2	Attach 01													
3	**2012 Budget to 2013 Budget Comparison**													
4	**Home Center A07 Investor Relations**													Pre-Tax $'s
5	Final 1-19-2012													
6						**Explanation of Change**		**2012**		**2013**		**Dollar Incr (Decr)**		**Percent Incr (Decr)**
7														
8														
9														
10														
11														
12	Office Supplies & Expenses							$ 9,028		$ 5,338		$ (3,690)		-40.87%
13	Miscellaneous Travel and Expenses							161,787		190,180		28,393		17.55%
14	Outsourced Services							164,136		156,975		(7,161)		-4.36%
15	Subscriptions							1,492		1,530		38		2.55%
16	Miscellaneous Invoices							485,459		599,441		113,982		23.48%
17	Postage							154,591		158,920		4,329		2.80%
18	Contractors							-		-		-		N.M.
19	Memberships							18,189		18,698		509		2.80%
20	Consulting			Reduced Mkt Res $60K & Removed Graphic Design $40K				189,232		90,330		(98,902)		-52.26%
21	Total O&M Non-Labor							$ 1,183,914		$ 1,221,412		$ 37,498		3.17%
22	Total O&M Labor			GWI is 3.85%; Headcount at 3 throughout 2012-2013; 2012 Budget Respin - No vacancy adjustment				383,398		398,154		14,756		3.85%
23	Total O&M							$ 1,567,312		$ 1,619,566		$ 52,254		3.33%
24	PGL and NSG rate case Labor							-		-		-		N.M.
25	PGL and NSG rate case Non-Labor							-		-		-		N.M.
26	Capital Labor							-		-		-		N.M.
27	A/R ATC Labor							-		-		-		N.M.
28	Other Income Statement Non-Labor							-		-		-		N.M.
29	Other Balance Sheet Non-Labor							-		-		-		N.M.
30	Total A07 Costs							$ 1,567,312		$ 1,619,566		$ 52,254		3.33%
31										Total home center view				
32														

PGL AG 12.15
Attach 01
Summary of A07 Non-Labor Expenses

A07 Direct Non-Labor Charges		2013	RT 044 from first tab	Diff	Reason
RT 041	$	5,338			
RT 042		190,180			
RT 044					
Outsourced Services		156,975			
Subscriptions & Publications		1,530			
Meeting Expenses		68,045			
Shareholder Fee & Exp		428,675			
Operations Expense		8,676			
Filing Fees		4,000			
NYSE Listing Fees/Misc		90,045			
Consulting *		90,330			
Total RT 044 Invoices		*848,276*	*850,124*	*1,848*	*< AB2 Allocated $'s*
RT 246		158,920			
RT 443		18,698			
Subtotal	$	1,221,412	*Ties to Workpapers 2 tab, cell J21*		
Labor and Allocated $'s		564,316			
Total 2013	$	1,785,728			

* Reduced Mkt Res $60K & Removed Graphic Design $40K

PGL AG 12.15
Attach 01
AG 12.04 & AG 12.15 c

Year	2013									
RC	A07		TEG Investor Relations				AG 12.4 & AG 12.15 c			
								PGL Calc		NSG Calc
Row Labels	Sum of Sum Total Amt				PGL %	NSG %		Allocated $'s		Allocated $'s
Allocated	**$**	**1,785,728.12**								
041										
B500	$	5,338	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	1,371	$	231
042										
B500	$	190,180	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	48,857	$	8,235
044										
B500	$	850,124	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	218,397	$	36,810
246										
B500	$	158,920	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	40,827	$	6,881
433										
B500	$	57,190	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	14,692	$	2,476
443										
B500	$	18,698	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	4,804	$	810
535										
B500	$	118,315	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	30,395	$	5,123
536										
B500	$	37,046	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	9,517	$	1,604
622										
B500	$	28,342	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	7,281	$	1,227
626										
B500	$	160,757	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	41,299	$	6,961
632										
B500	$	44,533	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	11,440	$	1,928
636										
B500	$	252,591	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	64,890	$	10,937
673										
B500	$	19,820	A07B500	105 GCA with IBS w/o ITF	25.69	4.33	$	5,092	$	858
Intra IBS Charges to A99	$	(156,125)						-		-
							$	**498,862**	**$**	**84,082**

AG 12.04 & AG 12.15 d
IBS Home Center A07
Sum of Sum Total Amt

RT/Description	2013 Test Year	2012 Oct YTD	AG 12.04 & AG 12.15d
041Material Issued from Inventory	$ 5,338	$ 1,884	
042PCard/Expense Report Activity	190,180	55,691	Partially offset in RT 044; this RT is used to budget anticipated travel for investor related travel - Including travel for analyst day, international roadshows, Equity Offering Roadshow, See AG 3.14 PDF workpapers for A07- column J (Pg 1 - 7)
044Invoices Processed	850,124	614,727	Includes increase for transfer agent fees - see AG 3.14 PDF workpapers for A07 column J (Pg 1-7)
076Other invoices accrual		3,184	Accruals not budgeted for; assumed accrued/reversed in same year
084Printing		4,627	
085Warehousing/SML		41	
246Postage (incl FedEx mail)	158,920	5,670	Actual Oct YTD 2012 postage of $68,790 is in RT 044 - see AG 3.14 PDF workpapers column J (Pg 1-7)
433Sub Lab Load - Gen Supply, etc	57,190	50,222	Assumes labor loaders follows labor
443Memberships	18,698	18,965	
481Cellular Phone Costs		357	Cell phone costs booked differently for 2012 than 2013 estimates
535Act Benefits Ldr-Subs	118,315	111,455	Assumes labor loaders follows labor
536Act Pay Tax Ldr-Subs	37,046	28,355	Assumes labor loaders follows labor
558Sales Tax		21	Budgeted as part of RT 044
595Aircraft Usage-Nonlabor		1,086	Aircraft usage booked differently for 2012 than 2013 estimates
612NonProd W&HNonUnion Bs&Oth-Act		50	
616W&H NonUnion Base&Oth-Actual		286	Assumes general wage increase. Some RT's not used in Budget.
619W&H NonUnion OT-Actual		321	
622NonProd Exempt Base&Oth-Actual	28,342	23,417	
626Exempt Base & Other-Actual	160,757	127,180	
627Exempt Base & Other - Accrual		182	
632NonProd Exec Base&Oth-Actual	44,533	39,838	
636Executive Base & Other-Actual	252,591	220,012	
637Executive Base & Other-Accrual		1,346	
672NonUnW&H Alloc Goal Sharing		34	
673Exempt Allocated Goal Sharing	19,820	18,530	
761IBS-Allocated Labor	(33,233)	(26,839)	
762IBS-Allocated NonLabor	(98,350)	(55,821)	
875IBS-Allocated Loaders	(17,089)	(14,599)	
928IBS Allocated NPT	(5,859)	(4,865)	
929IBS Allocated Incentive	(1,594)	(1,465)	
934Cell Phone Stipend		1,040	Cell phone costs booked differently for 2012 than 2013 estimates
Grand Total	$ 1,785,728	$ 1,224,932	

ICC Docket No. 12-0512
The Peoples Gas Light and Coke Company's Response to
Attorney General Data Requests AG 12.01-12.22
Dated: November 21, 2012

REQUEST NO. AG 12.16:

Ref: PGL Response to AG 3.14, Att. 1 (IBS AB2 Charges to NSG Variances). The referenced exhibit identifies known "Key Drivers" of increased forecasted expenses from IBS center AB2 "Utility Group Executive Office" in the test year. Please provide the following additional information in connection with this IBS cost center:

a. Provide a detailed breakdown of recorded expenses at IBS, prior to allocation or assignment to the Company and other affiliates, by resource type in calendar 2010, calendar 2011 and in 2012 Year to date through October 31.
b. Provide a detailed statement of assumptions and calculations supporting the proposed 2013 test year forecast, by resource type, prior to allocation or assignment to the Company and other affiliates.
c. Using the information in your response to part (b), provide detailed calculations showing how each element of total IBS cost forecasted for 2013 was allocated or assigned to the Company.
d. Provide a more detailed explanation of each key driver or anticipated change that explains higher forecasted costs in 2013 compared to year-to-date October 2012 recorded costs.
e. Provide complete copies of reports, analyses, studies, workpapers, projections and other documents associated with or supportive of your response to part (d).
f. Provide an itemized listing and description of services received for consulting and other professional services in each historical period 2010, 2011 and 2012, compared to forecasted amounts by vendor/service in the test year and explain why additional services are believed to be needed in 2013 as applicable.

RESPONSE:

a. See Attach 01, tab "AG 12.05 & 12.16 a IBS AB2".
b. See North Shore's response to AG 3.06.
c. See Attach 01, tab "AG 12.05 & 12.16 c IBS AB2".
d. See Attach 01, tab "AG 12.05 & 12.16 d IBS AB2".
e. See Attach 01 and Attach 02.
f. There have been no consulting costs for 2010-2012. As mentioned in Attach 01, tab "AG 12.05 & 12.16 d IBS AB2", the $250,000 of consulting costs in the test year are no longer anticipated to be spent.

AG 12.05 & AG 12.16 a
IBS HC AB2
Sum of Column Labels

Row La	2010	2011	2012 Oct YTD	2013
042	34,864	77,285	70,198	91,400
044	89,427	74,259	37,654	387,009
076	167	(2,629)	111,869	
078	(1,213)		(17,710)	
084	82			
138		30		
271	1,761			
433	11,533	46,669	190,147	233,524
443	711	1,989	1,215	
508		(0)	(0)	
535	111,506	121,519	422,077	483,119
536	31,546	34,270	107,355	151,269
558			1	
595	6,010	10,047	21,729	
612	965		101	
616	3,751			
617	(652)			
622	1,721	3,731	180,274	220,291
626	125,118	1,134,907	967,833	1,249,500
627	(368)	14,646	(4,316)	
632	69,673	66,420	63,446	77,279
636	351,192	407,814	348,973	438,332
637	(1,217)	1,282	(3,618)	
672	361		(139)	
673	1,288	3,952	139,490	154,076
763	812			
875		(202,458)		
934		72	2,330	
Grand T	839,039	1,793,805	2,638,909	3,485,800

AG 12.5 & AG 12.16 b & c

Year	2013 Test Year						
RC	AB2	Utility Group Exec Office			AG 12.5 & AG 12.16 c		
						PGL Calc	NSG Calc
Row Labels	Sum of Sum Total Amt		AG 12.5 & AG 12.16 b	PGL %	NSG %	Allocated $'s	Allocated $'s
Allocated	**1,154,264**						
042							
A505	55,000	AB2A505	Estimate	55.315	8.156	30,423	4,486
044							
A505	318,378	AB2A505	Estimate	55.316	8.156	176,114	25,967
A515	8,600	AB2A515	7 GCA Utilities Only	32.89	5.54	2,829	476
433							
A515	63,032	AB2A515	7 GCA Utilities Only	32.89	5.54	20,731	3,492
535							
A515	130,402	AB2A515	7 GCA Utilities Only	32.89	5.54	42,889	7,224
536							
A515	40,830	AB2A515	7 GCA Utilities Only	32.89	5.54	13,429	2,262
622							
A515	3,040	AB2A515	7 GCA Utilities Only	32.89	5.54	1,000	168
626							
A515	17,243	AB2A515	7 GCA Utilities Only	32.89	5.54	5,671	955
632							
A515	77,279	AB2A515	7 GCA Utilities Only	32.89	5.54	25,417	4,281
636							
A515	438,332	AB2A515	7 GCA Utilities Only	32.89	5.54	144,167	24,284
673							
A515	2,126	AB2A515	7 GCA Utilities Only	32.89	5.54	699	118
						463,371	**73,714**
			A505 = general & adminstrative (G&A). The allocation for G&A is pooled with all Gas Group labor and then allocated out. In an effort to turn this data request around quickly an estimate was used in this calculation.				
Direct	**2,331,536**						
042	36,400					1,200	300
044	60,030					15,420	
433	170,492					33,400	15,352
535	352,717					69,099	31,760
536	110,439					21,635	9,944
622	217,251					42,560	19,562
626	1,232,257					241,403	110,956
673	151,949					29,767	13,682
						454,485	**201,555**
Grand Total	**3,485,800**					**917,856**	**275,269**

PGL AG 12.16
Attach 01
AG 12.05 & AG 12.16 d
IBS Home Center AB2
Resource

AG 12.5 & AG 12.16 d

Type	2013	2012 Oct YTD	
042	91,400	70,198	
			The 2013 test year included an anticipated consulting charge of $250,000. This home center no longer plans to use these planned consulting dollars. RT 044 also includes a budget for the Platt's invoice. This has not been been paid in 2012 yet. See attached PDF for copy of invoice to be paid. (Please net RT 076 actuals with RT 044 - Budget only uses RT 044.)
044	387,009	37,654	
076		111,869	Subscriptions & Memberships use RT 076 for actuals, while the budget uses RT 044 ($118K)
078		(17,710)	
433	233,524	190,147	
443		1,215	
535	483,119	422,077	
536	151,269	107,355	
558		1	
595		21,729	
612		101	Budget uses less RT's than actuals. General Wage Increase & Increase in Labor Loaders
622	220,291	180,274	
626	1,249,500	967,833	
627		(4,316)	
632	77,279	63,446	
636	438,332	348,973	
637		(3,618)	
672		(139)	
673	154,076	139,490	
934		2,330	
Grand Total	**3,485,800**	**2,638,909**	

platts
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Federal ID: 13-1026995

PGL AG 12.16
Attach 02

Invoice Number: 99200365
Account Number: 11523
Invoice Date: 09-OCT-2012
Page: 1 of 3
Terms: Due On Receipt

Accounts Payable
Integrys Energy Group Inc
P.O. Box 19800
GREEN BAY WI 54307-9004

See reverse side for inquiry and correspondence instructions

Description	No.of Units	From Date	To Date	Amount
Reference No: 91521 Start Date: 20-DEC-12 End Date: 19-DEC-13 Purchase Order: 3400000173				
1. Services Provided To: Transaction No.: 4378307 Nicole Hallet Integrys Energy Group Inc 600 North Adams Street GREEN BAY WI 54301				
Market Data-GM-Natural Gas: North American Monthly (Web: Platts)	4	20-DEC-12	19-JUN-13	$ 4,031.00
Market Data-GM-Natural Gas: North American Monthly (FTP: Platts)	7	20-DEC-12	19-JUN-13	$ 6,450.00
Gas Daily Basic Service	16	20-DEC-12	19-JUN-13	$ 12,617.00
Megawatt Daily Basic Service	18	20-DEC-12	19-JUN-13	$ 10,523.50
Inside FERC's Gas Market Report Basic Service	16	20-DEC-12	19-JUN-13	$ 8,853.50
Inside FERC Basic Service	3	20-DEC-12	19-JUN-13	$ 2,795.00

SEE REVERSE SIDE OF INVOICE FOR OUR PRIVACY POLICY AND TERMS AND CONDITIONS

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A Division of The McGraw-Hill Companies
Federal ID: 13-1026995

To ensure proper credit, DETACH HERE and RETURN THIS PORTION with your remittance

MM-0001-00-D

Invoice Number: 99200365
Account Number: 11523
Invoice Date: 09-OCT-2012

ACCOUNTS PAYABLE
INTEGRYS ENERGY GROUP INC
P.O. BOX 19800
GREEN BAY WI 54307-9004

Send Checks Only To:
PLATTS
PO Box 848093
Dallas, TX, 75284-8093 USA

Send Wire Transfers To:
[redacted]

PAYABLE IN US DOLLARS
Total Amount Due: $ 107,768.72

Amount Enclosed:

platts

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Federal ID: 13-1026995

Accounts Payable
Integrys Energy Group Inc
P.O. Box 19800
GREEN BAY WI 54307-9004

Invoice Number: 99200365
Account Number: 11523
Invoice Date: 09-OCT-2012
Page: 2 of 3
Terms: Due On Receipt

See reverse side for inquiry and correspondence instructions

Description	No.of Units	From Date	To Date	Amount
Coal Outlook Basic Service	2	20-DEC-12	19-JUN-13	$ 1,516.50
Metals Week Basic Service	1	20-DEC-12	19-JUN-13	$ 822.50
Energy Trader Basic Service	1	20-DEC-12	19-JUN-13	$ 2,175.00
Market Data Subscription Fee	9	20-DEC-12	19-JUN-13	$ 10,290.00
Market Data CSV Subscription Fee	4	20-DEC-12	19-JUN-13	$ 2,572.50
Market Data-GD-Nat Gas: North American Daily (Web: Platts)	4	20-DEC-12	19-JUN-13	$ 7,018.50
Market Data-GD-Natural Gas: North American Daily (FTP: Platts)	7	20-DEC-12	19-JUN-13	$ 11,230.00
2. Services Provided To: Transaction No.: 4378302 George Rieger Integrys Energy Group Inc 130 East Randolph DR-Main Office, Prudential 24 Fl CHICAGO IL 60601				
Gas Daily Basic Service	18	20-DEC-12	19-JUN-13	$ 13,794.13
Megawatt Daily Basic Service	3	20-DEC-12	19-JUN-13	$ 2,593.50
Inside FERC's Gas Market Report Basic Service	4	20-DEC-12	19-JUN-13	$ 3,119.50
3. Services Provided To: Transaction No.: 4378301 Shawn Gillespie Integrys Energy Group Inc 1412 Howard Street OMAHA NE 68102				
Gas Daily Basic Service	2	20-DEC-12	19-JUN-13	$ 2,353.50
Inside FERC's Gas Market Report Basic Service	2	20-DEC-12	19-JUN-13	$ 1,651.50
Inside FERC Basic Service	1	20-DEC-12	19-JUN-13	$ 1,075.00
4. Services Provided To: Transaction No.: 4378303 Alex Swartz Integrys Energy Group Inc P.O. Box 19800 GREEN BAY WI 54307-9004				
Gas Daily Basic Service	1	20-DEC-12	19-JUN-13	$ 441.65
Inside FERC's Gas Market Report Basic Service	1	20-DEC-12	19-JUN-13	$ 303.19

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Federal ID: 13-1026995

Accounts Payable
Integrys Energy Group Inc
P.O. Box 19800
GREEN BAY WI 54307-9004

Invoice Number: 99200365
Account Number: 11523
Invoice Date: 09-OCT-2012
Page: 3 of 3
Terms: Due On Receipt

See reverse side for inquiry and correspondence instructions

Description	No.of Units	From Date	To Date	Amount
5. Services Provided To: Transaction No.: 4378304 Mary D. Paitrick Integrys Energy Group, Inc. 700 North Adams Street, G2C - X18 GREEN BAY WI 54307-9002				
Gas Daily Basic Service	1	20-DEC-12	19-JUN-13	$ 617.63
Inside FERC's Gas Market Report Basic Service	1	20-DEC-12	19-JUN-13	$ 924.12
				$ 107,768.72

ICC Docket No. 12-0512
The Peoples Gas Light and Coke Company's Response to
Attorney General Data Requests AG 12.01-12.22
Dated: November 21, 2012

REQUEST NO. AG 12.17:

Ref: PGL Response to AG 3.14, Att. 1 (IBS AF4 Charges to NSG Variances). The referenced exhibit identifies known "Key Drivers" of increased forecasted expenses from IBS center AF4 "TEG M2C Billing Chic" in the test year. Please provide the following additional information in connection with this IBS cost center:

a. Provide a detailed breakdown of recorded expenses at IBS, prior to allocation or assignment to the Company and other affiliates, by resource type in calendar 2010, calendar 2011 and in 2012 Year to date through October 31.
b. Provide a detailed statement of assumptions and calculations supporting the proposed 2013 test year forecast, by resource type, prior to allocation or assignment to the Company and other affiliates.
c. Using the information in your response to part (b), provide detailed calculations showing how each element of total IBS cost forecasted for 2013 was allocated or assigned to the Company.
d. Provide a more detailed explanation of each key driver or anticipated change that explains higher forecasted costs in 2013 compared to year-to-date October 2012 recorded costs.
e. Provide complete copies of reports, analyses, studies, workpapers, projections and other documents associated with or supportive of your response to part (d).
f. State assumptions made and provide all calculations performed to project postage costs in 2013, indicating and quantifying any revisions to such cost projections that are believed to be appropriate.

RESPONSE:

a. See Attach 01, tab "AG 12.06 & 12.17 a IBS AF4".
b. See Attach 01, tabs "Workpaper 1" and "Workpaper 2". In addition, see North Shore's response to AG 3.06 for additional workpapers.
c. See Attach 01, tab "AG 12.06 & 12.17 c IBS AF4".
d. See Attach 01, tab "AG 12.06 & 12.17 d IBS AF4".
e. See Attach 01.
f. See Attach 01, tabs "Workpaper 1" and "Workpaper 2". No revisions to the postage costs are projected.

PGL AG 12.17
Attach 01
AG 12.06 & AG 12.17 a
IBS HC AF4
Sum of Sum T Column Labels

Row Labels	2010	2011	2013*	2012 Oct YTD*
042	$ 16,890	$ 7,126	$ 17,215	$ 3,525
044	198,286	17,509	5,139,533	5,870
076	34,958	85,734		(87,181)
084		92		33
138	0	(23)		
271	366			
433	46,328	121,884	178,315	144,028
508	0	0		0
535	436,432	336,084	368,901	319,713
536	123,338	94,574	115,506	81,312
612	202,460	152,000	185,151	138,356
616	1,094,076	1,004,698	1,050,182	736,985
617	(1,465)	(1,133)		(6,431)
619	81,041	53,015	74,340	43,429
622	58,149	33,889	28,962	38,786
626	306,112	195,952	164,275	217,011
627	(1,890)	(1,240)		643
672	60,268	75,639	65,667	55,605
673	30,885	30,859	20,253	32,662
875		(551,085)		
041	123			
085	15			
246	4,307,192	4,512,191		3,965,247
443	108			
620	204	(1,769)		(43)
740	84			
078		(91,336)		88,000
Grand Total	**$ 6,993,960**	**$ 6,074,659**	**$ 7,408,300**	**$ 5,777,550**

* 2012 & 2013 includes overhead labor loaders, while 2010 & 2011 accounted for labor loaders in centrally managed HC's.

PGL AG 12.17
Attach 01
AG 12.1 & AG 12.12 b & c
Year 2013 Test Year

Sum of Sum Total Amt	**AF4**						AG 12.1 & AG 12.12 c		
							PGL Calc	NSG Calc	
Row Labels		2013			PGL %	NSG %	Allocated $'s	Allocated $'s	
Allocated		$ 7,408,300							
042		$ 17,215							
	G400	$ 17,215	AF4G400	# of customers	83.86	16.14	$ 14,436	$ 2,778	
044		$ 5,139,533							
	G400	$ 5,139,533	AF4G400	#N/A	83.86	16.14	4,310,012	829,521	
433		$ 178,315	AF4						
	G200	$ 2,147	AF4G200	Estimate 12 # of Cust	49.52	10.05	1,063	216	
	G400	$ 147,561	AF4G400	# of customers	83.86	16.14	123,745	23,816	
	G401	$ 28,606	AF4G401	# of customers	83.86	16.14	23,989	4,617	
535		$ 368,901							
	G101		AF4G101	# of customers	83.86	16.14	-	-	
	G200	$ 4,442	AF4G200	Estimate 12 # of Cust	49.52	10.05	2,200	446	
	G400	$ 305,278	AF4G400	# of customers	83.86	16.14	256,006	49,272	
	G401	$ 59,181	AF4G401	# of customers	83.86	16.14	49,629	9,552	
536		$ 115,506							
	G101		AF4G101	# of customers	83.86	16.14	-	-	
	G200	$ 1,391	AF4G200	Estimate 12 # of Cust	49.52	10.05	689	140	
	G400	$ 95,586	AF4G400	# of customers	83.86	16.14	80,158	15,428	
	G401	$ 18,530	AF4G401	# of customers	83.86	16.14	15,539	2,991	
612		$ 185,151							
	G200	$ 1,268	AF4G200	Estimate 12 # of Cust	49.52	10.05	628	127	
	G400	$ 147,431	AF4G400	# of customers	83.86	16.14	123,636	23,795	
	G401	$ 36,452	AF4G401	# of customers	83.86	16.14	30,568	5,883	
616		$ 1,050,182							
	G200	$ 7,192	AF4G200	Estimate 12 # of Cust	49.52	10.05	3,561	723	
	G400	$ 836,236	AF4G400	# of customers	83.86	16.14	701,268	134,969	
	G401	$ 206,755	AF4G401	# of customers	83.86	16.14	173,384	33,370	
619		$ 74,340							
	G400	$ 74,340	AF4G400	# of customers	83.86	16.14	62,342	11,998	
622		$ 28,962							
	G200	$ 1,468	AF4G200	Estimate 12 # of Cust	49.52	10.05	727	148	
	G400	$ 27,494	AF4G400	# of customers	83.86	16.14	23,057	4,438	
626		$ 164,275							
	G200	$ 8,326	AF4G200	Estimate 12 # of Cust	49.52	10.05	4,123	837	
	G400	$ 155,948	AF4G400	# of customers	83.86	16.14	130,778	25,170	
672		$ 65,667							
	G200	$ 420	AF4G200	Estimate 12 # of Cust	49.52	10.05	208	42	
	G400	$ 53,180	AF4G400	# of customers	83.86	16.14	44,596	8,583	
	G401	$ 12,068	AF4G401	# of customers	83.86	16.14	10,120	1,948	
673		$ 20,253							
	G200	$ 1,027	AF4G200	Estimate 12 # of Cust	49.52	10.05	508	103	
	G400	$ 19,226	AF4G400	# of customers	83.86	16.14	16,123	3,103	
		$ 7,408,300					$ 6,203,095	$ 1,194,014	$ 7,397,109

G200 = general & adminstrative (G&A). The allocation for G&A is pooled with all customer relations labor and then allocated out. In an effort to turn this data request around quickly an estimate was used in this calculation.

PGL AG 12.17
Attach 01
AG 12.6 & AG 12.17 d & e
IBS Home Center AF4
Sum of Sum Total Amt

RT/Description	2013 Test Year	2012 Oct YTD	AG 12.6 & AG 12.17 d
042PCard/Expense Report Activity	$ 17,215	$ 3,525	
044Invoices Processed	5,139,533	5,870	Postage budgeted in RT 044 (see RT 246 for actuals) - increased by inflation - see workpapers
076Other invoices accrual		(87,181)	See offset in RT 078
078Cash Receipts		88,000	See offset in RT 076
084Printing		33	
246Postage (incl FedEx mail)		3,965,247	Actual Postage in RT 246, while budget uses RT 044
433Sub Lab Load - Gen Supply, etc	178,315	144,028	
535Act Benefits Ldr-Subs	368,901	319,713	
536Act Pay Tax Ldr-Subs	115,506	81,312	
612NonProd W&HNonUnion Bs&Oth-Act	185,151	138,356	Less RT's used for budget compared to actuals. Assume general wage increase
616W&H NonUnion Base&Oth-Actual	1,050,182	736,985	
617W&H NonUnion Base&Oth-Accrual		(6,431)	
619W&H NonUnion OT-Actual	74,340	43,429	
620W&H Non-Union OT-Accrual		(43)	
622NonProd Exempt Base&Oth-Actual	28,962	38,786	
626Exempt Base & Other-Actual	164,275	217,011	
627Exempt Base & Other - Accrual		643	
672NonUnW&H Alloc Goal Sharing	65,667	55,605	
673Exempt Allocated Goal Sharing	20,253	32,662	
Grand Total	$ 7,408,300	$ 5,777,550	

PGL AG 12.17
Attach 01

	USPS	ProSort	Total
PGL	$3,274,131	$631,131	**$3,905,262**
NSG	$596,487	$99,819	**$696,306**
WPS		$2,274,121	**$2,274,121**
UPPCO		$218,293	**$218,293**
Total	**$3,870,618**	**$3,223,364**	**$7,093,982**

PGL NSG Total	$4,601,569	
Total Volume	14,058,591	
cost per item 2009	$0.327	
2010 postage	0.335	
2010 cost	$4,709,627.99	
2011 postage	0.335	4 months
	0.345	8 months
2011 cost	$4,803,820.54	
	0.98	ebill adaption 2%
	$4,707,744.13	
	$50,000.00	additional mailings
2011 cost	$4,757,744.13	
	1.06	postage increase
	$5,043,208.78	
	0.98	ebill adaption 2%
2012 cost	$4,942,344.61	
	$50,000.00	additional mailings
	$4,992,344.61	
	1.028	inflation
	$5,132,130.26	2013 forecast

WPS UPPCO		
2011 Postage	$2,439,000.00	
	1.06	postage increase
	$2,585,340.00	
	0.98	ebill adaption 2%
2012 Cost	$2,533,633.20	

Weekly Communications for June 3, 2011

The budget process is underway, and the Budget Group would like to remind budget preparers of various documents on the PowerNet, as well as updates since the training was completed. Weekly communications will be provided over the course of the budget cycle to keep preparers, coordinators, and leaders informed of what is going on in the budget process. Please continue

1. **General Reminders**:

a. Discuss business drivers, upcoming projects, and tactical planning for respective functions so that a solid budget can be prepared. The data and assumptions should be clearly documented and reviewed by your leader(s) prior to input in Cognos. Annotations and supporting documents may be attached to Cognos.

b. Requests for chartfield additions to Cognos applications should be made in early June (see instructions on page 17 of the Training-General manual).

c. Weekly communications will continue throughout the budget process, and will be posted on the PowerNet, Budgets Home Page, 2012-2013 Cycle. If anyone is aware of changes to this e-mail group, please notify the Budget Group.

2. **Inflation Increases**:

a. Labor

Administrative increases effective March 1, including merit, progressions, and promotions

2012 – 3.85% (3.0% plus 0.85%)

2013 – 3.85% (3.0% plus 0.85%)

Union salary growth assumptions are per union contract plus 0.55%

b. Non-Labor

Real escalation inferred by contractual agreements should be used where applicable

2012 – 1.9%

2013 – 2.8%

3. **Documents on PowerNet**:

a. Budget Training Manuals: The annual budget training manuals are updated and located on the PowerNet, Budgets Home Page, Budget Training Manuals or by selecting the following link: https://powernet.integrysgroup.com/wcm/pn_prod/PowerNet/content/fa/Budgets/Budget_Training_Manuals/index.jsp

b. Summary of Assumptions: A brief summary of budget assumptions taken from the training manuals is available on the PowerNet, Budgets Home Page, Budget Training Manuals, Summary of Assumptions.

c. Assumptions Letters: The assumptions letters for Combined, IBS, MERC, MGU, PGL-NSG, and WPS-UPPCO-WRPC are available on the PowerNet, Budgets Home Page, 2012-2013 Cycle. The Combined assumptions letter includes items that relate to all companies.

d. Calendars: The Calendar by Company and IBS Calendar are shown on pages 4-5 of the Training-General manual. They are also available on the main Budgets Home Page.

Directors of Accounting (DA's), Directors of Finance (DF's), and leaders may have earlier deadlines in order to review budgets prior to their sign-off of financial statements. Those deadlines will be communicated directly from them to budget preparers for the respective companies or functional areas.

4. **Upcoming Dates**:

a. P/S Query Training: Green Bay G1-1, Chicago PRU-19B8, and LiveMeeting

June 6 10:00-11:00

b. Budget Open Labs: Green Bay A1-5 – Phone 801-1575

June 6 12:00-4:00

June 8 8:00-12:00

June 22 8:00-12:00

June 29 8:00-12:00

July 13 8:00-12:00

ICC Docket No. 12-0512
The Peoples Gas Light and Coke Company's Response to
Attorney General Data Requests AG 12.01-12.22
Dated: November 21, 2012

REQUEST NO. AG 12.18:

Ref: PGL Response to AG 3.14, Att. 1 (IBS AF5 Charges to NSG Variances). The referenced exhibit identifies known "Key Drivers" of increased forecasted expenses from IBS center AE8 "TEG M2C Collections Chic" in the test year. Please provide the following additional information in connection with this IBS cost center:

a. Provide a detailed breakdown of recorded expenses at IBS, prior to allocation or assignment to the Company and other affiliates, by resource type in calendar 2010, calendar 2011 and in 2012 Year to date through October 31.
b. Provide a detailed statement of assumptions and calculations supporting the proposed 2013 test year forecast, by resource type, prior to allocation or assignment to the Company and other affiliates.
c. Using the information in your response to part (b), provide detailed calculations showing how each element of total IBS cost forecasted for 2013 was allocated or assigned to the Company.
d. Provide a more detailed explanation of each key driver or anticipated change that explains higher forecasted costs in 2013 compared to year-to-date October 2012 recorded costs.
e. Provide complete copies of reports, analyses, studies, workpapers, projections and other documents associated with or supportive of your response to part (d).

RESPONSE:

a. See Attach 01, tab "AG 12.07 & 12.18 a IBS AE8".
b. See North Shore's response to AG 3.06 for workpapers.
c. See Attach 01, tab "AG 12.07 & 12.18 c IBS AE8".
d. See Attach 01, tab "AG 12.07 & 12.18 d IBS AE8".
e. See Attach 01.

PGL AG 12.18
Attach 01
AG 12.07 & AG 12.18 a
IBS HC AE8 TEG CR Call Center CHIC

Resource Type	2010	2011	2013*	2012 Oct YTD*
042	87,910	81,741	148,492	113,113
044	162,743	13,827	5,268,966	12,509
076	82,711	1,223,155		(1,334,503)
078		(16)		
084	4,096	1,830		486
085		1		
122	22,917	43,871		54,990
271	25			
381	471,768			
433	10,677	36,736	191,434	35,394
443	14	950		150
508	0	(0)		0
535	98,776	96,592	396,042	78,482
536	27,614	27,200	124,005	19,985
558	2	10		175
612	22,130	21,915	175,777	16,608
616	1,021,846	597,822	997,015	89,144
617	(25,987)	(8,988)		(652)
619	80,878	20,081	58,814	4,133
620	(1,527)	(437)		(23)
622	37,727	32,674	57,790	27,264
626	239,108	239,473	327,790	151,832
627	(1,720)	(1,294)		104
672	6,030	12,705	61,755	6,764
673	20,773	26,310	40,413	23,268
740	5,543,133	4,015,722		5,899,225
875		(160,065)		
914		(0)		
Grand Total	**7,911,645**	**6,321,814**	**7,848,293**	**5,198,446**

* 2012 & 2013 includes overhead labor loaders, while 2010 & 2011 accounted for labor loaders in centrally managed HC's.

AG 12.07 & AG 12.18 c

Year	2013 Test Year						
RC	AE8	TEG CR Call Center CHIC				AG 12.07 & AG 12.18 c	
						PGL Calc	NSG Calc
Row Labels	Sum of Sum Total Amt			PGL %	NSG %	Allocated $'s	Allocated $'s
Allocated	**204,050**						
042							
G102	148,492	AE8G102	12 # of Customers PGL, NSG	83.86	16.14	124,525	23,967
433							
G200	4,356	AE8G200	Estimate G&A Customer Relations	50.00	9.57	2,178	417
535							
G200	9,011	AE8G200	Estimate 12 # of Cust	50.00	9.57	4,505	862
536							
G200	2,821	AE8G200	Estimate 12 # of Cust	50.00	9.57	1,411	270
612							
G200	4,192	AE8G200	Estimate 12 # of Cust	50.00	9.57	2,096	401
616							
G200	23,779	AE8G200	Estimate 12 # of Cust	50.00	9.57	11,889	2,274
622							
G200	1,358	AE8G200	Estimate 12 # of Cust	50.00	9.57	679	130
626							
G200	7,701	AE8G200	Estimate 12 # of Cust	50.00	9.57	3,851	737
672							
G200	1,391	AE8G200	Estimate 12 # of Cust	50.00	9.57	695	133
673							
G200	950	AE8G200	Estimate 12 # of Cust	50.00	9.57	475	91
						152,304	29,281

G200 = general & adminstrative (G&A). The allocation for G&A is pooled with all customer relations labor and then allocated out. In an effort to turn this data request around quickly an estimate was used in this calculation.

		P00	B00
Direct			
044	5,268,966	4,484,284	774,428
433	187,078	161,569	24,965
535	387,032	334,258	51,647
536	121,183	104,659	16,171
612	171,585	148,593	22,298
616	973,236	842,827	126,473
619	58,814	49,673	9,141
622	56,433	48,530	7,902
626	320,088	275,267	44,822
672	60,364	52,202	7,932
673	39,464	33,938	5,526
Total Direct Charged	7,644,243	6,535,801	1,091,305
Total Allocated & Direct	**7,848,293**	**6,688,105**	**1,120,586**

PGL AG 12.18
Attach 01
AG 12.07 & AG 12.18 d
IBS Home Center AE8
Sum of Sum Total Amt

RT/Description	2013 Test Year	Oct YTD 2012	AG 12.07 & AG 12.18 e
042PCard/Expense Report Activity	148,492	113,113	
044Invoices Processed	5,268,966	12,509	2013 Test Year uses RT 044 for budgeting Outsourced Services. Actuals use RT 740 & any accruals use RT 076.
076Other invoices accrual		(1,334,503)	2013 Test Year uses RT 044 for budgeting Outsourced Services. Actuals use RT 740 & any accruals use RT 076.
084Printing		486	
122Professional Serv Consulting		54,990	
433Sub Lab Load - Gen Supply, etc	191,434	35,394	Estimate G&A Customer Relations
443Memberships		150	
535Act Benefits Ldr-Subs	396,042	78,482	Overhead Labor loaders follow labor.
536Act Pay Tax Ldr-Subs	124,005	19,985	Overhead Labor loaders follow labor.
558Sales Tax		175	
612NonProd W&HNonUnion Bs&Oth-Act	175,777	16,608	See Data Request AG 3.06 1. Shift in headcount within Customer Relations HC's, due to Team Future restructuring.
616W&H NonUnion Base&Oth-Actual	997,015	89,144	
617W&H NonUnion Base&Oth-Accrual		(652)	
619W&H NonUnion OT-Actual	58,814	4,133	
620W&H Non-Union OT-Accrual		(23)	
622NonProd Exempt Base&Oth-Actual	57,790	27,264	
626Exempt Base & Other-Actual	327,790	151,832	
627Exempt Base & Other - Accrual		104	
672NonUnW&H Alloc Goal Sharing	61,755	6,764	
673Exempt Allocated Goal Sharing	40,413	23,268	
740Outsourced Services		5,899,225	2013 Test Year uses RT 044 for budgeting Outsourced Services. Actuals use RT 740 & any accruals use RT 076.
Grand Total	**7,848,293**	**5,198,446**	

ICC Docket No. 12-0512
The Peoples Gas Light and Coke Company's Response to
Attorney General Data Requests AG 12.01-12.22
Dated: November 21, 2012

REQUEST NO. AG 12.19:

Ref: Ref: PGL Response to AG 3.14, Att. 1 (IBS A50 Charges to NSG Variances). The referenced exhibit identifies known "Key Drivers" of increased forecasted expenses from IBS center AE8 "IBS Legal Centrally Budgeted" in the test year. Please provide the following additional information in connection with this IBS cost center:

a. Provide a detailed breakdown of recorded expenses at IBS, prior to allocation or assignment to the Company and other affiliates, by resource type in calendar 2010, calendar 2011 and in 2012 Year to date through October 31.
b. Provide a detailed statement of assumptions and calculations supporting the proposed 2013 test year forecast, by resource type, prior to allocation or assignment to the Company and other affiliates.
c. Using the information in your response to part (b), provide detailed calculations showing how each element of total IBS cost forecasted for 2013 was allocated or assigned to the Company.
d. Provide a more detailed explanation of each key driver or anticipated change that explains higher forecasted costs in 2013 compared to year-to-date October 2012 recorded costs.
e. Provide complete copies of reports, analyses, studies, workpapers, projections and other documents associated with or supportive of your response to part (d)
f. Explain in detail each legal proceeding or other event that is expected to require greater usage of outside legal counsel in 2013 than was required in prior periods.

RESPONSE:

a. See Attach 01, tab "AG 12.08 & 12.19 a IBS A50".
b. See Attach 01, tab "AG 12.08 & 12.19 def IBS A50". In addition, see North Shore's response to AG 3.06 for additional workpapers.
c. See Attach 01, tab "AG 12.08 & 12.19 c IBS A50".
d. See Attach 01, tab "AG 12.08 & 12.19 def IBS A50".
e. See Attach 01.
f. See Attach 01, tab "AG 12.08 & 12.19 def IBS A50".

AG 12.08 & AG 12.19 a
IBS HC A50

Resource Type	2010	2011	2013	2012 Oct YTD
042	4,620	412		1,051
044	132,782	2,883		(1,513)
072	7,774,252	7,795,349	9,176,226	5,412,297
076	117,061	80,996		214,339
084	10			
138	0	4,922		(5,000)
271	50			
433	236			324
535	2,420			725
536	701			183
622	1,381			417
626	7,736			2,245
673	209			229
761	(834)			(179)
875	(300)			(98)
928				(33)
929				(18)
443	195			289
078	(2,069)	(391,128)		(14,180)
762	(484)	(407)	(121,029)	(107)
Grand Total	**8,037,965**	**7,493,028**	**9,055,197** [1]	**5,610,970**

[1] 2013 Test Year includes $1,518,562 of IBS allocated legal cost, not in actuals. Actuals are charged out to the Affiliates using an RC A51 chartfield. Both the 2013 test year and the historical actuals use the 'General Corporate Allocator' as a method of cross charging the Affiliates, however the chartfields used were slightly different. The below analysis removes the IBS Outside Legal Counsel from 2013 Test Year and compares HC A50 with similar data (Non-IBS Outside Legal Counsel only).

IBS Outside Legal	1,006,093	808,623	1,518,562	688,310
Non-IBS Outside Legal Counsel	**8,037,965**	**7,493,028**	**7,536,635**	**5,610,970**

AG 12.08 & AG 12.19 c

Year	**2013 Test Year**						
RC	**A50**	IBS Legal - Centrally Budgeted				AG 12.8 & AG 12.19 c	
						PGL Calc	NSG Calc
Row Labels	Sum of Sum Total Amt			PGL %	NSG %	Allocated $'s	Allocated $'s
Allocated (IBS Outside Legal Counsel)	**1,518,562**						
072							
L100	1,518,562	A50L100	1 GCA with IBS	25.46	4.29	386,626	65,146

		P00	B00
Direct			
072	**7,657,664**	2,965,451	503,236
Alloc to IBS	**(121,029)**	-	-
Total Allocated and Direct Charged	**9,055,197**	**3,352,077**	**568,382**

AG 12.08 & AG 12.19 d, e and f
IBS Home Center A50
Sum of Sum Total Amt

RT/Description	2013 Test Year	Oct YTD 2012	AG 12.08 & AG 12.19 d
042PCard/Expense Report Activity		1,051	
044Invoices Processed		(1,513)	
072Legal actual	9,176,226	5,412,297	See below details regarding usage of Non-IBS legal counsel in 2013 vs. prior periods. *
076Other invoices accrual		214,339	
078Cash Receipts		(14,180)	
138Financial Transact - Level 1		(5,000)	
433Sub Lab Load - Gen Supply, etc		324	
443Memberships		289	
535Act Benefits Ldr-Subs		725	
536Act Pay Tax Ldr-Subs		183	
622NonProd Exempt Base&Oth-Actual		417	
626Exempt Base & Other-Actual		2,245	
673Exempt Allocated Goal Sharing		229	
761IBS-Allocated Labor		(179)	
762IBS-Allocated NonLabor	(121,029)	(107)	
875IBS-Allocated Loaders		(98)	
928IBS Allocated NPT		(33)	
929IBS Allocated Incentive		(18)	
Grand Total	**9,055,197**	**5,610,970**	
IBS Outside Legal Counsel	1,518,562	688,310	See 'AG 12.8 & 19 a IBS A50' tab for explanation
Non-IBS Outside Legal Counsel	**7,536,635**	**4,922,660**	See below details regarding usage of Non-IBS legal counsel in 2013 vs. prior periods. *

*** YTD Actual for A50 is lower than in prior years for the following reasons:**
As of 10/31/12, there has been approximately $1M that has been reclassified from the income statement to the balance sheet. The reallocation occurred as the result of the costs associated with a particular tort claim (indemnity, legal/expert fees, and reserves) exceeding the company's self-insured retention. Any amount spent in excess of the SIR will in essence be recovered from our insurance company. Going forward, any expenses associated with the specific claims will be charged directly to the balance sheet.

Trending external legal spend based on the criteria used above for the previous year's reflects the following:

Actual 2009	Actual 2010	Actual 2011
$5,909,865	$8,033,518	$7,489,098

The three year average of the outside legal spend would be $7,144,160.

Other considerations in the increase in O&M legal expense are:
Legal Services had implemented cost management efforts which have been in place since 2008 which included negotiation of discounts and reduced rates with law firms and the pursuit of alternative fee arrangements where appropriate; however, since the fees have remained flat since 2008 we anticipate an increase in rates from external firms in 2013.

Legal Services assumes it will continue to support large and small litigation matters similar to those currently pending. The budget projections do not assume support for major merger and acquisition activity or unusual financing and SEC activity. Legal Services does not allocate dollars to capital projects as a general rule but does allocate expenses incurred to capital projects as appropriate which may result in variances in operating expense actuals.

ICC Docket No. 12-0512
The Peoples Gas Light and Coke Company's Response to
Attorney General Data Requests AG 12.01-12.22
Dated: November 21, 2012

REQUEST NO. AG 12.20:

Ref: Ref: PGL Response to AG 3.14, Att. 1 (IBS Depreciation Charges to PGL). The referenced exhibit identifies known "Key Drivers" of increased forecasted expenses from IBS for "Depreciation" in the test year. Please provide the following additional information in connection with this IBS forecasted charge:

a. Provide a detailed description of the procedures used by IBS to record and allocate/assign depreciation on each type of asset for which depreciation is recorded.
b. Explain the basis for each depreciation accrual rate that was used by IBS in 2011, 2012 and forecasted to be used in the 2013 test year, indicating whether and when the Illinois Commission reviewed or approved each such rate.
c. Provide a detailed calculation of monthly depreciation expense recorded by IBS within calendar 2011 and to date through October 31, 2012, prior to assignment or allocation to the Company and other affiliates, explaining the causes for any individually significant fluctuation in such charges among months.
d. Describe each element of the work asset management system, indicating when it was or is expected to be in service and what, if any, existing systems it will replace or supplement.
e. What are the anticipated benefits to be derived from the work asset management system?
f. Provide complete copies of each business case, cost/benefit study or other economic analysis that was relied upon by Company management to decide to deploy the work asset management system.
g. Provide a detailed calculation of projected monthly 2013 IBS depreciation by asset group/class within IBS and by system (such as work asset management), indicating how each of the "Key Drivers" listed in the response for "Depreciation" can be observed to impact the monthly projected total charges and the amounts forecasted to be charged to the Company.
h. Explain and quantify each known revision or update to test year forecasted IBS depreciation charges to the company.

ICC Docket No. 12-0512
The Peoples Gas Light and Coke Company's Response to
Attorney General Data Requests AG 12.01-12.22
Dated: November 21, 2012

RESPONSE:

a. See Attach 01.
b. In 2008, certain plant assets were transferred to Integrys Business Support, LLC (IBS), a services company formed under Integrys Energy Group, Inc. (Integrys). IBS was formed to provide shared services for the entire Integrys family of companies. Upon formation, certain common assets from each of Integrys' companies were transferred to IBS in order for it to perform its shared services functions. In ICC Docket 07-0361, Linda M. Kallas' direct testimony (and related exhibits) on behalf of Peoples Gas and North Shore supporting the formation of IBS indicated that the assets transferred to IBS from Wisconsin Public Service Corporation (WPSC) were to be depreciated using the lives and methods of those approved for the assets deployed at WPSC. Assets transferred from other entities would continue similar depreciation lives as previously determined. The ICC approved the initial asset transfer and subsequent asset transfers in Docket 07-0361. Future purchases of any new assets would follow the life, depreciation, and AFUDC policies of WPSC.
c. See Attach 02.
d. The Work Asset Management System went into service in 2010 and replaced the following legacy systems:
    1. GMOS – Gas Main Online System
    2. GMIS – Gas Main Information System
    3. DMIS – Distribution Management Information System
    4. SPIS – Service Pipe Information System
    5. LKMS – Leak Management System

    However, after implementation, it was determined that certain functionality was missing and the WAM GAP project was initiated. The $10 million budget is on still on track.
e. Operational benefits will be realized in the regulatory Compliance processes as well as Construction, Maintenance, and Permitting processes. The Companies also expect improved record retention as a result of improved data integrity and increased standardization of processes.
f. See Attach 03 for the business case for the WAM GAP project. See Attach 04 for the GAP Analysis Report.
g. See Attach 01.
h. No changes to test year forecasted IBS depreciation charges have been made.

PGL AG 12.20
Attach 01
Instructions

As part of the services provided to its customers, Integrys Business Support requires the use of its assets. Therefore deprecation expense on IBS assets should billed to the internal customers. The depreciation expense is calculated once a year, during budget preparation, based on the most recent actual numbers available at the time the budget is finalized. The depreciation expense will be allocated to the internal customers based on approved allocation methodologies. The actual depreciation on IBS assets is calculated every month on IBS' books. The difference between actual depreciation and the budgeted deprecation allocation is then allocated in a residual entry based on how all costs were allocated to the internal customers for that month.

1) Obtain IBS Depreciation Expense for the Two Year Budget cycle from property (see 2012-2013 Depr & NBV tab;)
2) Group the asset classes into asset ownership groups from Linda's testimony Exhibit 1.4.

Asset Group	Plant Account	Allocation Methodology
Software	303330, 30350, 30370	# of Customers, # of Transactions, # of Employees, # of Transportation Customers, Miles of Main
Structures & Improvements	3901	Picked up in Facilities Loader
Office Furniture	3911	Picked up in Facilities Loader
Computers & Peripherals	391210	Picked up in Facilities Loader
mainframe/server	391220	# of PCs
Furniture & Equipment	3913	Picked up in Facilities Loader
Misc tools	3940	General Corporate Allocator
Misc Equip	3950, 3960, 3980	General Corporate Allocator
telecom	3971, 3975	# of Phone Lines
print shop	various (based on location)	$ Assoc w/ # of Imprints
environmental	various (based on location)	Total Environmental HC Billings

3) Allocate asset group balance to subsidiaries using the allocation methodology described in step 2 (see Jan 2012 Depr-Dec 2012 Depr tabs)

4) Any PPE assets that are phased in and not immediately used by all companies should be treated independently. This is how WAM was treated with Phase 1 costs being allocated to PGL and NSG and Phase 2 - 4 being allocated to WPSC, UPPCO, MGU and MERC. (see WAM tab)

PGL AG 12.20
Attach 01

	NSG	PGL	Total	
2013 Annual Depreciation	3,664,026	8,880,779	12,544,806	
2013 Monthly Depreciation	305,336	740,065	1,045,400	12,544,806

*For the test year 2013 Depreciation the expense is not broken down by month and is divided by 12.

PGL AG 12.20
Attach 01
IBS Depreciation Allocation
2013
FILING UPDATE

				NSG	PGL	Total
Computers and Per	**908,241**		# of PCs			
				-	-	-
Furniture and Structures	**1,228,860**		Total IBS labor			
	16,136	Office Furniture & Equipment		-	-	-
	678,172	Office Furniture		-	-	-
	534,551	Structures & Improvements		-	-	-
	178,092					
Software	**9,530,322**		# of Customers	7.30%	37.91%	45.21%
	630,277	3 Yr Software Customer Based		46,010	238,938	284,948
	0	5 Yr Software Customer Based		-	-	-
			# of Pos	7.21%	18.87%	26.08%
	355,471	3 Yr Software PO Based		25,629	67,077	92,707
	0	5 Yr Software PO Based		-	-	-
			# of Employees	4.56%	34.60%	39.16%
	2,015,989	3 Yr Software Employee Based		91,929	697,532	789,461
	0	5 Yr Software Employee Based		-	-	-
			# of Transactions	5.81%	12.47%	18.28%
	615,988	3 Yr Software Transaction Based		35,789	76,814	112,603
	4,512,602	5 Yr Software Transaction Based		262,182	562,721	824,904
			# of Transport Customers	13.82%	65.47%	79.29%
	0	3 Yr Software Transp Cust Based		-	-	-
			# of Transactions - Gas	5.84%	12.52%	18.36%
	1,399,995			81,759.72	175,279.39	257,039
Mainframe server	**5,094,985**		# of PCs	3.94%	30.53%	34.47%
				200,742	1,555,499	1,756,241
Total Print Shop Assets	**160,012**		$ Assoc w/ # of Imprints	5.24%	25.30%	30.54%
				8,385	40,483	48,868

Telecom	**231,736**	# of phone lines	2.33%	23.46%	25.79%
			5,399	54,365	59,765
WAM - Phase 1 & GAP	**8,305,138**	Miles of Main	34.97%	65.03%	100.00%
			2,904,306.82	5,400,831.36	8,305,138
WAM - Phase 2	**589,339**	# of Customers	0.00%	0.00%	0.00%
			-	-	-
	40,631	Corporate Cost Allocator	4.66%	27.66%	32.32%
Misc Equipment	39,887		1,859	11,033	12,891
Misc Tools	744		35	206	240
Depreciation Billing	**23,952,163.26**		**3,664,026.31**	**8,880,779.29**	12,544,806
			305,335.53	740,064.94	1,045,400.47
	26,089,264				

PGL AG 12.20
Attach 01
IBS F11 2011-2013 Expense & NBV

		July-December 2011		January 2012		February 2012		March 2012		April 2012		May 2012	
Fcst Depr Group Id	**Expense Acct Id**	**Depreciation Expense**	**NBV**	**Depreciation Expense**	**NBV**	**Depreciation Expense**	**NBV**	**Depreciation Expense**	**NBV**	**Depreciation Expense**	**NBV**	**Depreciation Expense**	**NBV**
391210 RCA00 PC Amort	IBS - 403000 - 300 - IBS	$177,863.01	$403,686.13	$18,705.24	$384,980.89	$23,179.79	$898,747.10	$27,972.99	$971,359.11	$28,826.46	$1,006,709.65	$29,896.07	$1,040,990.58
3913 RCA00 Data Handling	IBS - 403000 - 300 - IBS	$62,615.28	$338,641.70	$19,719.22	$1,432,922.48	$34,052.55	$2,004,869.93	$39,102.55	$1,965,767.38	$39,102.55	$1,926,664.83	$39,102.55	$1,887,562.28
3911 RCA00 Office Furn Equip	IBS - 403000 - 300 - IBS	$2,390.70	$79,433.37	$398.45	$79,034.92	$398.45	$78,636.47	$398.45	$78,238.02	$398.45	$77,839.57	$398.45	$77,441.12
3911 RCA00 Office Furn Equip (12yr)	IBS - 403000 - 300 - IBS	$321,843.96	$1,747,966.06	$53,640.66	$1,694,325.40	$53,640.66	$1,640,684.74	$53,640.66	$1,587,044.08	$53,640.66	$1,533,403.42	$53,640.66	$1,479,762.76
3911 RCA00 Office Furn Equip (7yr)	IBS - 403000 - 300 - IBS	$54,042.36	$142,569.25	$9,007.06	$133,562.19	$9,007.06	$124,555.13	$9,007.06	$115,548.07	$9,007.06	$106,541.01	$9,007.06	$97,533.95
3901 RCA00 Str Impr Leased (GB PS)	IBS - 404210 - 300 - IBS	$1,764.57	$294.09	$294.09	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3901 RCA00 Str Impr Leased (Prud)	IBS - 404210 - 300 - IBS	$267,275.70	$1,291,832.59	$44,545.95	$1,247,286.64	$44,545.95	$1,202,740.69	$44,545.95	$1,158,194.74	$44,545.95	$1,113,648.79	$44,545.95	$1,069,102.84
30330 RCA00 Sftw 3Y Customer Based	IBS - 404200 - 300 - IBS	$55,523.16	$150,040.49	$10,105.00	$139,935.49	$10,105.00	$129,830.49	$7,228.34	$122,602.15	$4,351.67	$118,250.48	$4,351.67	$113,898.81
30350 RCA00 Sftw 5Y Customer Based	IBS - 404200 - 300 - IBS	$3,153,242.96	$19,587,254.53	$512,159.61	$19,075,094.92	$512,159.61	$18,562,935.31	$512,159.61	$18,050,775.70	$512,159.61	$17,538,616.09	$512,159.61	$17,026,456.48
30330 RCA00 Sftw 3Y PO Based	IBS - 404200 - 300 - IBS	$98,735.73	$967,678.51	$29,622.62	$938,055.89	$29,622.62	$908,433.27	$29,622.62	$878,810.65	$29,622.62	$849,188.03	$29,622.62	$819,565.41
30350 RCA00 Sftw 5Y PO Based	IBS - 404200 - 300 - IBS	$12,829.93	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30330 RCA00 Sftw 3Y Empl Based	IBS - 404200 - 300 - IBS	$1,600,658.56	$2,849,147.02	$243,280.87	$2,605,866.15	$249,246.97	$2,786,178.84	$254,621.18	$2,581,557.66	$258,707.06	$2,659,650.60	$266,504.77	$2,617,780.83
30350 RCA00 Sftw 5Y Empl Based	IBS - 404200 - 300 - IBS	$60,406.61	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30330 RCA00 Sftw 3Y Trans Based	IBS - 404200 - 300 - IBS	$484,385.16	$970,004.82	$69,620.28	$900,384.54	$69,620.28	$830,764.26	$69,088.33	$761,675.93	$68,556.37	$693,119.56	$68,556.37	$624,563.19
30350 RCA00 Sftw 5Y Trans Based	IBS - 404200 - 300 - IBS	$2,265,950.27	$15,231,566.88	$377,074.02	$14,854,492.86	$377,074.02	$14,477,418.84	$376,562.08	$14,100,856.76	$376,050.15	$13,724,806.61	$376,050.15	$13,348,756.46
30330 RCA00 Sftw 3Y Transport Based	IBS - 404200 - 300 - IBS	$43,855.39	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30350 RCA00 Sftw 5Y Trans - Gas	IBS - 404200 - 300 - IBS	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
391220 RCA00 Mainframe	IBS - 403000 - 300 - IBS	$420,142.45	$478,056.00	$72,843.19	$405,212.81	$72,843.19	$332,369.62	$72,843.19	$259,526.43	$72,843.19	$186,683.24	$72,843.19	$113,840.05
391220 RCA00 Server ES&C	IBS - 403000 - 300 - IBS	$204,227.04	$897,923.68	$34,037.84	$863,885.84	$34,037.84	$829,848.00	$34,037.84	$795,810.16	$34,037.84	$761,772.32	$35,550.81	$907,777.52
391220 RCA00 Servers	IBS - 403000 - 300 - IBS	$123,093.06	$0.00	$0.00	$0.00	$55,200.00	$0.00	$255,011.46	$59,988.54	$263,747.58	$696,240.96	$288,335.31	$2,625,100.09
391210 RCA00 PC Amort/Print Shop	IBS - 403000 - 300 - IBS	$2,978.88	$24,190.53	$496.48	$23,694.05	$496.48	$23,197.57	$496.48	$22,701.09	$496.48	$22,204.61	$496.48	$21,708.13
3913 RCA00 Data Handling/Print Shop	IBS - 403000 - 300 - IBS	$19,104.30	$20,912.08	$3,184.05	$17,728.03	$3,184.05	$14,543.98	$3,184.05	$11,359.93	$3,184.05	$8,175.88	$4,850.72	$203,325.16
3960 RCA00 Pwr Oper Equip/Print Shp	IBS - 403000 - 300 - IBS	$645.18	$10,760.85	$107.53	$10,653.32	$107.53	$10,545.79	$107.53	$10,438.26	$107.53	$10,330.73	$107.53	$10,223.20
3971 RCA00 Com Equip/Print Shop	IBS - 403000 - 300 - IBS	$491.88	$3,598.98	$81.98	$3,517.00	$81.98	$3,435.02	$81.98	$3,353.04	$81.98	$3,271.06	$81.98	$3,189.08
3975 RCA00 FiberOpticLine/Print Shp	IBS - 403000 - 300 - IBS	$1,785.84	$24,852.39	$297.64	$24,554.75	$297.64	$24,257.11	$297.64	$23,959.47	$297.64	$23,661.83	$297.64	$23,364.19
3979 RCA00 Comm Equip-Fiber Optic	IBS - 403000 - 300 - IBS	$2,244.18	$39,834.83	$374.03	$39,460.80	$374.03	$39,086.77	$374.03	$38,712.74	$374.03	$38,338.71	$374.03	$37,964.68
3971 RCA00 Communication Equipment	IBS - 403000 - 300 - IBS	$72,389.58	$1,011,080.89	$12,064.93	$999,015.96	$12,064.93	$986,951.03	$12,064.93	$974,886.10	$12,064.93	$962,821.17	$12,438.93	$1,058,092.78
3975 RCA00 FiberOpticLine	IBS - 403000 - 300 - IBS	$344.82	$7,270.26	$57.47	$7,212.79	$57.47	$7,155.32	$57.47	$7,097.85	$57.47	$7,040.38	$57.47	$6,982.91
3980 RCA00 Misc Equip	IBS - 403000 - 300 - IBS	$2,369.88	$28,000.10	$394.98	$27,605.12	$394.98	$27,210.14	$394.98	$26,815.16	$394.98	$26,420.18	$394.98	$26,025.20
3940 RCA00 Tools, Shop Comm	IBS - 403000 - 300 - IBS	$372.06	$5,638.91	$62.01	$5,576.90	$62.01	$5,514.89	$62.01	$5,452.88	$62.01	$5,390.87	$62.01	$5,328.86
3950 RCA00 Lab Equipment	IBS - 403000 - 300 - IBS	$15,505.86	$398,203.63	$2,584.31	$395,619.32	$2,584.31	$393,035.01	$2,625.98	$410,409.03	$2,667.64	$407,741.39	$2,667.64	$405,073.75
3960 RCA00 Pwr Oper Equip	IBS - 403000 - 300 - IBS	$25.98	$666.01	$4.33	$661.68	$4.33	$657.35	$4.33	$653.02	$4.33	$648.69	$4.33	$644.36
		$8,641,308.76	$42,706,681.39	$1,368,453.17	$41,338,228.22	$1,429,619.27	$40,393,368.61	$1,630,926.06	$39,147,442.55	$1,639,869.16	$38,744,373.39	$1,675,808.24	$39,999,661.14

June 2012		July 2012		August 2012		September 2012		October 2012		Novemb
Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	End Balance
$30,784.51	$1,094,383.07	$31,672.95	$1,126,887.12	$32,381.62	$1,115,369.50	$32,489.45	$1,103,744.05	$32,597.27	$1,092,009.78	$32,824.13	$1,972,627.66
$39,102.55	$1,848,459.73	$39,102.55	$1,809,357.18	$39,102.55	$1,770,254.63	$39,102.55	$1,731,152.08	$39,102.55	$1,692,049.53	$40,935.88	$2,566,153.08
$402.61	$79,038.51	$406.78	$78,631.73	$406.78	$78,224.95	$406.78	$77,818.17	$406.78	$77,411.39	$406.78	$97,627.14
$53,640.66	$1,426,122.10	$53,640.66	$1,372,481.44	$53,640.66	$1,318,840.78	$53,640.66	$1,265,200.12	$53,640.66	$1,211,559.46	$53,640.66	$7,724,254.65
$9,007.06	$88,526.89	$9,007.06	$79,519.83	$9,007.06	$70,512.77	$9,007.06	$61,505.71	$9,007.06	$52,498.65	$9,007.06	$756,593.20
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$14,573.13
$44,545.95	$1,024,556.89	$44,545.95	$980,010.94	$44,545.95	$935,464.99	$44,545.95	$890,919.04	$44,545.95	$846,373.09	$44,545.95	$5,895,776.18
$4,351.67	$109,547.14	$4,351.67	$105,195.47	$4,351.67	$100,843.80	$8,118.04	$363,904.29	$11,884.41	$352,019.88	$13,623.47	$553,050.77
$512,159.61	$16,514,296.87	$512,159.61	$16,002,137.26	$512,159.61	$15,489,977.65	$512,159.61	$14,977,818.04	$512,159.61	$14,465,658.43	$512,159.61	$30,729,576.73
$29,622.62	$789,942.79	$29,622.62	$760,320.17	$29,622.62	$730,697.55	$29,622.62	$701,074.93	$29,622.62	$671,452.31	$29,622.62	$1,066,414.24
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$261,656.88	$2,356,123.95	$253,689.07	$2,102,434.88	$253,689.07	$1,848,745.81	$187,894.52	$1,910,559.63	$122,099.96	$1,788,459.67	$122,099.96	$4,395,598.73
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$52,628.06	$571,935.13	$36,699.76	$535,235.37	$36,699.76	$498,535.61	$37,810.87	$540,724.74	$38,921.98	$501,802.76	$38,921.98	$1,401,191.31
$376,050.15	$12,972,706.31	$376,050.15	$12,596,656.16	$376,050.15	$12,220,606.01	$376,050.15	$11,844,555.86	$376,050.15	$11,468,505.71	$376,050.15	$22,563,009.05
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$73,693.19	$142,146.86	$74,543.19	$67,603.67	$67,603.67	$0.00	$0.00	$0.00	$75,376.52	$24,623.48	$24,623.48	$4,572,591.17
$37,230.44	$890,547.08	$37,397.11	$853,149.97	$37,563.77	$835,586.20	$39,834.98	$1,048,295.79	$42,022.85	$1,016,272.94	$42,106.18	$2,526,370.93
$310,511.37	$2,925,188.72	$316,194.16	$2,846,995.28	$318,991.18	$2,792,313.28	$321,247.37	$2,644,165.91	$322,243.48	$2,435,022.43	$324,166.49	$19,550,487.09
$496.48	$21,211.65	$496.48	$20,715.17	$496.48	$20,218.69	$496.48	$19,722.21	$496.48	$19,225.73	$496.48	$29,788.51
$9,434.05	$543,891.11	$12,350.72	$531,540.39	$12,350.72	$519,189.67	$12,350.72	$506,838.95	$12,350.72	$494,488.23	$12,350.72	$741,043.15
$107.53	$10,115.67	$107.53	$10,008.14	$107.53	$9,900.61	$107.53	$9,793.08	$107.53	$9,685.55	$107.53	$21,222.19
$81.98	$3,107.10	$81.98	$3,025.12	$81.98	$2,943.14	$81.98	$2,861.16	$81.98	$2,779.18	$81.98	$11,805.42
$297.64	$23,066.55	$297.64	$22,768.91	$297.64	$22,471.27	$297.64	$22,173.63	$297.64	$21,875.99	$297.64	$42,859.55
$374.03	$37,590.65	$374.03	$37,216.62	$374.03	$36,842.59	$374.03	$36,468.56	$374.03	$36,094.53	$374.03	$53,860.99
$14,375.63	$1,493,778.18	$16,271.68	$1,573,506.50	$16,605.01	$1,556,901.49	$16,938.35	$1,635,963.14	$17,271.68	$1,618,691.46	$17,618.90	$2,587,121.80
$57.47	$6,925.44	$57.47	$6,867.97	$57.47	$6,810.50	$57.47	$6,753.03	$57.47	$6,695.56	$57.47	$8,275.99
$394.98	$25,630.22	$394.98	$25,235.24	$394.98	$24,840.26	$394.98	$24,445.28	$394.98	$24,050.30	$394.98	$71,096.01
$62.01	$5,266.85	$62.01	$5,204.84	$62.01	$5,142.83	$62.01	$5,080.82	$62.01	$5,018.81	$62.01	$14,882.09
$2,667.64	$402,406.11	$2,667.64	$399,738.47	$2,667.64	$397,070.83	$2,667.64	$394,403.19	$2,667.64	$391,735.55	$2,667.64	$640,234.22
$4.33	$640.03	$4.33	$635.70	$4.33	$631.37	$4.33	$627.04	$4.33	$622.71	$4.33	$854.56
$1,686,257.76	$39,846,064.41	$1,673,873.83	$38,506,191.30	$1,670,231.32	$37,120,269.16	$1,546,571.32	$36,696,229.28	$1,564,548.07	$35,354,781.21	$1,517,887.65	

ber 2012				December 2012				January-December 2013				Average NBV		
End Reserve	NBV	Depreciation Expe	Depr Exp Adjust	Depr Exp Alloc Ad	Depreciation Expense	NBV	Depreciation Expense	End Balance	End Reserve	NBV	2012		
$907,082.01	$1,065,545.65	$32,408.27	$0.00	$0.00	$32,408.27	$1,033,137.38	$369,174.86	$1,954,999.04	$871,536.52	$1,083,462.52	$994,488.66		
$695,039.43	$1,871,113.65	$42,769.22	$0.00	$0.00	$42,769.22	$1,828,344.43	$539,065.93	$3,208,899.08	$1,276,874.58	$1,932,024.50	$1,814,043.18		
$20,622.53	$77,004.61	$406.78	$0.00	$0.00	$406.78	$76,597.83	$16,135.68	$1,898,318.14	$37,164.99	$1,861,153.15	$77,993.11		
$6,566,335.85	$1,157,918.80	$53,640.66	$0.00	$0.00	$53,640.66	$1,104,278.14	$643,687.92	$7,724,254.65	$7,263,664.43	$460,590.22	$1,399,301.77		
$713,101.61	$43,491.59	$9,007.06	$0.00	$0.00	$9,007.06	$34,484.53	$34,484.53	$756,593.20	$756,593.20	$0.00	$84,023.36		
$14,573.13	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$14,573.13	$14,573.13	$0.00	$0.00		
$5,093,949.04	$801,827.14	$44,545.95	$0.00	$0.00	$44,545.95	$757,281.19	$534,551.42	$5,895,776.18	$5,673,046.41	$222,729.77	$1,002,283.92		
$89,442.39	$463,608.38	$142,004.24	$0.00	$0.00	$142,004.24	$9,439,807.78	$3,378,838.25	$12,831,079.06	$3,610,284.88	$9,220,794.18	$963,287.01	(677,596.72)	285,690.29
$16,776,077.91	$13,953,498.82	$512,159.61	$0.00	$0.00	$512,159.61	$13,441,339.21	$6,145,915.32	$30,729,576.73	$23,434,152.84	$7,295,423.89	$16,258,217.07		
$424,584.55	$641,829.69	$29,622.62	$0.00	$0.00	$29,622.62	$612,207.07	$355,471.44	$1,066,414.24	$809,678.61	$256,735.63	$775,131.48	612.0833333	
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		
$2,729,239.02	$1,666,359.71	$118,066.92	$0.00	$0.00	$118,066.92	$2,067,181.16	$2,015,988.68	$7,019,070.17	$3,118,849.30	$3,900,220.87	$2,249,241.57		
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		
$938,310.53	$462,880.78	$38,921.98	$0.00	$0.00	$38,921.98	$423,958.80	$615,988.23	$1,675,753.02	$619,840.65	$1,055,912.37	$612,131.72	$7,345,580.67	612131.7225
$11,470,553.49	$11,092,455.56	$376,050.15	$0.00	$0.00	$376,050.15	$10,716,405.41	$4,512,601.80	$22,563,009.05	$16,359,205.44	$6,203,803.61	$12,784,851.88	$153,418,222.55	12784851.88
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,399,995.13	$9,882,318.35	$1,399,995.13	$8,482,323.22	$0.00		
$4,572,591.17	$0.00	$76,209.85	$0.00	($76,209.85)	$0.00	$0.00	$525,000.00	$4,597,591.17	$4,597,591.17	$0.00	$127,667.18		
$1,552,204.17	$974,166.76	$42,106.18	$0.00	$0.00	$42,106.18	$932,060.58	$550,357.53	$2,966,370.93	$2,144,667.88	$821,703.05	$892,431.10		
$17,155,302.95	$2,395,184.14	$326,559.48	$0.00	$0.00	$326,559.48	$2,238,121.66	$4,019,627.48	$20,483,010.80	$20,418,156.62	$64,854.18	$1,804,860.08		
$11,059.26	$18,729.25	$496.48	$0.00	$0.00	$496.48	$18,232.77	$5,957.76	$29,788.51	$17,513.50	$12,275.01	$20,963.41		
$258,905.64	$482,137.51	$12,350.72	$0.00	$0.00	$12,350.72	$469,786.79	$148,208.64	$741,043.15	$419,465.00	$321,578.15	$316,917.14		
$11,644.17	$9,578.02	$107.53	$0.00	$0.00	$107.53	$9,470.49	$1,290.36	$21,222.19	$13,042.06	$8,180.13	$10,061.91		
$9,108.22	$2,697.20	$81.98	$0.00	$0.00	$81.98	$2,615.22	$983.76	$11,805.42	$10,173.96	$1,631.46	$3,066.11		
$21,281.20	$21,578.35	$297.64	$0.00	$0.00	$297.64	$21,280.71	$3,571.68	$42,859.55	$25,150.52	$17,709.03	$22,917.73		
$18,140.49	$35,720.50	$374.03	$0.00	$0.00	$374.03	$35,346.47	$4,488.36	$53,860.99	$23,002.88	$30,858.11	$37,403.64		
$886,049.24	$1,701,072.56	$18,141.74	$0.00	$0.00	$18,141.74	$1,733,508.64	$226,558.30	$2,879,699.62	$1,130,749.28	$1,748,950.34	$1,357,932.42		
$1,637.90	$6,638.09	$57.47	$0.00	$0.00	$57.47	$6,580.62	$689.64	$8,275.99	$2,385.01	$5,890.98	$6,896.71		
$47,440.69	$23,655.32	$394.98	$0.00	$0.00	$394.98	$23,260.34	$4,739.76	$71,096.01	$52,575.43	$18,520.58	$25,432.73		
$9,925.29	$4,956.80	$62.01	$0.00	$0.00	$62.01	$4,894.79	$744.12	$14,882.09	$10,731.42	$4,150.67	$5,235.85		
$251,166.31	$389,067.91	$2,667.64	$0.00	$0.00	$2,667.64	$386,400.27	$35,095.03	$740,234.22	$288,928.98	$451,305.24	$397,725.07		
$236.18	$618.38	$4.33	$0.00	$0.00	$4.33	$614.05	$51.96	$854.56	$292.47	$562.09	$637.87		
	$34,346,433.73				$1,620,527.73	$42,583,072.83	$23,952,163.23			$39,923,382.79	$38,673,009.65		

PGL AG 12.20
Attach 01
IBS F10 2011-2013 Expense & NBV - WAM
Estimated By Asset

Asset	Depr Group	Cost	June 2011 Accum	June 2011 Net Value	Estimated Depreciation	Life	July-Dece Depreciation Expense
WAM Phase 1	30350 RCA00 Sftw 5Y Customer Based	$27,782,884.24	$7,177,245.10	$20,605,639.14	$463,048.07	60	$2,778,288.42
WAM Phase 2	30350 RCA00 Sftw 5Y Customer Based	$2,946,692.49	$908,563.52	$2,038,128.97	$49,111.54	60	$294,669.25
WAM GAP	30330 RCA00 Sftw 3Y Customer Based	$8,245,684.00	$0.00	$0.00	$229,046.78	36	$0.00

mber 2011	January 2012		February 2012		March 2012		April 2012	
NBV	Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	NBV
$17,827,350.72	$463,048.07	$17,364,302.65	$463,048.07	$16,901,254.58	$463,048.07	$16,438,206.51	$463,048.07	$15,975,158.44
$1,743,459.72	$49,111.54	$1,694,348.18	$49,111.54	$1,645,236.64	$49,111.54	$1,596,125.10	$49,111.54	$1,547,013.56
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00

May 2012		June 2012		July 2012		August 2012		Septeml
Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense
$463,048.07	$15,512,110.37	$463,048.07	$15,049,062.30	$463,048.07	$14,586,014.23	$463,048.07	$14,122,966.16	$463,048.07
$49,111.54	$1,497,902.02	$49,111.54	$1,448,790.47	$49,111.54	$1,399,678.93	$49,111.54	$1,350,567.39	$49,111.54
$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00

ber 2012	October 2012		November 2012		December 2012		January-December 2013	
NBV	Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	NBV	Depreciation Expense	NBV
$13,659,918.08	$463,048.07	$13,196,870.01	$463,048.07	$12,733,821.94	$463,048.07	$12,270,773.87	$5,556,576.85	$6,714,197.02
$1,301,455.85	$49,111.54	$1,252,344.31	$49,111.54	$1,203,232.77	$49,111.54	$1,154,121.23	$589,338.50	$564,782.73
$0.00	$0.00	$0.00	$0.00	$0.00	$114,523.39	$8,131,160.61	$2,748,561.33	$5,382,599.28

PGL AG 12.20
Attach 01

2012

# of Customers

	WPSC	MGU	UPPCO	MERC	PGL	NSG	TOTAL
Gas	317,521	165,591	-	211,408	819,837	157,810	1,672,167
Electric	438,548	-	51,976	-	-	-	490,524
	756,069	165,591	51,976	211,408	819,837	157,810	2,162,691
	35.0%	7.7%	2.4%	9.8%	37.9%	7.3%	100.0%

# of Transportation Customers

	WPSC	MGU	UPPCO	MERC	PGL	NSG	TOTAL
Gas	572	17,301	-	141	56,944	12,018	86,976
Electric	-	-	-	-	-	-	-
	572	17,301	-	141	56,944	12,018	86,976
	0.7%	19.9%	0.0%	0.2%	65.5%	13.8%	100.0%

# of Meters

	WPSC	MGU	UPPCO	MERC	PGL	NSG	TOTAL
Gas	317,774	148,493	-	210,040	979,290	177,271	1,832,868
Electric	496,969	-	69,848	-	-	-	566,817
	814,743	148,493	69,848	210,040	979,290	177,271	2,399,685
	34.0%	6.2%	2.9%	8.8%	40.8%	7.4%	100.0%

1,185,044	756,069	165,591	51,976	211,408
	63.80%	13.97%	4.39%	17.84%
	WPC	MGU	UPCo	MERC

2011

# of Customers

	WPSC	MGU	UPPCO	MERC	PGL	NSG	TOTAL
Gas	316,382	165,048	-	211,006	820,011	157,886	1,670,333
Electric	436,666	-	51,924	-	-	-	488,590
	753,048	165,048	51,924	211,006	820,011	157,886	2,158,923
	34.8%	7.6%	2.4%	9.8%	37.9%	7.3%	99.8%

# of Transportation Customers

	WPSC	MGU	UPPCO	MERC	PGL	NSG	TOTAL
Gas	None Provided	7,902	-	140	59,516	12,020	79,578
Electric	-	-	-	-	-	-	-
	-	7,902	-	140	59,516	12,020	79,578
	0.0%	9.1%	0.0%	0.2%	68.4%	13.8%	91.5%

# of Meters

	WPSC	MGU	UPPCO	MERC	PGL	NSG	TOTAL
Gas	316,642	158,024	-	209,737	1,140,251	178,212	2,002,866
Electric	495,408	-	70,066	-	-	-	565,474
	812,050	158,024	70,066	209,737	1,140,251	178,212	2,568,340
	33.8%	6.6%	2.9%	8.7%	47.5%	7.4%	107.0%

Allocation Factor Input
[ALLOCATION FACTOR INPUT][Data][Budget][16 # Employees]

	Total	WPSC	TEG	MGU	UPPCO	MERC	PGL	NSG	TEGE	IBS	WRPC	ITF	WPSL	PEC	IVST
2011	4910.00	1393.00	0.00	159.00	146.00	225.00	1120.00	167.00	279.00	1338.00	7.00	76.00	0.00	0.00	0.00
2012	5091.00	1395.00	0.00	157.00	123.00	226.00	1287.00	171.00	293.00	1356.00	7.00	76.00	0.00	0.00	0.00
2013	5100.00	1394.00	0.00	157.00	123.00	229.00	1296.00	171.00	293.00	1354.00	7.00	76.00	0.00	0.00	0.00

		WPSC	TEG	MGU	UPPCO	MERC	PGL	NSG	TEGE	IBS	WRPC	ITF			
2012	5091.00	27.40%	0.00%	3.08%	2.42%	4.44%	25.28%	3.36%	5.76%	26.64%	0.14%	1.49%	0.00%	0.00%	0.00%
	3572.00	39.00%	0.00%	4.45%	4.09%	6.30%	31.35%	4.68%	7.81%	0.00%	0.20%	2.13%			
2013	3746.00	37.21%	0.00%	4.19%	3.28%	6.11%	34.60%	4.56%	7.82%	0.00%	0.19%	2.03%			

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M527 - Maintain SCS/AP Apps

Integrys Business Support, LLC
Calendar 2011
Allocation Factor: #PO and Invoice Volume
Updated by:
Updated on: 5/26/2011
Cognos entry - 29 # of PO & Invoice Volume:

Allocation Factor: #PO and Invoice Volume	WPSC	Integrys Energy Group	MIUI (MGU)	UPPCO	MNUI MERC	1100 PGL	1200 NSG	WPSE Integrys ergy Servic	IBS	WRPC	ITF	Total
2012 Maintain SCS/AP Apps (PeopleSoft App)	27.19%	1.09%	4.33%	3.26%	6.38%	20.84%	4.50%	17.89%	8.51%	0.46%	5.55%	94.45%
# of PO between 6/1/10 thru 5/20/11	12807	12	491	563	352	4083	1561	177	1846	91	1500	23483
# of Invoices between 6/1/10 thru 5/20/11	32147	1783	6676	4826	10198	30380	5886	29397	12225	670	7671	141859
Total	44954	1795	7167	5389	10550	34463	7447	29574	14071	761	9171	165342
	12,807	12	491	563	352	4,083	1,561	177	0	91	1,500	21,637
	WPSC	TEG	MGU	UPPCO	MERC	PGL	NSG	TEGE	IBS	WRPC	ITF	
# of Pos	59.19%	0.06%	2.27%	2.60%	1.63%	18.87%	7.21%	0.82%	0.00%	0.42%	6.93%	100.00%

PGL AG 12.20
Attach 01

M528 Maintain Financial Apps

Intgreys Business Support, LLC
Allocation Factors:
Updated by:
Updated on: 5/25/11
Cognos entry - 102 # of Transactions M528
Allocation Factors
Calendar 2011
Data source is PS GL Journal count for period 5/2010 - 4/2011 for All ledger

Home Center: A57

New 2011 Allocation amounts	WPSC	Integrys Energy Group (old WPSR/PEC)	MGU	UPPCO	MERC	PGL	NSG	Integrys Energy Services	IBS	ITF	
M528 Maintain Financial Apps (PeopleSoft GL App)	X	X	X	X	X	X	X	X	X	X	
Allocation Factor Needed											
# of transactions PeopleSoft	1,530,246	39,090	205,438	320,919	264,800	412,642	192,331	330,077	0	13,305	3,308,848
straight percent	46.25%	1.18%	6.21%	9.70%	8.00%	12.47%	5.81%	9.98%	0.00%	0.40%	100.00%

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Allocation Factors:
Updated by:
Updated on: 5/27/11
Cognos entry - 35 # of Devices: & 31 # of PC's:

M100 - Provide Desktop Services & M101 - Information Security

			Printer	Process Computer	Ruggedized Laptop	Substation Computer	Workstation Desktop	Workstation Laptop	Grand Total M100	PCs Only (rows H + I) M101/M300
MERC Total			40	0	160	0	47	30	**277**	77
MGU Total			25	0	81	0	61	20	**187**	81
UPPCO Total			42	19	30	0	83	30	**204**	113
WPSC Total			271	277	371	0	1005	238	**2162**	1243
IBS			353	35	0	0	1732	577	**2697**	2309
WRPCO Total			2	2	0	0	3	1	**8**	4
PGL			72	0	889	n/a	273	100	**1334**	373
NSG			15	0	108	n/a	39	10	**172**	49
Integrys Energy Services			0	0	0	0	0	0	**0**	0
TOTALS			820	333	1639	0	3243	1006	7041	4249
exclude IES and WPSR							4249			

	WPSC	Integrys Energy Group	MGU	UPPCO	MERC	PGL	NSG	Integrys Energy Services	IBS	WRPC	ITF	Total	
	X		X	X	X	X	X		X				
M100 # of Devices (exclude IES)	2162	n/a	187	204	277	1334	172	n/a	2697	8	25	7066	4369
	30.60%		2.65%	2.89%	3.92%	18.88%	2.43%		38.17%	0.11%	0.35%	100.0%	
	49.5%		4.3%	4.7%	6.3%	30.5%	3.9%			0.2%	0.6%		
M101/M300 # of PCs (exclude IES)	1243	n/a	81	113	77	373	49	n/a	0	4		1940	
	64.07%		4.18%	5.82%	3.97%	19.23%	2.53%		0.00%	0.21%		100.0%	

Below is for capital depreciation only - don't enter into Cognos (note for ITS admin and budget coordinator)

Mainframe capital depreciation Allocation: (Get from Craig M/ Jim H) - used by Tim Myszkowski (General Ledger)

# of PCs (exclude IES)	0	n/a	0	0	0	0	0	0	0	0		0
Ignore for O&M proc1 allocators	0.00%		0.00%	0.00%	0.00%	#DIV/0!	#DIV/0!		0.00%	0.00%		#DIV/0!

Note: In 2011 PGL/NSG will be 95% of the GB MF. WPSC will be about 5%.

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2009 Allocations

COMPANY	TOTAL YEARLY COST	% OF Total cost
TEGE	$250,000	14.93%
MGU	$45,831	2.74%
MERC	$50,299	3.00%
NORTHSHORE GAS	$29,774	1.78%
PEOPLES GAS	$127,439	7.61%
UPPCO	$70,984	4.24%
WPSC	$807,068	48.19%
IBS	$288,744	17.24%
WRPC	$4,493	0.27%
Grand Total	**$1,674,632**	**100.00%**
ATC N/A	$12,014	
Outside Work N/A	$20,067	
	$1,706,713	

2010 Allocations
Data Summary (3/31/09 thru 4/1/10)

COMPANY	TOTAL YEARLY COST	% OF Total cost
TEGE	$85,401	7.20%
MGU	$23,900	2.02%
MERC	$30,553	2.58%
NORTHSHORE GAS	$59,197	4.99%
PEOPLES GAS	$297,329	25.08%
UPPCO	$47,369	4.00%
WPSC	$511,373	43.14%
IBS	$129,293	10.91%
WRPC	$908	0.08%
Grand Total	**$1,185,323**	**100.00%**
ATC N/A	$4,487	
Outside Work N/A	$19,501	
	$1,209,311	

2011 Allocations
Data Summary (5/1/10 thru 4/30/11)

COMPANY	TOTAL YEARLY COST	% OF Total cost
TEGE	$129,795	11.34%
MGU	$22,917	2.00%
MERC	$61,046	5.33%
NORTHSHORE GAS	$59,937	5.24%
PEOPLES GAS	$289,584	25.30%
UPPCO	$46,976	4.10%
WPSC	$532,835	46.56%
IBS	$0	0.00%
WRPC	$1,352	0.12%
Grand Total	**$1,144,442**	**100.00%**
ATC N/A	#REF!	
Outside Work N/A	$20,283	
	#REF!	

ATC is American Transmission Company, is a Non-Integrys Company. Its excluded from allocations along with outside work.

Company	**RC listing**
ATC	043
TEGE	005, 037, 614, 790, 814, 868, 878 and all "D" and "E"
MGU	all RC starting with "M"
MERC	all RC starting with "G"
NORTHSHORE GAS	all RC starting with "B" and old RC "X02"
Outside Work	A82 / 304
PEOPLES GAS	all RC starting with "P" and old RC "X01 and X03"
UPPCO	all RC starting with "U"
WPSC	all RC "numbers only", excluding 005, 037, 043, 614, 790, 814, 868, and 878
IBS	all RC starting with "A", excluding A82
WRPC	all RC starting with "W"

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M700 - Provide Telephony Services

Allocation Factors: Station Counts
Updated by:
Updated on: 5/26/2011
Direct Billed A portion of the cost pool will be direct billed to each Business Unit - these were budgeted direct to the BU
Cognos entry - 30 # of Phone Lines:
IBS employee count provided and updated by Tim Myszkowski on 5/25/2011

General Allocations 100.00%
This allocation will be spread across all subsidiaries based on % below

IBS Employee Count by Location

WPSC	PGL	NSG	UPPCO	MGU	MERC	Total
727	563	9	5	4	4	1312

* IBS employee counts are subtracted from each BU so there not counted twice

IBS # of Phone lines updated on 5/26/2011

M700 Allocation - # of Phone Lines

	Totals	Percents
IBS	0	0.00%
MERC	268	4.23%
MGU	243	3.83%
NSG	148	2.33%
PGL	1488	23.46%
UPPCO	170	2.68%
WPSC	3968	62.56%
WRPCO	9	0.14%
ITF	49	0.77%
Total	6343	100.00%

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Miles of Main		
As of December 31, 2010		
Business	**Miles of Main**	**Percentage**
PGL	4,403	65.03%
NSG	2,368	34.97%
Total	6,771	1

Data obtained from Sue Kajmowicz from ICC Report page 700

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CALCULATION OF ALLOCATION PERCENTAGES FOR General/Corporate Allocator
Assets are based on 13 month average 5/10 and O&M June budgte reforecast 2010 figures
03-Dec-12
Assets Excluding Fuel, Assets Excluding Hedge Assets & Goodwill and other non-ordinary assets
RCs using this allocator: A02, A05, A06, A07, A08, A09, A11, A13, A14, A15, A17, A21, A22, A30, A50, A51, A89, AB1, AB2, AG8, AH4,
(000's)

	ASSETS	%	Gas Assets	% Gas	Elec Assets	% Elec	WRPC Assets	% WRPC
Integrys Energy Group	130,460							
WPS Nuclear	0							
WPS VISIONS	146							
PENVEST	630							
UPBDC	0							
PERC Consolid	3,261							
PERC Power	0							
PEV Consolid	4,326							
PEC StandAlone	28,023							
WPS Investments - WPSR portion	408,533							
subtotal for Integrys Energy Group	575,379	7.92%					575,379	7.92%
WPS Leasing	7,903	0.11%					7,903	0.11%
Integrys Transportation Fuels	67,060	0.92%					67,060	0.92%
WPSC	2,942,665	40.48%					2,923,633	40.22%
WPSC Gas Only	547,141		547,141	16.07%				
WPSC Electric Only	2,337,092				2,337,092	91.64%		
WRPC Only	19,032						19,032	0.26%
INTEGRYS ENERGY SERVICES	493,351	6.79%					493,351	6.79%
PEOPLES GAS LIGHT AND COKE	2,030,527	27.94%					2,030,527	27.94%
			2,030,527.00	59.64%				

NORTH SHORE GAS	315,933	4.35%					315,933	4.35%
			315,933.00	9.28%				
INTEGRYS BUSINESS SUPPORT	111,829	1.54%					111,829	1.54%
UPPER PENINSULA POWER CO	213,162	2.93%					213,162	2.93%
					213,162.00	8.36%		
MICHIGAN UTILITIES, INC.	236,503	3.25%					236,503	3.25%
			236,503.00	6.95%				
MINNESOTA ENERGY RESOURCES	274,438	3.78%					274,438	3.78%
			274,438.00	8.06%				
TOTAL	7,268,749	100.00%	3,404,542	100.00%	2,550,254	100.00%	7,268,750	100.00%

Notes:
- WPSC is shown as consolidated less WPS Leasing, which is shown seperately.
- WPS Investments, LLC is included with WPSR because majority ownership switched from WPSC to WPSR as of June 2003
- WPS Resources is shown as standalone less investments in subsidiaries, with the exception of WPS Investments which has not been eliminated.
- Integrys Energy Services includes PESC, PEWM, Peoples Natural Gas Liquids, PERC Canada, PERC Holdings and Peoples MW

The above schedule calculates the allocation percentages used for purposes of allocating Category 1 costs. The caclulation is based off of GLN 5180 financial information through June 2008.

K:\Peoples Reference\Peoples + North Shore 2012\Discovery\Processing\[PGL AG 12.20 Attach 01.xlsx]2012 13 GCA w ITF

(000's)	(000's)	(000's)	(000's)					1 GCA with IBS	2 GCA w/o IBS
NO FUEL O&M EXPENSES	**NO FUEL** O&M Gas EXPENSES	**NO FUEL** O&M Elec EXPENSES	**NO FUEL** O&M WRPC EXPENSES	%	% Gas	% Elec	% WRPC	**WITH IBS** COMPOSITE ALLOCATION	**W/O IBS** COMPOSITE ALLOCATION
3,614			3,614	0.34%			0.34%	4.20%	4.62%
0			0	0.0%				0.00%	0.00%
8,786			8,786	0.83%			0.83%	0.87%	
386,473			383,431	36.33%			36.05%	38.13%	41.95%
	63,404				15.46%				
		323,069				90.35%			
			3,042				0.29%	0.27%	
130,626			130,626	12.28%			12.28%	9.53%	10.49%
244,535			244,535	22.99%			22.99%	25.46%	28.01%
	244,535				59.64%				

45,111			45,111	4.24%			4.24%	4.29%	4.72%
	45,111				11.00%				
153,158			153,158	14.40%			14.40%	7.97%	
34,498			34,498	3.24%			3.24%	3.09%	3.40%
		34,498				9.65%			
25,372			25,372	2.39%			2.39%	2.82%	3.10%
	25,372				6.19%				
31,571			31,571	2.97%			2.97%	3.37%	3.71%
	31,571				7.70%				
1,063,744	409,993	357,567	1,063,744	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

3 GCA w/o IBS & TEGE	4 GCA w/o TEGE	5 GCA Gas Utilities Only	6 GCA Electric Utilities Only	7 GCA Utilities Only	8 GCA w/o TEG, TEGE, WPSL
W/O IBS&TEGE	**W/O TEGE**	**GAS Utilities Only**	**ELECTRIC Utilities Only**	**Utilities ONLY**	**W/O TEG and TEGE & WPS Leasing**
COMPOSITE ALLOCATION	COMPOSITE ALLOCATION	COMPOSITE ALLOCATION	COMPOSITE ALLOCATION	COMPOSITE ALLOCATION	COMPOSITE ALLOCATION
5.16%	4.70%				
0.00%	0.00%				
46.87%	42.68%			49.42%	44.79%
		15.78%			
			91.00%		
31.29%	28.50%			33.00%	29.91%
		59.64%			

5.27%	4.80%			5.56%	5.04%
		10.13%			
	8.92%				9.36%
3.80%	3.46%			4.00%	3.63%
			9.00%		
3.47%	3.16%			3.65%	3.31%
		6.57%			
4.14%	3.77%			4.37%	3.96%
		7.88%			
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

9 GCA w/o TEG, TEGE, IBS, WPSL	10 GCA w/o TEG, WPSL	96 GCA w/ WRPC	97 GCA w/o WPSL	
W/O TEG and TEGE & WPS Leasing& IBS	**W/O TEG & WPS Leasing**	**W/ WRPC**	**W/O WPS Leasing**	
COMPOSITE ALLOCATION	COMPOSITE ALLOCATION	COMPOSITE ALLOCATION	COMPOSITE ALLOCATION	
				Integrys Energy Group
				WPS Nuclear
				WPS VISIONS
				PENVEST
				UPBDC
				PERC Consolid
				PERC Power
				PEV Consolid
				PEC StandAlone
				WPS Investments - WPSR portion
		4.18%	4.21%	subtotal for Integrys Energy Group
		0.00%		WPS Leasing
			0.87%	Integrys Transportation Fuels
49.42%	40.28%	38.13%	38.23%	WPSC
		0.27%		WRPC
	10.07%	9.53%	9.56%	INTEGRYS ENERGY SERVICES
33.00%	26.90%	25.46%	25.53%	PEOPLES GAS LIGHT AND COKE

5.56%	4.53%	4.29%	4.30%	NORTH SHORE GAS
	8.42%	7.97%	7.99%	INTEGRYS BUSINESS SUPPORT
4.00%	3.26%	3.09%	3.10%	UPPER PENINSULA POWER CO
3.65%	2.98%	2.82%	2.83%	MICHIGAN UTILITIES, INC.
4.37%	3.56%	3.37%	3.38%	MINNESOTA ENERGY RESOURCES
100.00%	100.00%	99.11%	100.00%	

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IBS Depreciation Expense (January 2011-October 2012)

Depreciation Group	Life (Years)	Depreciation Rate	Jan-11 Depreciation Base	Jan-11 Depreciation Expense	Feb-11 Depreciation Base	Feb-11 Depreciation Expense	Mar-11 Depreciation Base	Mar-11 Depreciation Expense	Apr-11 Depreciation Base	Apr-11 Depreciation Expense	May-11 Depreciation Base	May-11 Depreciation Expense	Jun-11 Depreciation Base	Jun-11 Depreciation Expense	Jul-11 Depreciation Base	Jul-11 Depreciation Expense	Aug- Depreciation Base
30330 RCA00 Sftw 3Y Customer Based	3	33.33%	$323,114.91	$8,975.41	$323,114.91	$8,975.41	$302,415.44	$8,400.43	$281,715.96	$7,825.44	$281,715.96	$7,825.44	$244,417.92	$6,789.39	$207,119.87	$5,753.33	$207,119.87
30330 RCA00 Sftw 3Y Empl Based	3	33.33%	$9,660,845.54	$268,356.82	$9,383,445.43	$260,651.26	$9,313,418.75	$258,706.07	$9,435,301.69	$262,091.71	$9,862,252.53	$278,280.50	$10,223,664.71	$284,785.03	$9,801,857.35	$274,608.63	$9,304,749.93
30330 RCA00 Sftw 3Y PO Based	3	33.33%	$56,442.50	$1,567.90	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30330 RCA00 Sftw 3Y Trans Based	3	33.33%	$3,139,703.45	$87,213.98	$3,139,703.45	$87,213.98	$2,976,226.31	$82,672.95	$2,812,749.16	$78,131.92	$2,812,749.16	$78,131.92	$2,764,870.56	$76,801.96	$2,716,991.95	$75,472.00	$2,716,991.95
30330 RCA00 Sftw 3Y Transport Based	3	33.33%	$287,052.95	$7,973.69	$287,052.95	$7,973.69	$287,052.95	$7,973.69	$287,052.95	$7,973.69	$287,052.95	$7,973.69	$287,052.95	$7,973.69	$287,052.95	$7,973.69	$287,052.95
30350 RCA00 Sftw 5Y Customer Based	5	20.00%	$31,380,364.02	$550,156.55	$31,438,254.86	$525,876.22	$31,669,971.57	$546,963.66	$31,968,840.71	$604,630.74	$32,112,844.34	$586,922.57	$32,182,495.15	$597,248.29	$32,225,670.91	$559,581.76	$32,177,803.14
30350 RCA00 Sftw 5Y Empl Based	5	20.00%	$1,133,921.96	$18,898.70	$1,069,024.50	$17,817.08	$1,069,024.50	$17,817.08	$1,069,024.50	$17,817.08	$1,069,024.50	$17,817.08	$1,069,024.50	$17,817.08	$1,069,024.50	$17,817.08	$1,069,024.50
30350 RCA00 Sftw 5Y PO Based	5	20.00%	$1,539,581.03	$25,659.68	$1,539,581.03	$25,659.68	$1,539,581.03	$25,659.68	$1,539,581.03	$25,659.68	$1,539,581.03	$25,659.68	$1,539,581.03	$25,659.68	$769,790.52	$12,829.93	$0.00
30350 RCA00 Sftw 5Y Trans Based	5	20.00%	$22,708,588.65	$377,402.44	$22,708,588.65	$378,476.48	$22,708,588.65	$378,476.48	$22,708,588.65	$378,476.48	$22,708,588.65	$378,476.48	$22,708,588.65	$378,476.48	$22,708,588.65	$378,476.48	$22,708,588.65
3901 RCA00 Str Impr Leased (GB PS)	EOL (1)		$3,823.23	$294.09	$3,529.14	$294.10	$3,235.04	$294.09	$2,940.95	$294.10	$2,646.85	$294.09	$2,352.76	$294.10	$2,058.66	$294.09	$1,764.57
3901 RCA00 Str Impr Leased (Prud)	EOL (1)		$1,773,799.59	$43,263.41	$1,730,536.18	$43,263.40	$1,711,957.64	$43,896.35	$1,692,746.14	$44,545.95	$1,648,200.19	$44,545.95	$1,603,654.24	$44,545.95	$1,559,108.29	$44,545.95	$1,514,562.34
3911 RCA00 Office Furn Equip	20	5.00%	$94,165.92	$392.36	$94,165.92	$392.36	$94,165.92	-$9,822.64	$94,165.92	$392.36	$94,896.53	$395.40	$95,627.14	$404.51	$95,627.14	$398.45	$95,627.14
3911 RCA00 Office Furn Equip (12yr)	12	8.33%	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65
3911 RCA00 Office Furn Equip (7yr)	7	14.29%	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20
391210 RCA00 PC Amort	5	20.00%	$2,733,588.24	$43,802.91	$2,649,562.41	$44,438.38	$2,632,163.05	$44,029.90	$2,627,376.77	$47,214.00	$2,641,228.18	$46,462.03	$2,664,953.42	$46,111.74	$2,156,200.40	$39,430.91	$1,602,318.79
391210 RCA00 PC Amort/Print Shop	5	20.00%	$0.00	$0.00	$0.00	$0.00	$14,854.50	$247.58	$29,748.76	$1,374.58	$29,788.51	$500.46	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51
391220 RCA00 Mainframe	5	20.00%	$4,534,111.45	$75,568.52	$4,348,470.87	$72,857.58	$4,154,908.96	$69,248.48	$4,154,908.96	$69,248.48	$4,246,379.95	$70,773.00	$4,209,221.06	$70,153.68	$4,080,591.17	$68,009.85	$4,083,541.17
391220 RCA00 Server ES&C	5	20.00%	$1,989,087.60	$33,151.46	$1,966,122.70	$32,775.12	$1,957,388.74	$32,623.15	$1,960,313.44	$32,636.43	$1,939,592.58	$32,366.14	$1,987,016.46	$33,117.87	$2,052,489.63	$34,208.16	$2,062,708.90
391220 RCA00 Servers (2)	5	20.00%	$27,062,675.20	$72,955.92	$27,027,973.97	$31,609.10	$27,347,965.60	$456,641.66	$27,169,768.45	$451,275.03	$26,442,095.55	$366,203.79	$20,688,545.55	$109,048.73	$15,171,899.93	$9,459.47	$15,215,330.92
391220 RCA00 Servers/Print Shop	5	20.00%	$15,481.54	$0.00	$15,481.54	$0.00	$15,481.54	$0.00	$15,481.54	$0.00	$15,481.54	$0.00	$15,026.41	$0.25	$14,571.27	$0.00	$14,571.27
3913 RCA00 Data Handling	5	20.00%	$460,116.53	$7,668.61	$458,117.31	$7,635.29	$485,307.08	$8,088.45	$514,496.08	$8,574.93	$515,740.30	$8,595.67	$571,568.80	$9,567.63	$626,153.08	$15,894.31	$626,153.08
3913 RCA00 Data Handling/Print Shop	5	20.00%	$230,856.33	$3,847.61	$230,856.33	$3,847.61	$230,856.33	$3,847.61	$217,623.91	$3,627.07	$204,391.48	$3,406.52	$197,717.32	-$2,904.71	$306,892.71	$5,114.88	$424,271.12
3940 RCA00 Tools, Shop Comm	20	5.00%	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09
3950 RCA00 Lab Equipment	20	5.00%	$589,559.76	$4,842.34	$589,559.76	$2,456.50	$589,559.76	$2,456.50	$604,896.99	$2,520.40	$620,234.22	$2,839.93	$620,234.22	$2,584.31	$620,234.22	$2,584.31	$620,234.22
3960 RCA00 Pwr Oper Equip	13	6.08%	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56
3960 RCA00 Pwr Oper Equip/Print Shp	13	6.08%	$17,173.83	$87.01	$17,173.83	$87.01	$17,173.83	$87.01	$17,173.83	$87.01	$17,173.83	$87.01	$19,198.01	$97.27	$21,222.19	$107.53	$21,222.19
3971 RCA00 Com Equip/Print Shop	12	8.33%	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42
3971 RCA00 Communication Equipment (3)	12	8.33%	$624,584.67	-$187.63	$624,584.67	$4,337.39	$713,678.98	$4,956.10	$808,526.61	$5,614.77	$815,168.12	$5,689.07	$1,276,703.26	-$374,918.00	$1,735,607.56	$12,214.90	$1,739,417.98
3972 RCA00 Comm Equip Mobile Radio	12	8.33%	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$3,577.58	$24.84	$3,577.58
3975 RCA00 FiberOpticLine	12	8.33%	$8,275.99	$57.47	$8,275.99	$57.47	$8,275.99	$57.47	$8,275.99	$57.47	$8,275.99	$57.47	$8,275.99	$57.47	$8,275.99	$57.47	$8,275.99
3975 RCA00 FiberOpticLine/Print Shp	12	8.33%	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55
3979 RCA00 Comm Equip-Fiber Optic	12	8.33%	$53,860.99	$374.03	$53,860.99	$374.03	$53,860.99	$374.03	$53,860.99	$374.03	$53,860.99	$374.03	$53,860.99	$374.03	$53,860.99	$374.03	$53,860.99
3980 RCA00 Misc Equip	15	6.67%	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01
Grand Total			**$119,043,121.36**	**$1,695,811.94**	**$118,329,382.87**	**$1,620,557.80**	**$118,519,458.63**	**$2,047,184.44**	**$118,697,505.46**	**$2,113,932.01**	**$118,591,309.41**	**$2,027,166.58**	**$113,685,785.09**	**$1,398,071.57**	**$106,946,601.50**	**$1,629,217.19**	**$105,210,903.23**

(1) End of Life (EOL) depreciation methodology (lease term of the building)
(2) This asset group follows group depreciation methodology which uses the average monthly plant balance to calculate depreciation expense. Depreciation expense fluctuates when plant additions are made to asset groups that are nearing or fully depreciated.
(3) A net reduction in depreciation expense was made in June 2011 as a result of assets that were transferred into communication equipment from an asset group with a shorter life.

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Attach 02
IBS Depreciation Expense (January 2011-Octobe

	11	Sep-11		Oct-11		Nov-11		Dec-11		Jan-12		Feb-12		Mar-12		Apr-
Depreciation Group	Depreciation Expense	Depreciation Base	Depreciation Expense	Depreciation Base	Depreciation Expense	Depreciation Base	Depreciation Expense	Depreciation Base	Depreciation Expense	Depreciation Base	Depreciation Expense	Depreciation Base	Depreciation Expense	Depreciation Base	Depreciation Expense	Depreciation Base
30330 RCA00 Sftw 3Y Customer Based	$5,753.33	$281,483.90	$7,819.00	$356,413.97	$13,153.38	$373,800.01	$10,414.78	$405,876.48	$12,208.80	$421,132.95	$14,240.89	$421,132.95	$11,698.14	$317,573.02	$8,821.47	$471,748.41
30330 RCA00 Sftw 3Y Empl Based	$258,465.27	$9,213,114.93	$255,919.86	$9,159,460.05	$254,429.44	$9,222,641.49	$258,294.50	$9,192,794.27	$256,755.47	$9,129,476.76	$253,596.57	$9,261,289.76	$257,708.19	$9,439,213.71	$262,200.38	$9,424,550.73
30330 RCA00 Sftw 3Y PO Based	$0.00	$305,302.23	$8,480.62	$625,761.15	$17,382.25	$659,825.54	$19,170.53	$707,199.67	$21,745.29	$735,666.11	$25,179.57	$735,666.11	$20,435.17	$735,666.11	$20,435.17	$735,666.11
30330 RCA00 Sftw 3Y Trans Based	$75,472.00	$2,716,991.95	$75,472.00	$2,716,991.95	$75,472.00	$2,643,602.74	$73,433.41	$2,571,128.84	$71,420.24	$2,572,044.14	$71,496.54	$2,552,893.71	$70,913.71	$2,533,743.27	$70,381.76	$2,552,164.63
30330 RCA00 Sftw 3Y Transport Based	$7,973.69	$287,052.95	$7,973.69	$287,052.95	$7,973.69	$287,052.95	$7,973.69	$143,526.48	$3,986.94	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30350 RCA00 Sftw 5Y Customer Based	$535,337.38	$31,607,587.77	$526,793.13	$31,083,441.45	$518,057.36	$30,948,215.46	$515,803.59	$30,769,484.38	$512,824.74	$30,725,979.29	$512,099.65	$30,725,979.29	$512,099.65	$30,725,979.29	$512,099.65	$30,725,979.29
30350 RCA00 Sftw 5Y Empl Based	$17,817.08	$1,010,430.28	$16,840.50	$475,918.03	$7,931.95	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30350 RCA00 Sftw 5Y PO Based	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30350 RCA00 Sftw 5Y Trans Based	$378,476.48	$22,666,514.86	$377,775.25	$22,624,441.07	$377,074.02	$22,624,441.07	$377,074.02	$22,624,441.07	$377,074.02	$22,624,441.07	$377,074.02	$22,593,725.06	$376,562.08	$22,563,009.05	$376,050.15	$22,563,009.05
3901 RCA00 Str Impr Leased (GB PS)	$294.10	$1,470.47	$294.09	$1,176.38	$294.10	$882.28	$294.09	$588.19	$294.10	$294.09	$294.09	$0.00	$0.00	$0.00	$0.00	$0.00
3901 RCA00 Str Impr Leased (Prud)	$44,545.95	$1,470,016.39	$44,545.95	$1,425,470.44	$44,545.95	$1,380,924.49	$44,545.95	$1,336,378.54	$44,545.95	$1,291,832.59	$44,545.95	$1,247,286.64	$44,545.95	$1,202,740.69	$44,545.95	$1,177,920.24
3911 RCA00 Office Furn Equip	$398.45	$95,627.14	$398.45	$95,627.14	$398.45	$111,002.22	$462.51	$127,974.83	$533.23	$147,362.76	$640.76	$172,486.50	$1,015.21	$179,839.19	$932.67	$179,227.39
3911 RCA00 Office Furn Equip (12yr)	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65
3911 RCA00 Office Furn Equip (7yr)	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20
391210 RCA00 PC Amort	$49,961.08	$1,492,465.68	$27,896.37	$1,427,927.09	$25,709.54	$1,498,160.58	$29,844.52	$1,587,109.57	$46,203.21	$1,624,254.24	$39,139.74	$1,623,288.91	$34,666.20	$1,634,536.06	$30,416.02	$1,652,462.73
391210 RCA00 PC Amort/Print Shop	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51
391220 RCA00 Mainframe	$68,059.02	$4,086,653.42	$68,110.89	$3,932,347.01	$65,539.12	$3,777,878.35	$62,964.64	$3,314,313.59	$55,308.72	$2,850,748.82	$47,512.48	$2,850,748.82	$47,512.48	$2,850,748.82	$47,512.48	$2,850,748.82
391220 RCA00 Server ES&C	$34,378.48	$2,063,071.19	$34,384.52	$2,063,823.03	$34,397.05	$2,065,855.23	$34,430.92	$2,083,433.95	$34,727.04	$2,091,407.06	$34,856.78	$2,081,667.76	$34,755.53	$2,084,115.70	$34,785.96	$2,088,339.99
391220 RCA00 Servers (2)	$94,988.05	$15,388,314.09	$256,447.96	$15,598,216.55	$28,837.74	$15,840,000.71	$264,000.01	$16,029,567.04	$203,944.43	$16,104,780.57	$134,441.54	$16,190,631.57	$116,214.47	$16,210,998.92	$180.51	$16,185,601.79
391220 RCA00 Servers/Print Shop	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27
3913 RCA00 Data Handling	$10,435.88	$626,153.08	$10,435.88	$626,153.08	$10,435.88	$626,153.08	$10,435.88	$626,153.08	$10,435.88	$626,160.88	$10,436.01	$626,226.80	$10,437.11	$626,546.56	$10,444.41	$627,205.65
3913 RCA00 Data Handling/Print Shop	$10,932.84	$425,799.97	$7,198.58	$425,799.97	$7,096.67	$425,799.97	$7,096.67	$354,178.66	$5,902.98	$282,557.34	$4,709.29	$282,557.34	$4,709.29	$282,557.34	$4,709.29	$278,200.93
3940 RCA00 Tools, Shop Comm	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09
3950 RCA00 Lab Equipment	$2,584.31	$620,234.22	$2,584.31	$620,234.22	$2,584.31	$620,234.22	$2,584.31	$631,923.27	$2,633.01	$643,612.31	$3,655.82	$643,612.31	$2,681.72	$643,612.31	$2,681.72	$643,612.31
3960 RCA00 Pwr Oper Equip	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56
3960 RCA00 Pwr Oper Equip/Print Shp	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19
3971 RCA00 Com Equip/Print Shop	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42
3971 RCA00 Communication Equipment (3)	$12,295.59	$1,744,971.07	$12,279.91	$1,760,938.57	$12,228.74	$1,802,943.48	$14,072.84	$1,828,980.89	$13,424.53	$1,828,798.29	$12,699.99	$1,828,615.69	$12,688.56	$1,828,615.69	$12,698.72	$1,828,615.69
3972 RCA00 Comm Equip Mobile Radio	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3975 RCA00 FiberOpticLine	$57.47	$8,275.99	$57.47	$8,275.99	$57.47	$35,206.49	$244.49	$62,136.98	$618.68	$62,136.98	$431.51	$62,136.98	$431.51	$62,136.98	$431.51	$62,136.98
3975 RCA00 FiberOpticLine/Print Shp	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55
3979 RCA00 Comm Equip-Fiber Optic	$374.03	$53,860.99	$374.03	$53,860.99	$374.03	$26,930.50	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3980 RCA00 Misc Equip	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01
Grand Total	**$1,672,693.15**	**$104,853,320.02**	**$1,806,175.13**	**$104,057,258.53**	**$1,568,065.81**	**$103,659,478.31**	**$1,797,234.02**	**$103,085,117.23**	**$1,738,679.93**	**$102,450,613.70**	**$1,651,143.87**	**$102,587,873.65**	**$1,623,167.64**	**$102,609,560.16**	**$1,503,420.49**	**$102,735,118.19**

(1) End of Life (EOL) depreciation methodology (
(2) This asset group follows group depreciation r
(3) A net reduction in depreciation expense was

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Attach 02
IBS Depreciation Expense (January 2011-Octobe

	12	May-12		Jun-12		Jul-12		Aug-12		Sep-12		Oct-12	
Depreciation Group	**Depreciation Expense**	**Depreciation Base**	**Depreciation Expense**	**Depreciation Base**	**Depreciation Expense**	**Depreciation Base**	**Depreciation Expense**	**Depreciation Base**	**Depreciation Expense**	**Depreciation Base**	**Depreciation Expense**	**Depreciation Base**	**Depreciation Expense**
30330 RCA00 Sftw 3Y Customer Based	$13,104.12	$754,271.93	$20,952.00	$771,262.51	$22,801.07	$763,506.40	$20,342.11	$763,583.06	$21,217.56	$763,618.22	$21,219.42	$763,618.22	$21,211.62
30330 RCA00 Sftw 3Y Empl Based	$266,805.18	$9,416,521.83	$262,137.45	$9,232,950.85	$260,132.41	$9,004,903.81	$250,399.09	$6,511,445.81	$180,873.49	$4,017,987.80	$111,610.77	$4,017,987.80	$111,610.77
30330 RCA00 Sftw 3Y PO Based	$20,435.17	$735,666.11	$20,435.17	$735,666.11	$20,435.17	$735,666.11	$20,435.17	$735,666.11	$20,435.17	$735,666.11	$20,435.17	$735,666.11	$20,435.17
30330 RCA00 Sftw 3Y Trans Based	$70,893.46	$2,570,585.98	$71,405.17	$1,997,166.96	$55,476.86	$1,423,747.93	$39,548.55	$1,423,747.93	$39,548.55	$1,423,747.93	$39,548.55	$1,423,747.93	$39,548.55
30330 RCA00 Sftw 3Y Transport Based	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30350 RCA00 Sftw 5Y Customer Based	$512,099.65	$30,725,979.29	$512,099.65	$30,725,979.29	$512,099.65	$30,725,979.29	$512,099.65	$30,725,979.29	$512,099.65	$30,725,979.29	$512,099.65	$30,725,979.29	$512,099.65
30350 RCA00 Sftw 5Y Empl Based	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30350 RCA00 Sftw 5Y PO Based	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
30350 RCA00 Sftw 5Y Trans Based	$376,050.15	$22,563,009.05	$376,050.15	$22,563,009.05	$376,050.15	$22,563,009.05	$376,050.15	$22,563,009.05	$376,050.15	$22,563,009.05	$376,050.15	$22,563,009.05	$376,050.15
3901 RCA00 Str Impr Leased (GB PS)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3901 RCA00 Str Impr Leased (Prud)	$45,304.62	$1,152,341.12	$46,093.64	$1,106,247.48	$46,093.65	$1,060,153.83	$46,093.64	$1,014,060.19	$46,093.65	$967,966.54	$46,093.64	$921,872.90	$46,093.65
3911 RCA00 Office Furn Equip	$746.78	$186,565.75	$708.42	$194,535.25	$943.39	$195,037.28	$812.66	$196,435.78	$835.21	$197,332.25	$859.56	$197,332.25	$822.22
3911 RCA00 Office Furn Equip (12yr)	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66	$7,724,254.65	$53,640.66
3911 RCA00 Office Furn Equip (7yr)	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06	$756,593.20	$9,007.06
391210 RCA00 PC Amort	$28,814.19	$1,659,848.68	$29,793.99	$1,666,246.21	$30,022.66	$1,699,211.21	$30,717.14	$1,726,832.66	$32,318.44	$1,731,547.49	$29,414.77	$1,734,237.95	$34,413.96
391210 RCA00 PC Amort/Print Shop	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51	$496.48	$29,788.51	$496.48
391220 RCA00 Mainframe	$47,512.48	$2,850,748.82	$36,408.79	$2,850,748.82	$0.00	$2,850,748.82	$0.00	$2,850,748.82	$0.00	$2,850,748.82	$0.00	$2,850,748.82	$0.00
391220 RCA00 Server ES&C	$34,805.67	$2,096,226.69	$34,937.11	$2,099,289.84	$35,186.15	$2,106,502.09	$35,108.37	$2,164,659.94	$36,077.67	$2,277,074.59	$37,973.51	$2,328,763.10	$38,800.97
391220 RCA00 Servers (2)	$6,262.66	$16,254,767.43	$157,764.39	$16,350,913.42	$42,083.92	$16,334,639.80	$118.98	$16,302,908.56	$0.00	$16,254,431.76	$27,642.85	$16,420,592.60	$273,649.21
391220 RCA00 Servers/Print Shop	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27	$0.00	$14,571.27	$0.00
3913 RCA00 Data Handling	$10,470.88	$627,673.35	$10,500.96	$627,950.27	$10,475.21	$642,303.83	$10,705.06	$656,647.56	$13,937.11	$694,440.67	$11,619.95	$737,958.60	$22,324.99
3913 RCA00 Data Handling/Print Shop	$4,636.68	$273,844.52	$4,564.08	$273,844.52	$4,564.08	$308,875.80	$5,147.93	$344,356.47	$6,906.95	$346,055.87	$3,297.58	$421,155.87	$7,144.26
3940 RCA00 Tools, Shop Comm	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01	$14,882.09	$62.01
3950 RCA00 Lab Equipment	$2,681.72	$643,612.31	$2,681.72	$643,612.31	$2,681.72	$643,612.31	$2,681.72	$639,450.23	$2,664.38	$635,288.14	$2,647.03	$635,288.14	$2,647.03
3960 RCA00 Pwr Oper Equip	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33	$854.56	$4.33
3960 RCA00 Pwr Oper Equip/Print Shp	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19	$107.53	$21,222.19	$107.53
3971 RCA00 Com Equip/Print Shop	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98	$11,805.42	$81.98
3971 RCA00 Communication Equipment (3)	$12,698.72	$1,828,615.69	$12,698.72	$1,828,615.69	$12,698.72	$1,833,717.03	$12,734.15	$1,849,103.99	$12,982.72	$1,859,389.60	$13,055.24	$1,743,299.41	$12,106.25
3972 RCA00 Comm Equip Mobile Radio	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3975 RCA00 FiberOpticLine	$431.51	$62,136.98	$431.51	$62,136.98	$431.51	$62,136.98	$431.51	$62,136.98	$431.51	$62,136.98	$431.51	$62,136.98	$431.51
3975 RCA00 FiberOpticLine/Print Shp	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64	$42,859.55	$297.64
3979 RCA00 Comm Equip-Fiber Optic	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3980 RCA00 Misc Equip	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98	$71,096.01	$394.98
Grand Total	**$1,517,846.31**	**$103,090,342.98**	**$1,663,755.59**	**$102,418,103.01**	**$1,496,268.99**	**$101,641,679.02**	**$1,427,518.55**	**$99,218,699.88**	**$1,366,564.88**	**$96,794,348.56**	**$1,318,092.02**	**$96,971,322.47**	**$1,583,482.63**

(1) End of Life (EOL) depreciation methodology (
(2) This asset group follows group depreciation r
(3) A net reduction in depreciation expense was

Business Case

Name of Proposed Project: WAM GAP	**Project Champion:** Will Evans
Date Submitted: June 17, 2011	**Project Sponsor:** John Just

Business Context

Problem Statement/Opportunity:

The original implementation of the Work and Asset Management Project did not fully deliver the functionalities to the business that was outlined in the original business case.

Strategic Alignment:

WAM Gap implementation follows the corporate initiative to schedule replacement work and track assets through one corporate system.

Project Facets

Project Objective: Provide efficient and effective work and asset management, in compliance with all applicable regulatory requirements, for PGL and NSG by resolving the issues with the initial implementation of the WAM system as identified in the GAP Analysis Report.

Scope (Included) The baseline scope of work includes the items identified in the GAP analysis report completed Q4 of 2011 along with TFS items documented in 2010.

Scope (Excluded) Ensuring 2011 compliance, Managing WAM production support work, Managing ICC audit expectations, Software upgrades for Windows 7 or maintenance releases, Mobile for maintenance and construction, ARM Metrics, Low priority defects in 2010 / Defects and enhancements identified after 1/1/11, Upgrading business processes for WPS, UPPCO, MGU, and MERC

Project Deliverable(s):

1. Technical Architecture Report
2. Mobile Architecture Report
3. GAP Change Management Plan
4. GAP Training Program Plan
5. Test Strategy and GAP Test Plan
6. GAP Reporting Architecture Recommendation Report
7. Work Stream Scope Definition Documents
8. Build Work Stream Solutions
9. Test Work Stream Solutions
10. Go-Live Work Streams
11. Validate business results were achieved

Stakeholders	Impacts
1. WAM	Plan, develop, interface, training, conversion
2. Operations	Support
3. IT	Architecture design changes for reporting and mobile
4. GIS	New/Changed Interfaces
5. Cfirst	New/Changed Interfaces
6. Finance	New/Changed Interfaces

Regulatory

1. Compliance reporting

Tangible Benefits	Tangible Benefit Amount
1. N/A	$0
IRR & Degree of Certainty (+/-%): N/A	

Other Benefits
1. Increased standardization of processes
2. Better record retention

Estimated Project Costs: (degree of accuracy -10% to +10%)

Expense Categories	Year 1	Year 2	Year 3	Year 4	Year 5 & Beyond	Total
O&M	$ 825,000	$1,175,000	$	$	$	$2,000,000
Capital	$3,300,000	$4,700,000	$	$	$	$8,000,000
Proj Total	$4,125,000	$5,875,000	$	$	$	$10,000,000
Lifecycle	$	$	$	$	$	$

Home Center where approved budget $$ resides:	A58, A57, A60, A53, A54, A55, A56, A62, 453,P01

Risk Assessment

Risk Description	Probability of Occurring	If Occurs, Degree of Impact
1. The system defect rate does not stabilize.	High	Low
2. Lack of managerial support from appropriate levels of executive management.	HIgh	Low
3. Project Manager continuity/Key Resource continuity	High	Low
4. The gap analysis process failed to identify all of the major system issues causing scope creep and preventing the realization of project goals.	Medium	Medium
5. Project resources may have competing requirements preventing them from being fully engaged on the project.	Medium	Medium
6. Deployment plan will have an impact on the IT interfaces and complexity. The integration with WAM Support for minor and major releases may impact schedule and cost of the project.	Medium	Low
7. Process and technology impacts of WAM may spill over to other systems (i.e., GIS), causing additional changes or costs.	Low	Low

Assumptions:

1. PROJECT – Demonstrate progress on delivering value to the business
2. COMMUNICATION – Project team will communicate with and involve the Business groups
3. COST EFFECTIVE SOLUTIONS- The Business Work Stream teams need to prioritize and resolve the GAP issues, while managing project scope and expectations of the Business groups
4. THOROUGH ANALYSIS - Fully understand business requirements and rules and ensure the system functionality satisfies the requirements.
5. STREAMLINE - Enhance and simplify process and procedures to meet the needs of the Business groups
6. STANDARDIZATION - Focus on using the ARM technology the way it was designed, to meet the needs of WAM and the GAPs identified, minimize product customizations. Focus on objectives and outcomes and not old process when evaluating if business process changes should be made
7. COLLABORATION - The recommended solution for each GAP Business Stream will be approved and signed off by the Integrys Business Groups
8. ROOT CAUSE ANALYSIS – Ensure problems are fully analyzed to determine the root cause of issues vs. just fixing the symptoms.

Dependencies:
1. All compliance related deliverables, or long term workarounds, must be addressed by 1/1/2012 to support the annual ICC audit. 2. System and process changes impacting field crews must be minimized during the inspection/construction season from April 1 to November 1. 3. Coordination with WAM production support is required for resources and schedule. 4. Coordination with interfaced systems is required for resources and schedule. 5. Coordination is required with Logica ARM product development organization for enhancements.

Approval	
BU Mgmt Approver:	**Date:**

PGL AG 12.20
Attach 04

Gap Recommendations by Area (for Approval)

The following are the Recommendations Being presented for Management revgiew and approval for the WAM Gap Remediation Project. The list below groups Recommendations by Area, sorted by severity and title with estimated costs from small to very large assigned. Note that deferred and dropped recommendations are not in the list below.

As-Built

1-Critical	Business Process - De-couple the completion of the WR and update of the condition from the as-built of the work request. Have all updates of conditions done at the shops until rollout of RT ARM for maintenance.	In Progress	21
1-Critical	Business Process - Scan all tickets received from the field and attach them to the work request	In Progress	23
2-High	Business Process - Define and implement a method to as-built and track partial completion of mains	In Progress	40
2-High	Compatible Units - Create a CU to as-built inside extensions	In Progress	19
2-High	FMDR Enhancement - Additional facility and component functionality required to make corrections	In Progress	55
2-High	Training - Conduct additional training for as-built personnel to handle complexities of as-built, including leak repair	In Progress	24
3-Medium	Business Process - Create method to re-use any service pipe component (including segments) when replacing the service.	In Progress	20
3-Medium	New Interface - Provide an automated retirement of service stubs when a main is retired.	In Progress	38

Business Process

1-Critical	Data Quality Reconciliation - Provide reconciliation between FMDR and PowerPlant.	In Progress	58
1-Critical	Org and Staffing - Develop and implement staffing plan for CPG and shops for planning, scheduling and as-built completion	In Progress	13
2-High	Communication - Review, revise and implement the user-communication plan	In Progress	36
2-High	Contractors - Analyze the contractor process, identify problem areas and refine the process as necessary	In Progress	37
2-High	Engineering - Obtain additional information from engineering and construction concerning Man Love	In Progress	54
2-High	New Process - Convert all regulators and gate stations to FMDR and establish regulator processes in WAM	In Progress	1
2-High	Restoration - Analyze the restoration process, identify problem areas and refine the process as necessary	In Progress	39
3-Medium	New Process - Incorporate installation and retirements of intermediate and high pressure mains into WAM.	In Progress	47
3-Medium	New Process - Incorporate vault upgrades, installation and retirement into WAM.	In Progress	44

Compliance

1-Critical	Configuration - Change configuration on valves found inoperable	In Progress	67
1-Critical	Configuration - Set up additional inspections for the security valves	In Progress	72
1-Critical	Data Cleanup - Remediate the issue with previous inspection dates for mains	In Progress	80
1-Critical	Master Plan - Determine more efficient method to handle leak surveys	In Progress	66
1-Critical	Mobile Stabilization - Stabilize the RT ARM mobile application and communications	In Progress	27
2-High	Data Cleanup - Break out gas ops into their own surveys	In Progress	81
2-High	Data Conversion - Load corrosion test point location data for services and make main test points available on map	In Progress	65
2-High	Defect Resolution - Analyze and remediate software defects in Compliance including dummy sq mile on leak conditions.	In Progress	28
2-High	Equivalent Procedures - Implement the equivalent procedure functionality	In Progress	82
2-High	FMDR Enhancement - Additional condition update functionality required to make corrections	In Progress	69
2-High	Improve Corrosion Process - Analyze the corrosion process, identify problem areas and refine the process as necessary	In Progress	45
2-High	Master Plan - Determine more efficient method to handle valve inspections	In Progress	78
2-High	MDSI Integration - Need to remediate the issue that MDSI does not validate addresses.	In Progress	71
2-High	Mobile Infrastructure - Create a better method to update the RT ARM mobile baseline and for software upgrades	In Progress	61
2-High	New Process - Incorporate leak pinpointing into WAM	In Progress	25
2-High	Software Change - RT ARM Leak Recheck: Enforce the requirement to create a leak sketch.	In Progress	64
2-High	Software Change - RT ARM Leak Surveys: Allow for mass-creation of maintenance work at facilities, generation of conditions at facilities that do not inhibit survey completion and attachment of comments at the facility..	In Progress	63
2-High	Training - Conduct additional training for crews	In Progress	53
2-High	Training - Training and enforcement of valve inspection procedure is required.	In Progress	59
3-Medium	Mobile for Supervisors - Implement supervisor mobile for Compliance	In Progress	68
3-Medium	Software Change - RT ARM Corrosion Inspection: Allow for easy generation of repair when multiple anodes need to be installed.	In Progress	60
3-Medium	Software Change - RT ARM Leak Surveys: Allow for completion of multiple facilities within a survey area in RT ARM	In Progress	62

GIS

1-Critical	Data Cleanup - Fix the shop boundaries in GIS between North Shop and Central Shop; map services that are not in GIS and correct facilities that are in wrong survey area.	In Progress	31
2-High	Enhance GIS - FMDR Interface - Include additional information for mains and services and add valve interface.	In Progress	56
2-High	Enhance Work Initiation - Modify the program that creates construction work in GIS.	In Progress	52
3-Medium	Data Quality Reconciliation - Provide reconciliation between FMDR and GIS.	In Progress	75

Initiation

1-Critical	Data Cleanup - Reconcile service pipes between C-First, GIS and FMDR. Lack of reconciliation has an impact on customer service - especially reconnects.	In Progress	42
2-High	Enforce Business Process - There is significant work being done outside the system and the process needs to be enforced that all maintenance work must have a work request.	In Progress	51
2-High	Enhance Shutoff Process - Ensure that inactive services are shut off and follow up to confirm.	In Progress	43
2-High	Improve Cutoff Process - Streamline the integration between C-First and WMIS for cutoffs so that the two systems are in sync	In Progress	41
2-High	Improve Reconnect Process - Redesign the service reconnect process	In Progress	33
2-High	Standardize and Communicate Gas Ops Process - There is a lack of clarity concerning initiation of work	In Progress	50
2-High	Training - Conduct additional training for supervisors	In Progress	46

ITS Support

1-Critical	Business Support Process - Improve Mobile device management.	In Progress	96
1-Critical	System Performance - Increase system performance.	In Progress	101
1-Critical	WAM Support - Improve handoff between ITS and WAM Business Support	In Progress	97
2-High	Environment Management - Provide well defined and well managed environments	In Progress	99
2-High	Logica Support - Provide priority support during outage	In Progress	105
2-High	Mobile Device Management - Increase the level of mobile device management.	In Progress	100
2-High	Organization Roles and Responsibilities - WAM Governance	In Progress	103
2-High	Release Management - Increase controls for software release	In Progress	102
2-High	System Stability - Improve the stability and security of the components to the WAM architecture	In Progress	95
2-High	Testing - Increase the level of system and user acceptance testing	In Progress	104
3-Medium	Software Change - Provide configuration control within the WAM application.	In Progress	98

Permits

2-High	Software Change - Allow for greater query capabilities for existing permits.	In Progress	16
3-Medium	Business Process - Improve the process for ordering and tracking clearance dates and tracking dig numbers & dig dates	In Progress	9
3-Medium	Business Process - Make refinements to the permit process	In Progress	22
3-Medium	Interface - Provide transparency and troubleshooting capabilities for Chicago Permit interface	In Progress	7
3-Medium	Software Change - Consolidate permit data entry onto a single screen and allow for query on permit attributes.	In Progress	15

Reports

1-Critical	Training - Develop and conduct training on existing reports	In Progress	109
2-High	Compliance Reports - Enhance and develop additional compliance management reports	In Progress	110
2-High	Construction Reports - Develop additional construction management reports	In Progress	108
2-High	Corrosion Reports - Enhance corrosion report functionality	In Progress	112
2-High	Leak Reports - Develop additional leak management report	In Progress	107
2-High	Leak Survey Reports - Develop additional leak survey reports	In Progress	113
2-High	Permit Reports - Develop additional permit management report functionality	In Progress	106
3-Medium	Customer-related Work Reports - Develop reports for customer-related work	In Progress	111

Scheduling

2-High	Business Process - Implement pre-printed job packages for the supervisors and work tickets for the crews.	In Progress	17
2-High	Defect Resolution - Analyze and remediate software defects in ARM Scheduler	In Progress	8
2-High	Software Change - Add facility and survey area id to the ARM Scheduler screen	In Progress	2
2-High	Software Change - Add due dates to the ARM Scheduler screen and RT ARM	In Progress	3
2-High	Software Change - Allow navigation from the ARM Scheduler to FMDR for conditions and facility / component information and to NaviGate.	In Progress	29
2-High	Training - Conduct additional training for Schedulers	In Progress	11
3-Medium	Business Process - Increase the level of crew management / maintenance that is performed in the system.	In Progress	35
3-Medium	Configuration - Make necessary configuration changes to improve scheduling.	In Progress	26
3-Medium	Software Change - Allow jeopardy messages to be configured as on or off in ARM Scheduler.	In Progress	30
3-Medium	Software Change - Allow user to filter work in Scheduler by capital, maintenance and compliance.	In Progress	57
3-Medium	Software Change - ARM Scheduler screen should use the same address structure as WMIS and FMDR	In Progress	12
3-Medium	Software Change - Modify the display of work on the ARM Scheduler screen	In Progress	14

WAM Support

1-Critical	Resource Plan - Create and implement a resource plan for WAM Support	In Progress	87
1-Critical	WAM Website - Make the WAM Website the hub for communication with the WAM user community	In Progress	88
1-Critical	Work Assignment - Implement a work assignment and tracking method within WAM Support	In Progress	91
1-Critical	Workaround Process - Develop process to manage workarounds	In Progress	90
2-High	Communications - Develop timely and consistent communications with the users and stakeholders	In Progress	84
2-High	GoBook Management - Improve the method used to	In Progress	93
2-High	Help Line - Clarify roles and responsibilities between WAM Support and HELP Desk	In Progress	92
2-High	Quality Assurance - Design and execute a quality assurance program (QAP) to ensure WAM data quality	In Progress	32
2-High	Training - Implement a formal training program for the user community	In Progress	86
3-Medium	Prioritization - Involve the business in prioritization of WAM Support work.	In Progress	85
3-Medium	Super Users - Establish a super user program and supporting processes	In Progress	94

The remainder of this document provides details for the Recommendations within each Area by Severity. Each Area begins with a list of its Recommendations (including those determined to be deferred), followed by Recommendation details.

The structure of the Recommendation details is:

Recommendation - current state, description and business impact
Recommendation Requirements - requirement type and description for each
Recommendation Inventory - gap interview / inventory items assoc w/ Recommendation

As-Built

The following are the Recommendations within this area:

1-Critical	Business Process - De-couple the completion of the WR and update of the condition from the as-built of the work request. Have all updates of conditions done at the shops until rollout of RT ARM for maintenance.	In Progress	21
1-Critical	Business Process - Scan all tickets received from the field and attach them to the work request	In Progress	23
2-High	Business Process - Define and implement a method to as-built and track partial completion of mains	In Progress	40
2-High	Compatible Units - Create a CU to as-built inside extensions	In Progress	19
2-High	FMDR Enhancement - Additional facility and component functionality required to make corrections	In Progress	55
2-High	Training - Conduct additional training for as-built personnel to handle complexities of as-built, including leak repair	In Progress	24
3-Medium	Business Process - Create method to re-use any service pipe component (including segments) when replacing the service.	In Progress	20
3-Medium	New Interface - Provide an automated retirement of service stubs when a main is retired.	In Progress	38
5-Deferred	Business Process - Automate the scanning and attachment of as-built tickets through use of bar codes on pre-printed tickets	In Progress	74
5-Deferred	Mobile - Implement the RT ARM Mobile for maintenance and construction - receive and complete work only - i.e. not for as-built.	In Progress	18

1-Critical As-Built

21 Business Process - De-couple the completion of the WR and update of the condition from the as-built of the work request. Have all updates of conditions done at the shops until rollout of RT ARM for maintenance.

Current State: Have all updates of conditions done at the shops until rollout of RT ARM for maintenance. De-couple the completion of the WR and update of the condition from the as-built of the work request.

There are multiple as-built issues concerning completion of maintenance, construction and leak work requests including:
- If multiple related leak conditions are in one block, CPG admins take the oldest leak that was entered and will as-built that one repair WR in WMIS. They will then cancel the other repair WR.
- For corrosion work, follow-up inspections are not being generated in time due to the backlog in as-builting associated repair tickets
- Conditions are currently not being updated (i.e. flipped from repair to follow-up inspection) after valve repair work is completed..
- Leak repair packages are managed differently across shops - some supervisors keep the package, and in other shops they go to planning liaison
- The creation of re-check WR's for leaks after repairs is hindered by the time delay and backlog of the as built process. Leak management is very time consuming and hard to manage - went from individuals with a lot of experience to one individual managing the leaks .

Recommendation: De-couple the completion of the WR and update of the condition from the as-built of the work request. Have all updates of conditions done at the shops until rollout of RT ARM for maintenance.

A single method needs to be developed and tested in cases where there are multiple methods being used. Training needs to be developed and provided for the approved as-built methods in the following areas:
- Multiple leak conditions repaired by a single work request.
- As-built of corrosion repairs where there is a follow up inspection required

Business Impact: Lack of a standard as-built method risks the integrity of the data.
- There is no standard procedure to ensure that leak conditions are linked and appropriately consolidated.
- Lack of expedited method for corrosion as-built causes delay in generation of the follow up inspection
- Follow-up valve inspections are not being generated and condition entered against valves are not being closed in FMDR.
- Potential delays in re-checks . Too much work for too few people who do not have the experience or background

Requirements

Analysis	Document the process, test and provide to training group for the following: - Handling muliple leaks handled by a single repair. - Corrosion as-built where there is a follow up inspection - Updating conditions in FMDR Create separate training for shop and MOG - De-couple the completion of the WR and update of the condition from the as-built of the work request.
Business Process	Have all updates of conditions done at the shops until rollout of RT ARM for maintenance. It is important to ensure that all shops are performing the process in the same way.
Configuration	Configure an email to be sent to the wrecking group when certain WR Types have task 611 completed.
Data Cleanup	Determine and execute method to identify and fix: - duplicate leak repair work requests that may have resulted from the as-built methods used. - valve conditions that were not updated correctly and follow up inspection was not generated and completed These clean-up scripts or processes need to run periodically (daily) until the new process is implemented.
Interim Solution	Assist the wrecking group by providing access and training to look up work requests in WMIS.
Report	Design and develop QA reports to check for the proper execution of the as-built of conditions. This report should be designed so that it handles both the shop ticket completion and eventual

21 Business Process - De-couple the completion of the WR and update of the condition from the as-built of the work request. Have all updates of conditions done at the shops until rollout of RT ARM for maintenance.

	RT ARM completion.
Training	Develop training to handle changes to the as-built completion of maintenance, construction and leak work requests for the following: - Multiple leak conditions repaired by a single work request. - Corrosion as-built where there is a follow up inspection - Update the condition from repair to follow-up inspection for valve repair work. - De-couple the completion of the WR and update of the condition from the as-built of the work request. The AB Manual must be expanded restructured to better define steps for each type of work and include useful details such as applicable CUs, etc. See recommendation 24.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	15				Process: Leaks/Corrosion
MOG Admins should not be responsible for updating conditions for condition-based repairs. This role should be performed at the shop level in order to expedite the progression of follow-up work. *Leak repairs are already being as-built at the shops.For corrosion work, follow-up inspections are not being generated in time due to the backlog in as-builting associated repair tickets.*					
AS-BUILT	30				
The as-built process should be more efficient.Integrys should look into possible config changes or enhancements so that FMDR does not generate duplicate W *If condition details are not entered in time after a leak repair WR has been completed (task 611), FMDR generates a new leak repair WR. Once the information is entered for the original repair WR, the new repair WRs is automatically cancelled by the system.*					
AS-BUILT	31	CRITICAL			
Since conditions will be updated in the field for condition-based maintenance work, training will be needed to ensure that the field admins are updating condition for valve repairs. *Conditions are currently not being updated (i.e. flipped from repair to follow-up inspection) after valve repair work is completed. This was not covered in training.*					
AS-BUILT	44				
If multiple related leak conditions are in one block, CPG admins take the oldest leak that was entered and will as-built that one repir WR in WMIS. They will then cancel the other repair WR. A documented standard procedure should be in place. *If multiple related leak conditions are in one block, CPG admins take the oldest leak that was entered and will as-built that one repir WR in WMIS. They will then cancel the other repair WR.*					
COMPLIANCE	67	CRITICAL			FMDR
If Corrosion Maintenance is issued, then the follow up is not generated until the Maintenance is completed. This is an issue, as the maintenance may be completed on the last day, leaving no time to schedule and complete the CI Follow-up. *If Corrosion Maintenance is issued, then the follow up is not generated until the Maintenance is completed. This is an issue, as the maintenance may be completed on the last day, leaving no time to schedule and complete the CI Follow-up.*					
INITIATE	27	HIGH	na		Leak processing
Leak Management process improvement *The creation of re-check WR's for leaks after repairs is hindered by the time delay and backlog of the as built process. Leak management is very time consuming and hard to manage - went from individuals with a lot of experience to one individuatl managing the leaks . At North, there is no investigation occurring for leaks,*					
INITIATE	37	LOW	na		WR Status
Status of wrecking cut-offs *The Wrecking Group never knows when a job has been completed. South is the hardest one to get information from*					
SCHED	64	MED			Process adjustment
Handling of leak paperwork is inconsistent between shops *Leak repair packages are managed differently across shops - some supervisors keep the package, and in other shops they go to planning liaison*					

23 Business Process - Scan all tickets received from the field and attach them to the work request

Current State: Paper tickets are turned in to the shops and there are multiple problems associated with the handling of the paper downstream:
- The shops are not following the process as outlined in training
- MOG Supervisor does not receive proper communication regarding incoming work packets (electronic Completed Work Report).
- Tickets are often not sent as complete work packages (e.g. missing meter ticket, regulator ticket, inside safety inspection ticket, cut-off ticket). Planning liaisons are not ensuring the completeness of work packets before submitting them to MOG.
- Supervisors do not ensure that WR #'s are listed on submitted tickets. The as-built admin often cannot find the correct WR in WMIS (e.g. the address info is listed incorrectly in the ticket) and ends up creating new WR's to match the ticket.
- Ticket Tracker is a shared document between CPG and MOG to record all tickets being as-built by admins.

Recommendation: Scan all tickets received from the field and attach them to the work request.

The responsible person should ensure that necessary documents are included before scanning and attaching the ticket to the WR and MOG should be able to return any WRs where necessary documents are missing.

The MOG / AB Supervisor should use the system to receive notification that work is ready for as-built (completion of task 611), assign work, by assigning task 850 to the responsible person. This can eliminate the ticket tracker.

Business Impact:
- Without an accurate Completed Work Report, the MOG Supervisor cannot efficiently distribute the work packets to the admins for as-building. In addition, the Completed Work Report is needed to allow the MOG Supervisor to verify that all work packets have been received.
- There is no secure method to close the loop that all paper has been received from the field. This creates delays in looking for paper and the possibility of incomplete information concerning completed work.

Requirements

Configuration	Review the configuration of task 611 and 850 to ensure that 850 becomes in working status when task 611 is completed.
Interim Solution	Enforce the current process. From the Interim AB Process Manual: The Planning Liaison also runs the Completed Work Report and emails an electronic copy of the report to the MOG. This report lists the work marked completed for the day, and is exported to excel for easy file transfer. This must be done at the end of the last shift for each business day.Each morning, the MOG Supervisor uses the Completed Work Report to query WMIS for work requests which were completed on the previous work day. These work requests should match up with the Master, Supervisor and Daily Crew Sheets that will arrive from the shops via inter-office mail. The MOG Supervisor assigns the work requests at WMIS task 850 to the appropriate MOG Administrative Employee who will be responsible for the as-built of those jobs. This allows the MOG Supervisor to easily track employee work distribution and progress through-out the day electronically. The MOG Supervisor then distributes the work packets associated with those work requests to the responsible MOG Admin. -- The Planning Liaison is responsible for distributing the correct paper work to the appropriate as-built groups. Since different groups may need the same paperwork, the Planning Liaison may have to make copies in order to distribute all necessary paper work to the appropriate groups. Use the Document Mapping Matrix (Appendix A) to determine which paper work is required for the different groups performing as-built work.
Report	Develop a report that provides the same functionality as the current Ticket Tracker. The report can take advantage of the assignment of task 850 to the responsible person and the creation of attachments to indicate key dates.
Training	Develop training for the following: 1. Shop personnel to scan and attach the work requests 2. AB supervisor to receive and assign work requests 3. AB data entry to use the PPT to do their updates * * Note that this will be a complete rework of the current Interim As Built training document (IAB)

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	3	CRITICAL			Process: Receiving Tickets

Completed Work Report is not used

MOG Supervisor does not receive proper communication regarding incoming work packets (electronic Completed Work Report).

23 Business Process - Scan all tickets received from the field and attach them to the work request

AS-BUILT 8 Process: Receiving Tickets

Incomplete work packages are sent to MOG

Tickets are often not sent as complete work packages (e.g. missing meter ticket, regulator ticket, inside safety inspection ticket, cut-off ticket). Planning liasons are not ensuring the completeness of work packets before submitting them to MOG.

AS-BUILT 11 People: Training

Ticket Tracker

Ticket Tracker is a shared document between CPG and MOG to reocrd all tickets being as-built by admins. This document is a clear indication that the system is not trusted.

AS-BUILT 32 Process: Restoration

Once a WR is ready for as-built, Planning Liaisons should scan and attach the associated paper ticket to each WR

Restoration information is currently recorded on paper by field crews then sent to admins for entry in the restoration app. There are currently 3 issues that prevent the restoration admins from entering some tickets:1- The WR is not yet generated in WMIS (e.g. night crew, emergency)2- The WR # listed is not valid3- Pre-requisite tasks were not completed in WMIS

AS-BUILT 39 Process: Receiving Tickets

Once a WR is ready for as-built, Planning Liaisons should scan and attach the associated paper ticket to each WR

In some cases, multiple WRs are created for the same leak (e.g. multiple repairs at an intersection). If the repair is as-built before the restoration information is entered, the as-built admin might bypass the restoration tasks and/or cancel some of the repetitive WRs, which would not allow for entering the restoration information later. A new WR is needed in this case.

2-High As-Built

40 Business Process - Define and implement a method to as-built and track partial completion of mains

Current State: For replacement projects, when a Gas Main is being replaced and the new Gas Main information is not yet in GIS or FMDR, its associated services will show up in Navigate but will not be tied to any Gas Main.

The engineering group is no clear on how partial completion and progress of main construction work be done. Specifically, will there be multiple work components for a work request so that partial work can be as-builted and completed?

There is no way to track the progress of a main replacement work request until it is completed in ESRI.

Recommendation: There are multiple methods that could be employed to resolve this issue. Solution options need to be identified and analyzed and a recommendation needs to be made to the business for implementation. The requirements listed for this issue are representative of the types of requirements that could result from the analysis and business decision.

Business Impact: The system does not accurately reflect the progress of the work that has taken place in the field.

Requirements

Analysis	There are multiple methods that could be employed to resolve this issue. Solution options need to be identified and analyzed and a recommendation needs to be made to the business for implementation. It is possible that the solution would be to create multiple construction work requests within the BCA, rather than one-to-one. This would allow the BCA to be large and the WRs to be one block each.
Business Process	Each alternative will require a change in the current process for as-builting this type of work.
Configuration	There may be some configuration changes to the construction work flows.
Data Cleanup	Eliminate the as-built backlog in GIS.
Extension	The solution may involve an extension to provide update information from GIS to FMDR and WMIS. It is possible that the solution would be to create multiple construction work requests within the BCA, rather than one-to-one. This would allow the BCA to be large and the WRs to be one block each.
GIS	The solution may involve an extension to provide update information from GIS to FMDR and WMIS.
Interim Solution	Communicate with the AMRP group concerning the fact that they should create projects in sizes that can be completed in a short period of time. It has been suggested that they create projects that are one city block in length.
Logica	Determine if Logica has a preferred solution for partial completion of mains.
Training	The solution will require training for engineers, GIS personnel and schedulers.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	20				Process: New GMs

When a Gas Main is being replaced and the new Gas Main information is not yet in the system, its associated services will show up in Navigate but will not be tied to any Gas Main.

When a Gas Main is being replaced and the new Gas Main information is not yet in the system, its associated services will show up in Navigate but will not be tied to any Gas Main.

AS-BUILT 41

The system allows for multiple solutions to address these questions. A taskforce should be assigned to clearly determine the best approach that meets Integrys requirements

40 Business Process - Define and implement a method to as-built and track partial completion of mains

How will partial completion and progress or main construction work be done - specifically, will there be multiple work components for a work request so that partial work can be as-builted and completed?

INITIATE	52	Initiation of Construction Projects
BCA required at lower level than scheduling polygon		
BCA too high level		
MANAGE	67	Main Replacements
Tracking Progress of CIMR		
1 polygon is used for a main replacement project. There is no way to track the progress of a main replacement work request until it is completed in ESRI.		

19 Compatible Units - Create a CU to as-built inside extensions

Current State: There is no CU available for installing brand new inside extensions (Bare Steel). The MOG admins are currently awaiting the creation of this CU in order to be able to as-built tickets where a new inside extension was installed. A TFS item has been entered for this issue.

Recommendation: There is no workaround for this issue. Since these WRs will not be closed until this CU is available, the updated facility information in these WRs will not be sent to FMDR.

Business Impact: Create a CU for new inside extension and possibly a new AC Code.

Requirements

Compatible Unit	Create a CU for new inside extension and possibly a new AC Code.
Training	Creat communication for use of the new CU and release to MOG.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	1	Medium	6754		System: Enhancement
Need CU for new inside extensions					
There is no CU available for installing brand new inside extensions (Bare Steel). The MOG admins are currently awaiting the creation of this CU in order to be able to as-built tickets where a new inside extension was installed. A TFS item has been entered for this issue.					

55 FMDR Enhancement - Additional facility and component functionality required to make corrections

Current State: The GIS as-built group sometimes needs to change a valve from being non-critical to being critical. The only way to accomplish this is by retiring the component on the valve facility and installing a new component under that facility, while re-entering all the same characteristics as the retired component had.

Currently we do not have the ability to reinstate retired facilities from FMDR. To correct needed records (there's been cases where a facility was retired by human/system error, by reinstating the facility we maintain all of its history. If we recreate it we lose all this information.

Need the ability to reinstate retired facilities from GIS. To correct needed records (there's been cases where a facility was retired by human/system error, by reinstating the facility we maintain all of its history.

Recommendation: Need a new Logica software modification enhancement to allow "New/From" functionality for Components in FMDR.

Need the ability to reinstate retired facilities from GIS. To correct needed records (there's been cases where a facility was retired by human/system error, by reinstating the facility we maintain all of its history.

Business Impact: The work history is lost when performing certain functions on facilities, such as changing the valve from critical to non-critical or re-instating a facility.

Requirements

Analysis	Option 2: Determine the necessary configuration for procedures based on facility and

55 FMDR Enhancement - Additional facility and component functionality required to make corrections

	component characteristics.
Configuration	Option 2: Develop configuration for procedures based on facility and component characteristics.
GIS	Option 1: Provide for the ability to allow re-instatement of a facility in GIS.
Interface	Option 1: Develop extensions based on changes to characteristics such as project number.
Interface	Option 1: Provide for the ability to allow re-instatement of a facility in GIS and transmit the re-instatement to FMDR.
Logica	Option 1: Allow for extension points from facility and component characteristics.
Logica	Option 2: Allow the software to drive frequency rules for inspections off of facility and component characteristics. Currently only the facility type and component type can drive procedures.
Logica	Option 1: Allow for the re-instatement of a facility. This could be required from human error and will require controls to allow this action to be performed by limited users. It should also be allowed via interface. This enhancement will also allow a restrcted group of as-built personnel to re-instate serveices temporarily in order to move components to the replacement service in cases where they inadvertantly retired the facility before moving the component (such as inside extension).
Logica	Option 1: Need a new Logica software modification enhancement to allow "New/From" functionality for Components in FMDR. This will allow valves to be changed from critical to non-critical and carry the information, including work history, forward.
Training	Develop training materials for engineering and as-built group for these enhancements.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	1	High			Enhancement
"New/From" functionality for Components					
The GIS as-built group sometimes needs to change a valve from being non-critical to being critical.					
AS-BUILT	21	CRITICAL	Need	RFC	Enhancement
Ability to reinstate retired facilities (FMDR)					
Currently we do not have the ability to reinstate retired facilities from GIS.					

24 Training - Conduct additional training for as-built personnel to handle complexities of as-built, including leak repair

Current State: The Interim As Built (IAB) training manual is not being followed. There are also numerous work-arounds and process refinements that have occurred since roll out.

The engineers from CPG did not initially go through enough training both within the WAM process/system or how to relate WAM concepts to the work actually performed in the field.

There are work arounds being performed that are not approved. For example, there is a work around to cancel and re-create a work request that was adopted due to a previous defect in WMIS that required MOG Admins to address bypassed Points and Spans every time the AC Code was changed. Admins continue to do this workaround because it is more time efficient for some WRs.

MOG currently receives WRs with a number of incomplete preliminary tasks. In order to be able to close such WRs, MOG Admins currently complete or bypass incomplete preliminary tasks to the best of their abilities given the information listed in the ticket. In some instances, Scheduling (Task 500) or Field Construction (Task 611) are incomplete, which require performing a workaround in Scheduler. MOG Admins are seeing fewer instances of this issue with newer WRs.

24 Training - Conduct additional training for as-built personnel to handle complexities of as-built, including leak repair

The Interim AB Process requires as-built admins to update the Condition Type after closing a WR (task 999). However, currently at NSG, Steve L receives leak-related tickets from the crews and updates the Condition Type before as-built reconciliation (Task 850) for leak-related service renewal work. The as-built admin then cancels the original leak repair WR and creates a new leak repair with renewal WR as it is more efficient to do so than modifying the design of the original WR. The standard leak repair WR is always generated without the renewal design even though 95% of leak repairs at NSG end up with renewing the leaking service pipe.

Recommendation: Modify the training to include the necessary work arounds. Note that this needs to be done in two steps, given the fact that the role of the as-built user will change once the as-built has been de-coupled from the work completion (done via another recommendation).

The first step is to stabilize the process in its current form. This includes incorporating the work arounds into a summary training and ensuring that the process is being followed.

The second step is to modify the training for the implementation of the de-coupled process. The IAB Process Manual must be expanded restructured to better define steps for each type of work and include useful details such as applicable CUs, etc.

Business Impact: The as-built backlog is higher than acceptable, there is risk that standard processes are not being followed and there is not a standard training document for new users.

Cancelation of WRs presents a problem - if the original WR was maintenance generated due to a condition in FMDR, the new work request cannot be traced to that condition and follow-up inspections will not be generated.

Requirements

Analysis	Review the cancellation rules for each WR Type to determine if there are certain WR Types that should be configured so that they cannot be cancelled. Review the configuration of who can and cannot cancel work requests.
Analysis	Compile an inventory of all work around and process modifications that have taken place since roll out. Provide this information to the training development team.
Business Process	Additional resources are needed to perform as-builting of leak repairs at the shops
Business Process	Put in place a process to review the work requests that were cancelled each day, the reason code and the user who cancelled them. Determine if the cancellation was legitimate and follow up with the user's supervisor in cases where it was not.
Configuration	Modify the cancellation rules for WR Types that should not be cancelled.
	Change security to restrict certain users from cancellation of work requests.
Data Cleanup	Fix the occurrences where users canceled condition-based repairs and created a new WR to as-built the work.
Interim Solution	NSG as-built admins should follow the standard IAB process and not cancel WRs or use 'New From' functionality.
Interim Solution	Incorporate the work arounds into a summary training and ensure that the process is being followed.
	Planning Liaisons should be trained to ensure completeness of paper tickets and that the WR is progressed to the appropriate stage before handing over the work to MOG.
Report	Develop a QA/QC as-built report that checks the before and after of each facility and component characteristic.
Report	Create a detective report to identify the work requests that were cancelled each day.
Training	Proper training should be developed and delivered so that staff performing leak as-builting are well equipped for their role.
Training	See recommendation 21.

24 Training - Conduct additional training for as-built personnel to handle complexities of as-built, including leak repair

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	4			6698	Process: WR-Design
Issues with modifying default WR design.					
Interim AB Process requires MOG Admins to update the default work-level design (e.g. modify Classification and AC Codes) of completed WRs to accurately reflect the work that was performed in the field. Currently MOG Admins cancel some WRs and create new WRs with the correct standard design using the 'New-From' functionality in WMIS. This workaround was adopted due to a previous defect in WMIS that required MOG Admins to address bypassed Points and Spans every time the AC Code was changed. Admins continue to do this workaround because it is more time efficient for some WRs.					
AS-BUILT	6				Process: Receiving Tickets
Preliminary WR tasks prior to as-built are not completed in WMIS					
MOG currently receives WRs with a number of incomplete preliminary tasks. In order to be able to close such WRs, MOG Admins currently complete or bypass incomplete preliminary tasks to the best of their abilities given the information listed in the ticket. In some instances, Scheduling (Task 500) or Field Construction (Task 611) are incomplete, which require performing a workaround in Scheduler. MOG Admins are seeing fewer instances of this issue with newer WRs.					
AS-BUILT	9				Process: Leaks/Corrosion
Delays in As Builting causing manual tracking for leaks					
Tracking leaks manually to see the red flags because of delays in as-builting. Schedulers who are currently residing at North Shop spend their full day doing as-builting.					
AS-BUILT	14				People: Training
IAB Proces Manual needs inmprovement					
Currently, information in the Process Manual is not thorough enough.					
AS-BUILT	22				People: WR-Design
NSG as-built admins should follow the standard IAB process and not cancel WRs or use 'New From' functionality.					
The Interim AB Process requires as-built admins to update the Condition Type after closing a WR (task 999). However, currently at NSG, Steve L receives leak-related tickets from the crews and updates the Condition Type before as-built reconciliation (Task 850) for leak-related service renewal work. The as-built admin then cancels the original leak repair WR and creates a new leak repair with renewal WR as it is more efficient to do so than modifying the design of the original WR. The standard leak repair WR is always generated without the renewal design even though 95% of leak repairs at NSG end up with renewing the leaking service pipe.					
AS-BUILT	23				People: Training
Need training for leak as-builters					
The engineers from CPG did not initially go through enough training both within the WAM process/system or how to relate WAM concepts to the work actually performed in the field. Example: an engineer from CPG was filling for Al during the Gap Analysis and 15 of the 19 tickets that he as-built were as-built incorrect (did not follow all the steps in the document).					
COMPLIANCE	53	MED			Training
Initial train-the-trainer program was very accelerated. This should be considered for future roll outs.					
Initial train-the-trainer program was very accelerated. This should be considered for future roll outs.					
INITIATE	26	HIGH	na		WAM Process only
Central Shop is not performing paritial renewals to the parkway on cut-offs					
Central Shop is not doing a partial renewal on a cut-off when the main is not in the parkway . This makes reconnection easier and more efficient.					

3-Medium As-Built

20 Business Process - Create method to re-use any service pipe component (including segments) when replacing the service.

Current State: NSG performs work where crews reuse pipe segments from Gas Main to Farm-Tap. There is no AC Code for partial renewals from Farm-Taps. This type of work is performed occasionally at NSG but there is no standard procedure for as-builting it. The system allows a number of alternative workarounds.

FMDR does not allow moving components from retired facilities. The facility must be re-instated in order for MOG Admins to be able to move the reused component to the new Service. Although there is currently a process for inside service extensions, the process should be enhanced so that it can be done in the event that the user inadvertently retires the facility before moving the component (i.e. as a stop gap measure).

Recommendation: The program developed for TFS 5523 (re-use of inside extensions) should be enhanced in such a way that the user can select any existing component of the service to move to the new service.

Business Impact: NSG admins do not have a standard procedure that is tested and approved, which may cause inconsistencies in the data.

Requirements

Analysis	Determine all components of the service that can be re-used (using the reuse of inside service extensions as the example) and develop instructions / functional specification for the interface and requirements for configuration. Design the process and provide to the training group. Determine if there is any data cleanup that needs to be performed due to the inconsistencies in the as-built methods.
Business Process	Define and communicate the process for partial replacement of a service to the training group for development of training materials.
Compatible Unit	Develop the necessary compatible unit (and possibly AC Code) for the reuse of service components.
Configuration	Add any necessary service attributes to enable the interface process to work.
Interface	The program developed for TFS 5523 (re-use of inside extensions) should be enhanced in such a way that the user can select any existing component of the service to move to the new service. It should also be enhanced to allow for the user to be able to make this move even in the event that they inadvertantly retire the existing facility before doing so.
Interim Solution	Determine the best interim method for the reuse of service components and communicate to the various groups that are performing as-built.
Training	Develop training for the as-built staff to use the new process to reuse service components.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	5				Process: Reusing Components

Issues with reusing components

Cannot as-built a ticket that requires reusing a component (e.g. inside extension) if the associated facility was retired during conversion or due to a user error. This is due to the fact that FMDR does not allow moving components from retired facilities. The facility must be re-instated in order for MOG Admins to be able to move the reused component to the new Service.

AS-BUILT 29

There should be a standard procedure for this type of work.Similar to TFS 5523, a program can be developed to automatically move the component to the new facility using an attribu

NSG performs work where crews reuse pipe segments from Gas Main to Farm-Tap. There is no AC Code for partial renewals from Farm-Taps. This type of work is performed occasionally at NSG but there is no standard procedure for as-builting it. The system allows a number of alternative workarounds.

38 New Interface - Provide an automated retirement of service stubs when a main is retired.

Current State: Engineering provides a list of service stub segments for MOG group to manually retire when a main is retired.

38 New Interface - Provide an automated retirement of service stubs when a main is retired.

Recommendation: Allow for the retirement of the main to automatically retire the service stubs associated with it.

Business Impact: Services must remain active when a service is cut between main and building or internally plugged and the main has not been retired, the service can't be retired (because the stub will remain physically active) without risk of missing regulatory requirements. Stub services will remain active in FMDR even once the main is retired and must be manually retired after the as-built process, an individual and time-consuming step. Currently, the effect of this issue is that the Main Office Group (MOG) team must leave the service active until the main has been retired; this could be a period of many months. This is because sometimes a main is needed to support the low pressure system. There is no effective way to track such "orphaned" services. This also has a direct impact on service retirement accounting not being sent to PowerPlant.

Requirements

Analysis	Analyze the FMDR facility to facility relationship field to ensure that it is populated for all applicable facilities. The related facility field has the parent of that facility.
Data Cleanup	Clean up the occurrences of the related-facility field where it is null (as found during the analysis step).
Interface	Develop an interface to retire related facilities when a main is retired based on the related-facility field. The related facility field has the parent of that facility. The interface should retire all child records when the parent is retired and should then continue to the next level to retire any child records for those it retired (i.e. granchild records of the original facility).

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	5.1	CRITICAL			Enhancement
Retiring services associated with retired main segments.					
Missing functionality in FMDR: Logic is missing in FMDR to retire services when main is retired. The Accelerated Main Replacement Program will create a large number of temporary service stubs that will remain active until the main is retired.					
AS-BUILT	42				Manually retire main segments
Manual entry of service segments for retirement					
Currently we have to provide a list of segments for Jackie's group to manually retire segments of services.					

Business Process

The following are the Recommendations within this area:

1-Critical	Data Quality Reconciliation - Provide reconciliation between FMDR and PowerPlant.	In Progress	58
1-Critical	Org and Staffing - Develop and implement staffing plan for CPG and shops for planning, scheduling and as-built completion	In Progress	13
2-High	Communication - Review, revise and implement the user-communication plan	In Progress	36
2-High	Contractors - Analyze the contractor process, identify problem areas and refine the process as necessary	In Progress	37
2-High	Engineering - Obtain additional information from engineering and construction concerning Man Love	In Progress	54
2-High	New Process - Convert all regulators and gate stations to FMDR and establish regulator processes in WAM	In Progress	1
2-High	Restoration - Analyze the restoration process, identify problem areas and refine the process as necessary	In Progress	39
3-Medium	New Process - Incorporate installation and retirements of intermediate and high pressure mains into WAM.	In Progress	47
3-Medium	New Process - Incorporate vault upgrades, installation and retirement into WAM.	In Progress	44
5-Deferred	Quality Assurance - Design and execute a quality assurance program (QAP) to ensure efficient and effective business processes	In Progress	76
5-Deferred	Restoration - Deploy the Restoration Application on GoBooks for field crews.	In Progress	77

1-Critical Business Process

58 Data Quality Reconciliation - Provide reconciliation between FMDR and PowerPlant.

Current State: There is not a reconciliation program that ensures FMDR is in sync with PowerPlant. If all the information in WAM is correct, it becomes the system of record when we go through reconciliation in the PowerPlant side and FMDR will be thought to be correct. WAM/FMDR should be the System of Record

Currently FIN-02 still crashes on data errors thus resulting in delays when data is being sent to PowerPlant.

Recommendation: Provide reconciliation between FMDR and PowerPlant.

PowerPlant is sent transactions once per month and a report/spreadsheet is prepared that helps with reconciling. We want to perform reconciliation between PowerPlant and FMDR, make adjusting entries and then perform regular reconciliations going forward

Business Impact: FIN-02 is a financial data interface between Facilities Management Data Repository (FMDR) and PowerPlant. The purpose of this interface is to send Unit of Property data such as Distribution Gas Main information (size, type, year and length) and service data (size, kind, year and length) from FMDR to Powerplant.

Requirements

Analysis	Develop the reconciliation specification for FMDR and PowerPlant.
Interface	Provide reconciliation between FMDR and PowerPlant.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	6.1	CRITICAL	Need		Interface
Interface between FMDR and Powerplant					
Currently FIN-02 still crashes on data errors thus resulting in delays when data is being sent to PowerPlant.					
MANAGE	35				Assets in PowerPlant and FMDR
Link between assets in PowerPlant and FMDR					
FMDR does not allow for depreciation and PowerPlant is best suited for managing the financials/asset depreciation and project costing side.					
MANAGE	99				Property Accounting Reports
Reconciliation between PowerPlant and FMDR					
If all the information in WAM is correct, it becomes the system of record when we go through reconciliation in the PowerPlant side and FMDR will be thought to be correct. WAM/FMDR should be the System of Record because this is where the Legal Liability A					

13 Org and Staffing - Develop and implement staffing plan for CPG and shops for planning, scheduling and as-built completion

Current State: The Central Planning Group (CPG) has dissolved. Centralized Schedulers are currently assigned to perform as-builting and some are assisting with WAM Support functions (troubleshooting issues / software testing / etc). All scheduling responsibilities have fallen to the shops.

There is confusion over the structure of the Centralized Planning Group including roles and responsibilities. The impact of this is felt down at the shop level (planners, planning liaisons and supervisors).

Centralized Schedulers are currently assigned to perform as-builting. Many are also assisting with WAM Support functions (troubleshooting issues / software testing / etc). There is a shortage in WAM SMEs. The same few people who were initially involved in building in the system are now the only WAM SMEs.

Planning Liaison / Local Scheduler are not clear on how to split their responsibilities. Planning Liaison reports to the Shop Manager although he is not primarily performing shop work. The Planning Liaison and Local Scheduler are not clear on how to split their responsibilities, given the additional workload that has transitioned to the shops. There is not the time to research nor the experience with schedulers and planning liaison to spend on permits. For example, if a contractor calls in to get a building shut off, and the main is in the parkway, then you don't need a street permit. Additionally, shop schedulers are not monitoring Wrecking cutoffs.

13 Org and Staffing - Develop and implement staffing plan for CPG and shops for planning, scheduling and as-built completion

General supervisors are caught in the shifting of responsibilities for permits with the new process. Shop managers expect their general supervisors to be aware of the status of leaks in their zone, but shop schedulers have been primarily handling this.

Recommendation: A deployment plan for CPG needs to be developed, including the following:
- Organizational structure
- Roles and responsibilities
- Staffing levels (additional resources required in many areas)
- Deployment strategy
- Training
- Coaching
- SMEs

The solution in place was intended to be an interim solution and the staffing / organization needs to be in place to support it as a permanent solution. The recommended structure of CPG is as follows (from the Scheduling Work Stream):

Centralized Planning Group is currently made up of 3 parts (Schedulers, Dispatch, and Main Office Group). To clarify roles/responsibilities, the terms used to describe the depts. within CPG should be: Workload Planning Group, Dispatch, and As-Builting Group.

The Workload Planning Group would be composed of Centralized Schedulers, Local Schedulers, Planning Liaisons, and Support Staff (i.e. permits, crew config, etc) Dispatch would remain unchanged. The As-Builting Group should be fully dedicated to as-builting tasks. The option of including GIS as-builting with the other as-builters should be investigated.

More field experience should be brought into CPG to assist with scheduling. CPG support staff should also be assigned to permit admin tasks (permits, crew config, etc). In order for CPG to return to their intended role, additional resources are needed to perform as-builting of leak repairs at the shops.

It was also suggested that Planning Liaison should report to the CPG manager and be fully dedicated to perform shop scheduling responsibilities.

Immediate need: additional people are needed ASAP in the as-builting group.

Business Impact: Work is not being scheduled effectively, often being scheduled after the fact. This has a significant impact on timeliness of work execution and reporting of results.
Permits can slip through the cracks, causing delays in work execution. Lack of knowledge concerning permits results in increased costs for permits, and ineffective utilization of resources, as a crew may be sent prepared to dig, when only a single man crew is needed for the turn on.
Current resources are being overloaded, which impacts the efficiency in resolving issues.
Integrys is not following the direction to get the supervisors to spend the majority of their time in the field supporting their crews and allow office staff to perform the admin work.

Requirements

Business Process	Develop an organization and staffing deployment plan for CPG including the following: - Overall scope of responsibilities - Business processes - Organizational structure - Roles and responsibilities - Staffing levels - Deployment strategy - Coaching - SMEs
Configuration	Configure new employees.
Configuration	Configure any new users (roles and security) based on the organization and staffing deployment plan for CPG.
Infrastructure	Provide necessary infrastructure for new employees.

13 Org and Staffing - Develop and implement staffing plan for CPG and shops for planning, scheduling and as-built completion

Interim Solution	There are some critical staffing needs that should be addressed immediately. The staffing plan must identify and fill those immediate needs. One of those that was identified and agreed in the meeting is additional people are needed ASAP in the as-builting group. For example, NSG needs at least one Planning Liaison.
Interim Solution	Improve communication with the shops. Communicate with General Supervisors (Change Management) concerning the remediation effort and help them understand the change in their roles. This communication should be done throughout the program.
Training	Review and refine any training based on the organization and staffing deployment plan for CPG. New employees will need to be on boarded to develop expertise in WAM. Ensure that there is adequate training for all employees impacted by this change.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	10				Process: Leaks/Corrosion
CPG should return to its intended role					
CPG (Centralized Planning Group) did not expect to be as involved as they are currently with as-builting. After a few weeks from Go Live, there was already a significant backlog for leak repair as-builting that lead to CPG being asked to move to the shops to perform this role.					
AS-BUILT	13				People: Resources
Shortage in WAM SMEs					
There is a shortage in WAM SMEs. The same few people who were initially involved in building in the system are now the only WAM SMEs.					
AS-BUILT	24				Process: Initiation and Scheduling
NSG needs at least one Planning Liaison					
NSG does not have a Planning Liaison at either shop. Therefore daily crew sheets are not being used. There is no standard work package (e.g. corrosion work package consists of a print out from NaviGate of the work location). In some cases, work information is communicated to the crews verbally by their supervisor. Local scheduler is informed about the completed work the next day through email (some supervisors simply send the ticket for as-built). This is specifically troublesome during leak-related work.					
MANAGE	84	HIGH			Process acceptance
Frustration with new processes					
General supervisors are very frustrated with process and WAM					
SCHED	59	MED			Process adjustment
Leak tracking responsibilites					
Shop managers expect their general supervisors to be aware of the status of leaks in their zone, but shop schedulers have been primarily handling this.					
SCHED	72	HIGH			Organizational Issue
New WAM process workload is excessive for certain roles					
Planning Liaison reports to the Shop Manager although he is not primarily performing shop work.					
SCHED	92	HIGH			Organizational Issue
Insufficient resources for scheduling and planning work					
CPG is stretched thin with resources for scheduling and planning.					
SCHED	135	CRITICAL			Organizational Issue
Centralized Scheduler role					
Centralized Schedulers are currently assigned to perform as-builting. Many are also assisting with WAM Support functions (troubleshooting issues / software testing / etc)					

13 Org and Staffing - Develop and implement staffing plan for CPG and shops for planning, scheduling and as-built completion

SCHED	136	HIGH	Organizational Issue
CPG structure			
There is confusion over the structure of the Centralized Planning Group.			

2-High Business Process

36 Communication - Review, revise and implement the user-communication plan

Current State: The user community does not receive and process information from the WAM Support Team. There are situations where the messages are disregarded, there are others where the users may not be clear on the action that they should take and some where the messages do not reach the right people.

As an example from the interviews - Two new Logica fixes (CR-I224 and CR-I234) were moved to production but were not communicated to CPG and MOG (key stakeholders)

Recommendation: Review, revise and implement a user-communication plan. The plan should communicate all software changes, process changes, initiatives, etc. and build support within the user community.

Communications and proper training regarding new enhancements should be released prior to installing them in production. Communications should be meaningful and customized for the audience.

Business Impact: Stakeholders are not aware that system enhancements have been put in place to improve their daily work. The user community is not supportive of the WAM solution because they do not get information transmitted in the right manner at the right time.

Requirements

Business Process	Review, revise and implement a user-communication plan. The plan should communicate all software changes, process changes, initiatives, etc. and build support within the user community. WAM Support must own and be responsible for the taskof developing and releasing communication to end-users.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	12				People: Training

New CRs are not communicated to stakeholders

Two new Logica fixes (CR-I224 and CR-I234) were moved to production but have not been communicated to CPG and MOG (key stakeholders)

37 Contractors - Analyze the contractor process, identify problem areas and refine the process as necessary

Current State: There are issues with the contractor work process including:
- handoff of work to contractors
- permitting and clearance
- tracking
- invoicing
- restoration

Examples of problems include:
Contractors were expected to use the Contractor Management system for all their invoicing. However, they currently use paper-based invoices for some work. Some of the contractors receive the work via email/phone call. Contractors have to create invoices for each location. (e.g. If they did 10 services, they need to enter 10 separate invoices a day). The contractors are getting frustrated with this process since they used to record work info and invoices more efficiently on paper.

Recommendation: Establish a Contractor Process Improvement Task Force to identify problem areas and refine the process as necessary. The task force should include the following areas within scope:
- handoff of work to contractors
- permitting and clearance
- tracking
- invoicing
- pay items (contractors are currently using miscellaneous charge codes)
- restoration

The groups should also communicate with the contractors to ensure that there is clarity on the direction. This is a quote from one of the interviews "There is no defined process for Construction and Restoration work performed by contractors and no clear timeline on when (or if) they will receive GoBook devices."

Business Impact: Inefficiencies with contractor handoff risks having jobs done late. Inefficient processes that require additional

37 Contractors - Analyze the contractor process, identify problem areas and refine the process as necessary

contractor administrative labor risk passing on the additional costs to Integrys.

Requirements

Business Process	Establish a Contractor Process Improvement Task Force to idenitfy problem areas and refine the process as necessary. The task force should include the following areas within scope: - handoff of work to contractors - permitting and clearance - tracking - invoicing - restoration Communicate with the contractors to ensure that there is clarity on the direction. Ensure that the transition takes place from technicians to contractors.
Compatible Unit	Compatible units may need to be modified for any changes to contractor pay item structures.
Interface	It is possible that a modification would be required to the contractor management interface as a result of the Task Force analysis. It is also possible that Contractor Management pricing may need to be modified.
Training	Develop training for contractors to address any changes to the process.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	17				Contractor Management
Contractor work is not fully integrated into WAM					
Contractor work has not been fully integrated into WAM. There is no defined process for Construction and Restoration work performed by contractors and no clear timeline on when (or if) they will receive GoBook devices. Recording of work details is done on paper. Contractors are manually entering information into Contractor Management (for billing purposes), which is labor-intensive and very time consuming.					
AS-BUILT	18				Contractor Management
Contractors enter idividual invoices manually in Contractor Management					
In Contractor Management, contractors have to create invoices for each location. (e.g. If they did 10 services, they need to enter 10 separate invoices a day). The contractors are getting frustrated with this process since they used to record work info and invoices more efficiently on paper.					
AS-BUILT	19				Contractor Management
Contractors experiencing issues with Contractor Management					
Contractors are experiencing issues with Contractor Management. Material charges and updated pricing information is not available in Contractor Management. Contractors are currently using miscellaneous charge codes.					
AS-BUILT	36				Process: Contractors
The long-term process for addressing contractor restoration work should be defined.					
Contractors were expected to use the Contractor Management system for all their invoicing. However, they currently use paper-based invoices for some work.Some of the contractors receive the work via email/phone call.					
AS-BUILT	37				
The long-term process for addressing contractor restoration work should be defined.					
Contractor management process flows provided by Byron indicate that restoration engineers print field work before performing it. Currently this step is not being followed					
AS-BUILT	38				
A TFS needs to be entered for this item and resolved immediately.					
Contractor management is automatically putting blanket service pipe capital project number on a maintenance proc. If the amount is within tolerance, the invoice goes through. Contractor management only requires a valid project number and does not validate that the correct one is entered. This issue is on every WR and has been in place since go live. Chastity currently deletes the incorrect project # but she only catches the WRs that fell outside of tolerance.					

54 Engineering - Obtain additional information from engineering and construction concerning Man Love

Current State: Obtain additional information from engineering and construction concerning Man Love

Recommendation: Can this be combined with Recommendation 47 - Incorporate installation and retirements of intermediate and high pressure mains into WAM.

Business Impact:

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Initiate	23	High			
Manlove <>FMDR links					
Allows updating of Mnlv field changes (70 +miles @ 100 manual entries per segment of pipe…HUGE workload with many potential errors).					

1 New Process - Convert all regulators and gate stations to FMDR and establish regulator processes in WAM

Current State: There are 12 - 18 LOW pressure regulator stations that have a shell in FMDR but no details on the station
There are 24 MED pressure stations that need to be converted
Gate stations need to be converted

Recommendation: Convert all gate stations and regulators to FMDR and establish regulator processes in WAM.

Allow for these to be visible in GIS.

Business Impact: Less effective processing of regulator and gate station inspections - more manual processing

Requirements	
Analysis	Review and obtain approval for the workflow for regulators. Review and obtain approval for the procedures for regulators. Review and obtain approval for the conditions for regulators. Design the enhancement to allow the entry of regualtor station data in GIS and to interface that to FMDR.
Business Process	Complete the work necessary to implement the regulator and gate station processes within the business.
Compatible Unit	Develop CUs and AC Codes for regulator inspection and repair.
Configuration	Build and unit test the work request types for gate stations and regulator inspection and repair.
Data Conversion	Convert the regulators and gate stations to FMDR. Note that this should include the most recent inspections in order to generate the next inspections.
GIS	Develop enhancement to allow the entry of regualtor station data in GIS to interface to FMDR.
Interface	Create an interface between GIS and FMDR tfor installation and retirement of regulators and gate stations.
Interface	Add gate stations and regulators to the PowerPlant interface.
Report	Add gate stations and regulator inspections to the applicable compliance and facilities reports.
Training	Develop training materials for schedulers and crews for gate stations and regulator inspection and repair.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	15	HIGH	Exists		Data Conversion
Data - there are 12 - 18 LOW pressure regulator stations that only have a shell, no details on the station					
Data - there are 12 - 18 LOW pressure regulator stations that only have a shell, no details on the station					

1 New Process - Convert all regulators and gate stations to FMDR and establish regulator processes in WAM

COMPLIANCE	16	HIGH	Exists	Data Conversion
Data - there are 24 MED pressure stations that need to be converted				
Data - there are 24 MED pressure stations that need to be converted				
COMPLIANCE	17	HIGH	Exists	Data Conversion
Data - Gate stations need to be converted				
Data - Gate stations need to be converted				
INITIATE	47	LOW	?	New Facility Data
Gate Stations are not set up as facilities in FMDR				
Gate stations and associated inspections are not in WAM				
INITIATE	48	LOW	?	New Facility Data
All Regulator Stations are not set up a facilities in FMDR				
Only low pressure regulators are in WAM. Medium pressure and inter station regulators are not in WAM				
ITS	11.1	High	5729	Interface
Regulators data in GIS from FMDR				
This data is currently not available in GIS.				

39 Restoration - Analyze the restoration process, identify problem areas and refine the process as necessary

Current State: Most parties currently involved with restoration are unclear about their roles and responsibilities (e.g. Chastity was not informed that she would be responsible both for entering information and scheduling restoration inspections to the inspectors).

There are a number of workarounds in the restoration process. Currently, all of them are not documented. One workaround is done when the restoration admin cannot find the associated WR in WMIS. The admin creates a new WR and enters the restoration information against it.

The restoration app has not been loaded in Mobile GoBooks. The original intention was for field crews to enter the restoration information in the system. Currently, Division St admins are assuming this responsibility as an add-on to their standard work load. They are performing this role as their time permits (about twice a week).

If an opening was made in the field for a cut-off WR and the customer calls the same day to pay their bill, the cut-off WR is cancelled, which prevents entering the restoration information later. A new WR would be needed in this case. This could be a process or system issue that is causing this scenario.

Recommendation: The restoration process (including roles and responsibilities) should be clearly defined.

Business Impact: The restoration process is inefficient. There are currently a number of unprocessed WRs in WMIS that should be cancelled. Since openings are not entered in a timely basis, it impacts the amount of work available for the staff downstream in the restoration process (e.g. inspectors). Unnecessary investigation and workarounds are required.

Requirements

Analysis	Support the Restoration Task Force with analysis to determine if openings should be entered in the field by maintenance and construction crews once GoBooks have been deployed.
Business Process	Establish a Restoration Process Improvement Task Force to idenitfy problem areas and refine the process as necessary. The task force should include the following areas within scope: - entry of openings - dispatch of inspectors - definition of restoration requirements - hand off to retoration contractors - invoicing
Data Cleanup	Identify the work requests that have been entered incorrectly as a work around o the paving process and cancel them.

39 Restoration - Analyze the restoration process, identify problem areas and refine the process as necessary

Data Conversion	Performa additional data conversion as requested by Charlie Graham of Claims/Legal to identify data that was not converted as part of WAM.
Extension	It is possible that a modification would be required to the Restoration Application as a result of the Task Force analysis.
Training	Develop training for restoration process personnel to address any changes to the process.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	28				

Once a WR is ready for as-built, Planning Liaisons should scan and attach the associated paper ticket to each WR

Crews currently record restoration information and send it to Steve to distribute it to Admins who are then supposed to enter it in the system. Admins often have to wait multiple days before entering information since associated WRs are usually not even in 'Scheduled' status so it cannot be found in the system.

AS-BUILT	33				Process: Restoration

The long-term process for addressing contractor restoration work should be defined.

Most parties currently involved with restoration are unclear about their roles and responsibilities (e.g. Chastity was not informed that she would be responsible both for entering information and scheduling restoration inspections to the inspectors).

AS-BUILT	34				Process: Restoration

Define their process so eleminate the need for workaroundsRecommendation in #34 should take care of a number of workarounds.Document acceptable the workarounds.

There are a number of workarounds in the restoration process. Currently, all of them are not documented. One workaround is done when the restoration admin cannot find the associated WR in WMIS. The admin creates a new WR and enters the restoration information against it.

AS-BUILT	35				Process: Restoration

The long-term process for addressing contractor restoration work should be defined.

The restoration app has not been loaded in Mobile GoBooks. The original intention was for field crews to enter the restoration information in the system. Currently, Division St admins are assuming this responsibility as an add-on to their standard work load. They are performing this role as their time permits (about twice a week).

AS-BUILT	40				

nvestigate and define a process to handle this case.There could be some system considerations neede

If an opening was made in the field for a cut-off WR and the customer calls the same day to pay their bill, the cut-off WR is cancelled, which prevents entering the restoration information later. A new WR would be needed in this case. This could be a process or system issue that is causing this scenario.

3-Medium Business Process

47 New Process - Incorporate installation and retirements of intermediate and high pressure mains into WAM.

Current State: No work request type exists for installation and retirements of intermediate and high pressure mains. This is a manual process outside of WAM.

Recommendation: Create a new Work Request Type and supporting processes to track installation and retirements of intermediate and high pressure mains

Business Impact: Installation and retirements of intermediate and high pressure mains are not within the WAM solution, which causes additional resources to track and manage outside of the system.

Requirements

Analysis	Design the workflow for installation and retirements of intermediate and high pressure mains Determine if there are any inspections, conditions or follow up work requests that need to be created as well.
Business Process	Implement the new business process for installation and retirement of intermediate and high pressure mains in WAM.
Compatible Unit	Develop CUs and AC Codes for installation and retirements of intermediate and high pressure mains.
Configuration	Build and unit test the work request types and procedures for installation and retirements of intermediate and high pressure mains.
Data Conversion	Convert the intermediate and high pressure mains to FMDR.
GIS	Develop as-built process for installation and retirements of intermediate and high pressure mains.
Interface	Modify interface from FMDR to Power Plant to send units of property for intermediate and high pressure mains.
Report	Modify any reports that display facility information to include the installation and retirements of intermediate and high pressure mains
Training	Develop training materials for engineers, schedulers and crews for installation and retirements of intermediate and high pressure mains.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	21	MED	ntc		AMRP
New WR and CU's for intermediate and high pressure main installations and retirements					
Installation and retirements of intermediate and high pressure mains is a manual process					
INITIATE	21.1	MED	ntc		AMRP
FMDR to Powerplant interface					
Currently, this is a manual process					

44 New Process - Incorporate vault upgrades, installation and retirement into WAM.

Current State: No work request type exists for vault upgrades, installation and retirements

Recommendation: Create a new Work Request Type and supporting processes to track vault upgrades, installation and retirements.

Note that vaults are not considered units of property by themselves.

Business Impact: Vaults and associated work are not within the WAM solution, which causes additional resources to track and manage outside of the system.

Requirements

Analysis	Design the workflow for vaults.

44 New Process - Incorporate vault upgrades, installation and retirement into WAM.

	Determine if there are any inspections, conditions or follow up work requests that need to be created as well.
Business Process	Implement the new business process for vault upgrades, installation and retirement in WAM.
Compatible Unit	Develop CUs and AC Codes for vault upgrades, installation and retirement.
Configuration	Build and unit test the work request types and procedures for vault upgrades, installation and retirement.
Data Conversion	Convert the vaults to FMDR.
Report	Modify any reports that display facility information to include vault upgrades, installation and retirement.
Training	Develop training materials for schedulers and crews for rvault upgrades, installation and retirement.

Gap Inventory	No	Severity	TFS	Other Ref	Topic	-- Title / Current State
INITIATE	20	MED	ntc		AMRP	
New WR for vault upgrades, installation and retirements						
No work request type exists for for vault upgrades, installation and retirements						

Compliance

The following are the Recommendations within this area:

1-Critical	Configuration - Change configuration on valves found inoperable	In Progress	67
1-Critical	Configuration - Set up additional inspections for the security valves	In Progress	72
1-Critical	Data Cleanup - Remediate the issue with previous inspection dates for mains	In Progress	80
1-Critical	Master Plan - Determine more efficient method to handle leak surveys	In Progress	66
1-Critical	Mobile Stabilization - Stabilize the RT ARM mobile application and communications	In Progress	27
2-High	Data Cleanup - Break out gas ops into their own surveys	In Progress	81
2-High	Data Conversion - Load corrosion test point location data for services and make main test points available on map	In Progress	65
2-High	Defect Resolution - Analyze and remediate software defects in Compliance including dummy sq mile on leak conditions.	In Progress	28
2-High	Equivalent Procedures - Implement the equivalent procedure functionality	In Progress	82
2-High	FMDR Enhancement - Additional condition update functionality required to make corrections	In Progress	69
2-High	Improve Corrosion Process - Analyze the corrosion process, identify problem areas and refine the process as necessary	In Progress	45
2-High	Master Plan - Determine more efficient method to handle valve inspections	In Progress	78
2-High	MDSI Integration - Need to remediate the issue that MDSI does not validate addresses.	In Progress	71
2-High	Mobile Infrastructure - Create a better method to update the RT ARM mobile baseline and for software upgrades	In Progress	61
2-High	New Process - Incorporate leak pinpointing into WAM	In Progress	25
2-High	Software Change - RT ARM Leak Recheck: Enforce the requirement to create a leak sketch.	In Progress	64
2-High	Software Change - RT ARM Leak Surveys: Allow for mass-creation of maintenance work at facilities, generation of conditions at facilities that do not inhibit survey completion and attachment of comments at the facility..	In Progress	63
2-High	Training - Conduct additional training for crews	In Progress	53
2-High	Training - Training and enforcement of valve inspection procedure is required.	In Progress	59
3-Medium	Mobile for Supervisors - Implement supervisor mobile for Compliance	In Progress	68
3-Medium	Software Change - RT ARM Corrosion Inspection: Allow for easy generation of repair when multiple anodes need to be installed.	In Progress	60
3-Medium	Software Change - RT ARM Leak Surveys: Allow for completion of multiple facilities within a survey area in RT ARM	In Progress	62

1-Critical Compliance

67 Configuration - Change configuration on valves found inoperable

Current State: On Valve inspections - if valve is inoperable, the due date should be 12 months. Currently it carries the initial inspection due date.

Vlv can't gain access (CGA) - PRVCGA. This looks like a follow-up that completes the valve inspection (since it ask all the same question when you complete a PRVINSP), but when a new inspection gets generated the due date for the inspection does not get calculated from this inspection, it gets calculated from the PRVINSP completion date. The due date of the new inspection should get calculated from the PRVCGA (the last time the valve was inspected)

Recommendation: Modify the configuration so that the due date is 12 months for inpoerable valves.

Business Impact: The configuration causes due date to be incorrect (earlier than required)

Requirements

Analysis	Define the rules for due date of inoperable valves and provide information to configuration team.
Configuration	Modify the configuration so that the due date is 12 months for inpoerable valves. The follow-up inspection (Vlv can't gain access (CGA) - PRVCGA) should take the Parent RCD (CGA) instead of initial inspection
Data Cleanup	Identify and correct work requests that have the wrong due date.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	62	MED	Need	Need	Valve Inspections

Vlv can't gain access (CGA) - PRVCGA. This looks like a follow-up that completes the valve inspection (since it ask all the same question when you complete a PRVINSP), but when a new inspection gets generated the due date for the inspection does not

Vlv can't gain access (CGA) - PRVCGA. This looks like a follow-up that completes the valve inspection (since it ask all the same question when you complete a PRVINSP), but when a new inspection gets generated the due date for the inspection does not get calculated from this inspection, it gets calculated from the PRVINSP completion date. The due date of the new inspection should get calculated from the PRVCGA (the last time the valve was inspected)

COMPLIANCE	101	HIGH			Due Dates

On Valve inspections - if valve is inop, due date should be 12 months. Currently it carries the initial inspection due date.

On Valve inspections - if valve is inop, due date should be 12 months. Currently it carries the initial inspection due date.

72 Configuration - Set up additional inspections for the security valves

Current State: 100 or so LOW pressure stations have a security valve, security valve is on a 6 month schedule. Need to be able to have different schedule for the security valve than the stations

Recommendation: Need to setup additional inspections for the security valves. Consider equivalent procedures.

Business Impact: Less effective processing of Regulator inspections - more manual processing

Requirements

Analysis	Determnine the current state of inspections for security valves including the following: - what is being done within the system vs. outside - are there work requests that need to be cleaned up - is there an immediate work around that should be put in place - should there be work history modified or created so that the system is accurate
Analysis	Need to setup additional inspections for the security valves. - Review the structure of station valves - Consider equivalent procedures. - Consider modification of the component type (see also the Logica recommendation concerning enhancement to drive procedures off of characteristics) Will have to create new Facility or Component Types for the Security valves and set up

72 Configuration - Set up additional inspections for the security valves

	procedures for the appropriate frequency rule
Business Process	Review the analysis and implement the new business process.
Compatible Unit	Develop new component type / CU Category as required.
Configuration	Need to setup additional inspections for the security valves. Consider equivalent procedures. Will have to create new Facility or Component Types for the Security valves and set up procedures for the appropriate frequency rule
Data Cleanup	Modify the existing facilities as required to support the new configuration for security valves.
Interim Solution	Create an interim process based on the results of the analysis.
Training	Develop training for the new process of these valves.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	18	CRITICAL	7239		Procedures

100 or so LOW pressure stations have a security valve, security valve is on a 6 month schedule. Need to be able to have different schedule for the security valve than the stations

100 or so LOW pressure stations have a security valve, security valve is on a 6 month schedule. Need to be able to have different schedule for the security valve than the stations

80 Data Cleanup - Remediate the issue with previous inspection dates for mains

Current State: Previous inspection dates for mains are showing up on leak survey reports as null.

This may be due to a data conversion issue and we need to ensure that it does not have an adverse impact on the issuance of surveys for mains.

Recommendation: Determine and remediate the fact that previous inspection dates for mains are showing up on reports as null.

Business Impact: Need to ensure that it does not have an adverse impact on the issuance of surveys for mains.

This may be due to a data conversion issue and we need to ensure that it does not have an adverse impact on the issuance of surveys for mains.

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Requirements	
Analysis	Determine the reason for the mains having a null previous inspection date.
Data Cleanup	It is possible that there is data work related to null inspection date for gas mains.
Report	Remediate the reason for the mains having a null previous inspection date on reports for leak surveys.

66 Master Plan - Determine more efficient method to handle leak surveys

Current State: Overall scheduling of leak surveys, inspections is not correct. Scheduling of surveys is an issue because of the problem with outliers in some of the services and segments.

Recommendation: Review procedure frequency and work request issuance rules and reconfigure as necessary.

66 Master Plan - Determine more efficient method to handle leak surveys

Business Impact: Adds extra work for schedulers and supervisors to ensure compliance WR's are generated in a timely fashion and in the proper sequence. This is currently creating a situation in the field where crews are working overtime to inspect entire areas, when only a single facility in that area may be due in 2010.

Requirements

Analysis	Significant analysis is required to determine the final solution. One possible solution is to go back to master plan where each survey is mapped to a scheduled month. If we do this, we may also want to create one-time procedures to address the outliers to allow for them to be in sync with the scheduled month.
Business Process	Review and approve the recommendations provided by the analyst. Determine the best method to deploy the analyst's recommendations.
Configuration	There will be configuration requirements based on the solution chosen.
Data Cleanup	It is possible that there is extensive data work that is required based on the solution that is determined to be best.
Interim Solution	Need to come up with an immediate solution to provide the shops with information concerning: 1. Which survey areas need to be completed in total (i.e. the bulk of the facilities in that area are due). 2. Which survey areas have just a small number of facilities due in 2010 that can be done on an individual basis.
Training	Develop training associated with the scheduling and execution of the master plan for leaks.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	88	CRITICAL	Need		Due Dates

Overall scheduling of surveys, inspections is not correct. May need to change rules on how worked is kicked out.

Overall scheduling of surveys, inspections is not correct. May need to change rules on how worked is kicked out.

27 Mobile Stabilization - Stabilize the RT ARM mobile application and communications

Current State: Frequent RTARM issues cause shop schedulers to attempt to perform IT support, but when they are unable to solve the problems, the crews complete their work on paper.

Example: We are unable to log a technician off a device that he was using the previous day. A user cannot log into two separate devices at the same time. Currently the remediation is labor intensive: there is a script to log the user off the server but we need a more automated process. When a new baseline is ran and a user tries the log in but Mobile crashes, the user is still logged in and he cannot be logged off so he cannot log in to another machine until the issue is resolved.

Recommendation: Provide each shop with several (3 or 4?) extra Go Books which are stored while connected to the LAN. When a GoBook user encounters problems, they can be given one of the spares, and continue working thru RTARM Mobile.

Business Impact: Lost time troubleshooting GoBooks, WR comped manually takes additional time in the office. There are times when it takes 20 minutes to log off.

Inability to perform work due to the loss of Mobile functionality.

Requirements

Analysis	Determine root cause of the issue including: - End of shift - Lockup of mobile
Business Process	Put a process in place so that when a GoBook user encounters problems, they can be given one of the spares, and continue working thru RTARM Mobile.
Configuration	Option: Consider moving all data exchanges to real time so that there is not such a significant volume at the end of shift. This would involve changes to the data plan (Verizon, etc.).

27 Mobile Stabilization - Stabilize the RT ARM mobile application and communications

Infrastructure	Option: Change the data plan (Verizon, etc.) to allow for all data exchanges to be real time so that there is not such a significant volume at the end of shift.
Infrastructure	Provide each shop with several (3 or 4?) extra Go Books which are stored while connected to the LAN.
Logica	Provide a program that will log a user off of all devices, possibly as a part of the logon script (to automate and make it seamless to a user). Note that Sri created a mini app, but it is limited. It only deals with the server and not the mobile device. It was also suggested to use the IP address of the mobile to enhance script to go in and change settings on the remote.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	27				
Mobile performance should be more reliable for devices at NSG and PGL.The business needs to determine the best way to dispatch compliance work at N					
At NSG, the vast majority of crews perform all types of work (compliance, maintenance, and construction). Therefore, there are instances where a specific crew does not log into Mobile for a couple weeks (until they are told to do so by their supervisor) because it has been working on maintenance work. This often causes issues the next time they try to log in (e.g. GoBook crashes, due dates are passed) and they usually conact Nivardo to resolve the issue. When they do access Mobile, they usually need to wait for long periods until all FMDR updates are transferred.					
COMPLIANCE	22	HIGH	6874		Mobile Performance
We are unable to log a technician off a device that he was using the previous day. A user cannot log into two separate devices at the same time. Currently the remediation is labor intensive: there is a script to log the user off the server but we n					
We are unable to log a technician off a device that he was using the previous day. A user cannot log into two separate devices at the same time. Currently the remediation is labor intensive: there is a script to log the user off the server but we need a more automated process. When a new baseline is ran and a user tries the log in but Mobile crashes, the user is still logged in and he cannot be logged off so he cannot log in to another machine until the issue is resolved.					
COMPLIANCE	48	HIGH			Mobile Performance
If Mobile crashes while someone is trying to log in the device - it won't allow him or her to log in to a different machine.					
If Mobile crashes while someone is trying to log in the device - it won't allow him or her to log in to a different machine.					
ITS	6	HIGH			Network
Mobile					
If the work crew does not perform the end of shift process a desktop support specialist must manually "unlock" the crews mobile device.					
SCHED	89	HIGH			RTARM troubles
Extra GoBooks at shops					
Frequent RTARM issues cause shop schedulers to attempt to perform IT support, but when they are unable to solve the problems, the crews complete their work on paper.					

2-High Compliance

81 Data Cleanup - Break out gas ops into their own surveys

Current State: FI's sometimes cross over distribution and GOS areas of responsibility on a single survey. Distribution can inspect up to the vault, and then coming out, but GOS must do the inspection on the vault, and this is all in one survey

Recommendation: It is not clear the magnitude of this situation. It may be that the surveys need to be adjusted to remove those areas requiring multiple groups. It may also warrant a process to report and request support for continuing the survey

Business Impact: Cannot be scheduled accurately, requires external communication, and the inspection to be performed without clear documentaion

Requirements

Analysis	Determine the best method to break gas ops out into their own survey groups.
Business Process	Review, approve and implement the new process to break gas ops out into their own survey groups.
Compatible Unit	Develop any new compatible units associated with the new gas ops survey areas.
Configuration	Make any configuration changes associated with the new gas ops survey areas.
Data Cleanup	Clean up any data associated with the new gas ops survey areas. This should include work history and assignment of facilities to the new survey areas.
Training	Develop training for schedulers and gas ops concerning the change in survey areas.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Compliance	50	MED			Survey Areas

Single survey covers multiple groups

FI's sometimes cross over distribution and GOS areas of responsibility on a single survey. Distribution can inspect up to the vault, and then coming out, but GOS must do the inspection on the vault, and this is all in one survey

65 Data Conversion - Load corrosion test point location data for services and make main test points available on map

Current State: For test points that are on service pipes, the location information (directional information for the test point) was not converted.

Test points in corrosion families on mains are not visible in NaviGate. The old version of NaviGate is used frequently by NSG crews to get test station information since the new version does not allow for selecting individual test stations (crews can only select and view information on the entire CP family).

Recommendation: Convert the test point location data from the legacy system.

Business Impact: In new system, don't know where to take reading (house end, riser, valve box, etc).

Viewing of main test points is an issue since the old version of NaviGate is no longer supported and currently includes information that is outdated.

Requirements

Analysis	Determine the best method to load the location information (directional information for the test point). It is important to select the proper target field. Logica suggested that Integrys consider posting it as part of the address field. It was discussed that this may be a mapping issue between FMDR and NaviGate. Also consider sisplaying this information in RT ARM.
Configuration	Configuration may be required for a new component characteristic.

65 Data Conversion - Load corrosion test point location data for services and make main test points available on map

Data Conversion	Convert the test point location data from the legacy system.
GIS	The display of main test points is a GIS issue. There is a Service Request to allow for the viewing of test stations in Navigate. The issue is related to the fact that the components are part of the corrosion family, rather than the gas main. This causes the test points to appear as a single location on the map. Need to get a data report from NaviGate for the corrosion family that provides the test point location information.
Interim Solution	Provide a method to get this information to the crews as an interim solution. This may be via a spreadsheet extract from the legacy application.
Training	Develop training for corrosion crews to access the test point location information.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	6	MED	GIS SR		Mobile - NaviGate
The old version of NaviGate is used frequently by NSG crews to get test station information since the new version does not allow for selecting individual test stations (crews can only select and view information on the entire CP family). *The old version of NaviGate is used frequently by NSG crews to get test station information since the new version does not allow for selecting individual test stations (crews can only select and view information on the entire CP family).*					
COMPLIANCE	75	CRITICAL	Exists		Data Conversion
For test points that are on service pipes, the location information was not converted. In new system, don't know where to take reading (house end, riser, valve box, etc) *For test points that are on service pipes, the location information was not converted. In new system, don't know where to take reading (house end, riser, valve box, etc)*					
COMPLIANCE	76	MED			Mobile - NaviGate
In new system, we do not see each test station in Navigate. We see the work order. *In new system, we do not see each test station in Navigate. We see the work order.*					

28 Defect Resolution - Analyze and remediate software defects in Compliance including dummy sq mile on leak conditions.

Current State: This recommendation houses the following defects in Compliance:

- Conditions that result from Leak Surveys generate WRs with dummy Square-mile 001. The scheduler manually corrects the square mile in WMIS.

- Some survey areas in FMDR show retired pipes as well as active.

- Follow-up inspection due dates are set up differently by Logica based on whether they were completed and the condition was updated in Mobile (carry over parent WR due date) or in FMDR (follows inspection frequency rules). This is currently a major issue for condition-based corrosion repair tickets. When corrosion conditions are being flipped from corrosion repair to follow-up inspection directly in FMDR by the MOG admins, the follow-up inspections are not auto-generated with the correct due date.

Recommendation: Modify the software such that the square mile (scheduling polygon) comes through from the Survey on follow up conditions. This works on facilities but not on addresses (leak surveys).

The software needs to be fixed so retired pipes do not show up on a survey and if the facility only contains retired pipes then the software should should be fixed so it does not issue an inspection.

Request Logica to make changes to FMDR such that the follow up inspections are generated with the correct due dates.

Business Impact: Follow up work comes up in the default scheduling polygon 001 - scheduler thinks this work should go to that polygon which means the work is given to the wrong field crews. Looks like 1 shop has a lot of work and the others have little to none. The scheduler has to perform manual maintenance and correct the square mile prior to

28 Defect Resolution - Analyze and remediate software defects in Compliance including dummy sq mile on leak conditions.

scheduling. This is a less efficient process and there is a potential for errors.

Potential for surveys generated on retired facilities, uneccessary surveys.

All follow-up corrosion inspections are currently (and will continue to be) generated with the incorrect due date until this issue is remediated.

Requirements

Analysis	Determine if the retired facilities are showing up because of a configuration setting and communicate to the configuration group.
Configuration	Modify the configuration as described by the analysis so that retired facilities are not displayed.
Data Cleanup	Clean up the leak surveys that have no active facilities. Depending upon the final root cause, there also may be some cleanup required of survey areas - specifically of retired facilities that were converted into survey areas.
Interim Solution	The different logic in FMDR vs. RT ARM impacts any inspection that is done outside of mobile. This impacts as-built as well. An interim work around is needed that is either 1) have the completion done in mobile or 2) have the condition flipped prior to AB and adjust the follow up. NSG is already executing the second option, which is fully documented and may be released to PGL. There is a potential issue with manual update of the date (Sri found that it workd only if the parent RCD is in the future). Though changes could be made in FMDR - difficult and time consuming, alternative work around is for MOG group to use Mobile app on desktop Whatever the solution, it must incorporate the fact that contractors do significant amount of this work.
Logica	Change FMDR such that the follow up inspections are generated with the correct due dates using the same logic that is used within RT ARM.
Logica	The software needs to be fixed so retired pipes do not show up on a survey and if the facility only contains retired pipes then the software should should be fixed so it does not issue an inspection. The question here is why does a Survey Inspection get kicked out if there are only retired Facilities in the Survey?
Logica	Remediate the issue with assignment of scheduling polygon for leak survey conditions. In FMDR, scheduling polygon on a condition is optional. However, in WMIS, Scheduling Polygon is mandatory so WMIS assigns the first value as default value. An RFC has been submitted with Logica and Integrys got a quote.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	4	CRITICAL	Check		Incorrect Due Dates

Follow-up inspection due dates are set up differently by Logica based on whether they were completed and the condition was updated in Mobile (carry over parent WR due date) or in FMDR (follows inspection frequency rules). This is currently a major is

Follow-up inspection due dates are set up differently by Logica based on whether they were completed and the condition was updated in Mobile (carry over parent WR due date) or in FMDR (follows inspection frequency rules). This is currently a major issue for condition-based corrosion repair tickets. When corrosion conditions are being flipped from corrosion repair to follow-up inspection directly in FMDR by the MOG admins, the follow-up inspections are not auto-generated with the correct due date.

COMPLIANCE	29	HIGH	Need new		Scheduling Polygons

Conditions that result from Leak Surveys: a lot of WRs have dummy Square-mile 001. The scheduler manually corrects the square mile in WMIS. The interviewee has a copy of the list that he will share it.

Conditions that result from Leak Surveys: a lot of WRs have dummy Square-mile 001. The scheduler manually corrects the square mile in WMIS. The interviewee has a copy of the list that he will share it.

28 Defect Resolution - Analyze and remediate software defects in Compliance including dummy sq mile on leak conditions.

COMPLIANCE	50	HIGH	Exists	Check	FMDR
Some survey areas in FMDR show retired pipes as well as active.					
Some survey areas in FMDR show retired pipes as well as active.					
COMPLIANCE	100	HIGH			Scheduling Polygons
Issue with scheduling polygon not following through to follow up work when generated from a condition					
Issue with scheduling polygon not following through to follow up work when generated from a condition					
SCHED	38	MED	5047468		FMDR issue
Polygons in error					
Scheduling polygon on FMDR conditions are either missing or defaulted based on the value assigned to the crew headquarters. Problem arrises because of lack of address validation on mobile entry.					

82 Equivalent Procedures - Implement the equivalent procedure functionality

Current State: ARM provides the capability to use equivalent procedures to allow Integrys to take credit for executing a procedure on a facility when performing an equivalent procedure.

The initial configuration and data conversion method did not allow for use of equivalent procedures.

Recommendation: Include the use of the equivalent procedure functionality when reconfiguring inspections (under the Mater Plan recommendations).

Business Impact: Lack of equivalent procedures means that crews inspect facilities more often than is required.

Requirements

Analysis	Determine the best method to include the use of the equivalent procedure functionality when reconfiguring inspections (under the Mater Plan recommendations).
Business Process	Include the use of the equivalent procedure functionality when reconfiguring inspections (under the Mater Plan recommendations) and communicate the new process to the business.
Configuration	Include the use of the equivalent procedure functionality when reconfiguring inspections
Data Cleanup	Make any necessary data modifications to include the use of the equivalent procedure functionality when reconfiguring inspections. These could include a rework of the survey area types and assignment of facilities to survey areas.
Logica	Suggest any possiblke enhancements to allow for inclusion of the equivalent procedure functionality when reconfiguring inspections
Training	Develop training associated with the use of the equivalent procedure functionality when reconfiguring inspections

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
MANAGE	65				Leak Inspection
Manual activities surrounding leak inspections					
Lot of activities done outside the system. Inspections that are coming due - query in FMDR on leak surveys by type. Manually have to record the pending WR number. Have to look them up in Scheduler to determine most efficient way to route.					

69 FMDR Enhancement - Additional condition update functionality required to make corrections

Current State: Right now we have problems with the work tickets where there are errors that the users are making. Managers are trying to find errors and correct them on the paper side so that when they are scanned and attached to the leak they are accurate. The ability to correct compliance mistakes are limited for the users so this has to go to WAM Support - unless the users have the chance to correct errors or unless validity is loaded into RTARM, this problem will continue. We want to catch this at the front end and not at the back end so the close out work is very short for management and their focus is not on validating data or getting errors corrected.

69 FMDR Enhancement - Additional condition update functionality required to make corrections

Recommendation: Need a new Logica software modification enhancement to allow for administrator privliges to update condition details. It is possible that this may be similar to what is being done at SW Gas.

Business Impact: This is related to orders that have been completed and are unable to go into the WO and correct mistakes - if the crew makes a mistake on the mobile. They can correct the mistakes made on the paper but have no insight into the entries into FMDR - they currently do this now via WAM Support and scripts - field is now looking for ability to be able to change reported content

Requirements

Analysis	Work with Logica to define the detailed requirements for the mobile data entry checks and correction mechanisms.
Extension	Option: As an alternative solution, provide an application for an administrator to make changes to the conditions when it is detected that errors have been made.
Logica	Need a new Logica software modification enhancement to allow for administrator privliges to update condition details. It is possible that this may be similar to what is being done at SW Gas.
Training	Develop training for a select group of users to make data corrections.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	85				Validations

Combination of paper and automation - it all comes together in the as-builting process. Right now we have problems with the work tickets where there are errors that the users are making. Managers are trying to find errors and correct them on the pap

Combination of paper and automation - it all comes together in the as-builting process. Right now we have problems with the work tickets where there are errors that the users are making. Managers are trying to find errors and correct them on the paper side so that when they are scanned and attached to the leak they are accurate. The ability to correct compliance mistakes are limited for the users so this has to go to WAM Support - unless the users have the chance to correct errors or unless validity is loaded into RTARM, this problem will continue. We want to catch this at the front end and not at the back end so the close out work is very short for management and their focus is not on validating data or getting errors corrected.

45 Improve Corrosion Process - Analyze the corrosion process, identify problem areas and refine the process as necessary

Current State: There are a number of issues in the corrosion process. The end result is that significant work is being done outside of the system and the system is not reflective of the actual status of the corrosion work.
- Company corrosion repair initiation was intended to work like leaks, but that is not working in all cases. The corrosion group is creating a spreadsheet of jobs and distributing it to the local schedulers and planning liaisons, who manually create WRs in WMIS
- Corrosion repairs and follow up are tracked on external spreadsheet. This is due to multiple issues, including system problems with calculation of due dates. This leads to multiple adaptations to the intended process to track the repairs and the follow ups. To catch up once the system problem with due dates is resolved, when a condition is flipped, it generates the follow up WR. Ray schedules this to the mobile, The crew will look up the follow up in the spreadsheet, and then enter that data back into the mobile.
- All new CA's are coming out of inspections, but those from before go live are still tracked from the spreadsheet.
- For anodes installations, some have work requests in WMIS. Those that have WRs are sent to Jackie. For the ones that are being created manually, those are being held by the Corrosion Group.
- On the initial corrosion inspection, if the Corrosion Tech cannot find the test station, the WR is suspended. Sal sends a ticket to the contractor to Install a New TS, and when it comes back, he notifies the Corrosion Tech to perform the inspection. The process is not being worked as designed.
- When completing atmospheric corrosion inspections, there are not enough options to accurately and efficiently document the work. In many cases, remediation work is done during the inspection.
- Test stations and test points are not being added as new components. Corrosion tickets are being held due to as-builting issues and lack of clear direction
- Permits are being ordered against a dummy WR for Corrosion Repair work that does not have an existing condition since an existing repair WR was never generated.
- Follow through with engineering / GIS when construction is complete.

Recommendation: Establish a Corrosion Process Improvement Task Force to identify problem areas and refine the process as necessary. The task force should include the following areas within scope:

45 Improve Corrosion Process - Analyze the corrosion process, identify problem areas and refine the process as necessary

- inclusion of all corrosion work within WMIS
- review and refinement of corrosion process
- revision of corrosion procedures
- clean up of corrosion data resulting from conversion or configuration
- training the new process
- monitoring and coaching through rollout of the new process

Business Impact: There is a significant risk that corrosion inspection and remediation due dates are being missed.

Requirements

Business Process	Establish a Corrosion Process Improvement Task Force to idenitfy problem areas and refine the process as necessary. The task force should include the following areas within scope: - inclusion of all corrosion work within WMIS. - review and refinement of corrosion process - revision of corrosion procedures - clean up of corrosion data resulting from conversion or configuration - training the new process - monitoring and coaching through rollout of the new process
Compatible Unit	Create any new AC Codes that are a result of the new corrosion procedures.
Configuration	Procedures may need to be modified for any changes to processing.
Data Cleanup	Do any necessary data cleanup associated with the new corrosion process including dealing with potential duplicate work requests, work request dates and work history.
Interim Solution	Get buy-in and training for the corrosion group to execute a viable interim process.
Report	Develop any corrosion reports (up to four reports possible) that result from the new process and modify the existing eight reports as necessary.
Training	Develop training for corrosion to address any changes to the process.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	58				
Test stations and test points are not being added as new components. Corrosion tickets are being held due to as-builting issues and lack of clear direction					
Compliance	42	HIGH			Mobile Completion
Inspection completion needs more options					
When completeing atmospheric corrosion inspections, there are not enough options to accurately and efficiently document the work. In many cases, remediation work is done during the inspection.					
COMPLIANCE	66	CRITICAL			Corrosion Due Dates
Due dates for corrosion inspections are not being calculated correctly. Upon completion of remediation work, the next initial inspection is created with an earlier date than required.					
Due dates for corrosion inspections are not being calculated correctly. Upon completion of remediation work, the next initial inspection is created with an earlier date than required.					
Initiate	24	High			
Restoration and Corrosion procedure details and specific follow-throughs need clarification					
GIS must close WMIS which is often held up by restoration and sometimes corrosion					
INITIATE	35	MED	?		Work tracked on spreadsheet - Corrosion
Corrosion spreadsheet					
Company corrosion repair initiation was intended to work like leaks, but that is not working in all cases. The corrosion group is creating a spreadsheet of jobs and distributing it to the local schedulers and planning liasons, who manually create WRs in WMIS					

45 Improve Corrosion Process - Analyze the corrosion process, identify problem areas and refine the process as necessary

INITIATE	54	HIGH	?	Work tracked on spreadsheet - Corrosion

Corrosion repair and follow up tracked on spreadsheet

Corrosion repairs and follow up are tracked on external spreadsheet. This is due to multiple issues, including system problems with calculation of due dates. This leads to multiple adaptations to the intended process to track the repairs and the follow ups. To catch up once the system problem with due dates is resolved, when a condition is flipped, it generates the follow up WR. Ray schedules this to the mobile, The crew will look up the follow up in the spreadsheet, and then enter that data back into the mobile

INITIATE	55	HIGH	na	External work tracking

Corrective action tickets from last year tracked on spreadsheet

All new CA's are coming out of inspections, but those from before go live are still tracked from the spreadsheet

INITIATE	56	MED	na	External work tracking

Anodes without work requests

For anodes installations, some have work requests in WMIS. Those that have WRs are sent to Jackie. For the ones that are being created manually, those are being held by the Corrosion Group.

INITIATE	57	HIGH	na	External work tracking

Corrosion Process not being worked as designed for follow-up work

On the initial corrosion inspection, if the Corrosion Tech cannot find the test station, the WR is suspended. Sal sends a ticket to the contractor to Install a New TS, and when it comes back, he notifies the Corrosion Tech to perform the inspection. The process is not being worked as designed.

SCHED	60	HIGH		Permit Processing - with no WR

Permits being ordered against a dummy WR for some corrosion repair work

Permits are being ordered against a dummy WR for Corrosion Repair work that does not have an existing condition since an existing repair WR was never generated.

78 Master Plan - Determine more efficient method to handle valve inspections

Current State: There are currently issues with the release of valve inspections. They are not aligned with the master plan.

Recommendation: Review procedure frequency and work request issuance rules and reconfigure as necessary.

Business Impact: Adds extra work for schedulers and supervisors to ensure compliance WR's are generated in a timely fashion and in the proper sequence.

Requirements

Analysis	Determine the best method to coordinate valve inspections for maximum efficiency and alignment with the Master Plan.
Business Process	Establish a Valve Inspection Process Improvement Task Force to idenitfy problem areas and refine the process as necessary. The task force should include the following areas within scope: - inclusion of all valve inspection and maintenance work within WMIS. - review and refinement of valve inspection and maintenance process - revision of valve inspection and maintenance procedures - clean up of valve inspection and maintenance data resulting from conversion or configuration - training the new process - monitoring and coaching through rollout of the new process
Configuration	There will be configuration requirements based on the solution chosen for valve inspections including changes to procedures.
Data Cleanup	It is possible that there is data work related to valve inspections that is required based on the solution that is determined to be best.
Training	Develop training associated with the scheduling and execution of the master plan for valve inspections.

71 MDSI Integration - Need to remediate the issue that MDSI does not validate addresses.

Current State: There is no address validity when a leak condition is created from MDSI. Leak conditions are being created with invalid addresses.

Recommendation: Build address validity for MDSI-generated leak conditions.

Business Impact: Scheduling polygon can not be auto-populated from an invalid address, and sometimes an interface will default to an incorrect scheduling polygon. This make scheduling leak-related work very challenging.

Requirements

Analysis	Determine if there is an alternate solution to trap and correct these interface messages manually. The goal would be to try to find the obvious mistakes (spaces following number, etc.).
Interface	Build address validity for MDSI-generated leak conditions.
	Determine if there is an alternate solution to trap and correct these interface messages manually. The goal would be to try to find the obvious mistakes (spaces following number, etc.).

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Compliance	63	HIGH			Leak Condition Initiation
No address validity when leak condition is created from MDSI					
There is no address validity when a leak condition is created from MDSI. Leak conditions are being created with invalide addresses.					
COMPLIANCE	82				Mobile Messaging
Issues related to handoff from Service crew when they initiate maintenance from MDSI (locate, clear box, etc) Get multiple requests, eventually get a call and send crew. May not be getting the request from MDSI electronically.					
Issues related to handoff from Service crew when they initiate maintenance from MDSI (locate, clear box, etc) Get multiple requests, eventually get a call and send crew. May not be getting the request from MDSI electronically.					

61 Mobile Infrastructure - Create a better method to update the RT ARM mobile baseline and for software upgrades

Current State: There have been a number of issues with the synchronization of the mobile. These involve two fundamental issues:

1. Deployment of baseline data
2. Upgrade of GoBook ARM software

Example: If the user does not use the device for a week/ 2 weeks (PTO, vacation, etc) Mobile attempts to resynch (FMDR updates) but often freezes (crashes). Significant updates are loading in order to successfully resynch the Mobile. This is a big issue at North shop because they do 15-20 leak rechecks a day (compared to 5 in other shops). When Mobile is down due to this issue, the user must enter leak sketches manually which takes a very long time. Sometimes the error can happen even if the technician was only a few days off. The interviewee calls Nivardo who sends someone to install the new baseline and it takes a few days (sometime longer) to get this resolved .

Example: It can take up to half an hour for FMDR updates to load in while resynching Mobile - time that is wasted. Sometime there are 32,0000 updates and can take an hour and a half. Once they were 56,000 updates and Mobile did crash.

Example: Communications are provided to the field to have them manage the rollout. Vehicles are missing, no keys, wrong GoBOoks in the vehicle, etc.

Additionally, there are slow spots - Takes a while to log in at Crawford (5 minutes, 10 minutes)

Recommendation: There are two options for baseline:

1. Determine if there are changes to the software that can allow baseline updates to be processed in the background.
2. Deploy Wi Fi at the shops. This is the recommendation of the vendor to avoid these problems.

Create an RTARM deployment plan, primarily supported by WAM Support. Also, create a process to track the mobile GoBook changes so that WAM Support is awrae of which vehicle has which GoBook.

Business Impact: Inability to perform work due to the loss of Mobile functionality.

61 Mobile Infrastructure - Create a better method to update the RT ARM mobile baseline and for software upgrades

Lengthy updates and crashed causes downtime and non-productive time for field crews

Several GoBooks are not ready at the end of deployments. The deployment takes longer. Possibility of lost time for work,

Requirements

Business Process	As an interim process - Create an RTARM deployment plan, primarily supported by WAM Support. Also, create a process to track the mobile GoBook changes so that WAM Support is awrae of which vehicle has which GoBook. Communicate the RTARM deployment plan to the users and WAM Support. Train WAM Support RTARM Mobile peron on how to implement the plan and other new responsibilities.
Infrastructure	Deploy Wi Fi at the shops. This is the recommendation of the vendor to avoid these problems.
Logica	Determine if there are changes to the software that can allow baseline updates to be processed in the background.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	21	HIGH			Mobile Performance

If the user does not use the device for a week/ 2 weeks (PTO, vacation, etc) Mobile attempts to resynch (FMDR updates) but often freezes (crashes). Significant updates are loading in order to successfully resynch the Mobile. This is a big issue at No

If the user does not use the device for a week/ 2 weeks (PTO, vacation, etc) Mobile attempts to resynch (FMDR updates) but often freezes (crashes). Significant updates are loading in order to successfully resynch the Mobile. This is a big issue at North shop because they do 15-20 leak rechecks a day (compared to 5 in other shops). When Mobile is down due to this issue, the user must enter leak sketches manually which takes a very long time. Sometimes the error can happen even if the technician was only a few days off. The interviewee calls Nivardo who sends someone to install the new baseline and it takes a few days (sometime longer) to get this resolved . We should get the people in the shop to be in charge in remediating the issue for a quicker turnaround.

COMPLIANCE	23	MED			Mobile Performance

It can take up to half an hour for FMDR updates to load in while resynching Mobile - time that is wasted. Sometime there are 32,0000 updates and can take an hour and a half. Once they were 56,000 updates and Mobile did crash.

It can take up to half an hour for FMDR updates to load in while resynching Mobile - time that is wasted. Sometime there are 32,0000 updates and can take an hour and a half. Once they were 56,000 updates and Mobile did crash.

COMPLIANCE	47	HIGH			Mobile Performance

Several people are not using RTARM for the past weeks (unable to connect to com server). It is a baseline issue so someone has to come to the shop and physically touch the devices to update them.

Several people are not using RTARM for the past weeks (unable to connect to com server). It is a baseline issue so someone has to come to the shop and physically touch the devices to update them.

COMPLIANCE	78	LOW			Mobile Performance

Takes a while to log in at Crawford (5 minutes, 10 minutes)Have hot spots due to the network connection may be from wires overhead. Can we get a WIFI or Verizon repeater?

Takes a while to log in at Crawford (5 minutes, 10 minutes)Have hot spots due to the network connection may be from wires overhead. Can we get a WIFI or Verizon repeater?

Support	14	Medium			RTARM Deployment Plan

RTARM deployment in the field is not managed well.

Communications are provided to the field to have them manage the rollout. Vehicles are missing, no keys, wrong GoBOoks in the vehicle, etc.

25 New Process - Incorporate leak pinpointing into WAM

Current State: The leak pinpointing process is not fully integrated into the work process (scheduling, permits, etc.). It is being handled differently at each shop and there is no work request type for leak pinpointing.

Recommendation: Create a WR Type for leak pinpointing that is generated from the leak condition. Manage the leak pinpointing as

25 New Process - Incorporate leak pinpointing into WAM

part of the overall leak process.

Business Impact: Reverting back to manual processes, often times finding very late that there is an issue with leak re-check or permitting for repair, which requires immediate attention.

Requirements

Analysis	Design the leak pinpointing process including the proposed WR Type and procedures. Provide this information to the development, configuration and training teams.
Business Process	Review and approve the leak pinpointing process.
Compatible Unit	Develop CUs and AC Codes for the leak pinpointing process.
Configuration	Configure the new leak pinpointing WR Type.
Interface	Assess impact on interfaces and extensions and develop necessary modifications to handle the new leak pinpointing WR Type.
Report	Modify reports as necessary to include the new leak pinpointing process.
Training	Develop training for leak pinpointing including: - scheduling - procedure completion

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
SCHED	58	HIGH			Permit - Processing

Integration of pinpointing process with Permits

The leak pinpointing process is not fully integrated into the work process (scheduling,permits,etc)

64 Software Change - RT ARM Leak Recheck: Enforce the requirement to create a leak sketch.

Current State: Leak recheck WR: a leak sketch attachment is mandatory. Currently mobile will allow to complete the WR without adding an attachment. Currently we have a report to intercept these cases. However, it would help if the software prevents the user from completing the WR. Many of north shop recheck WRs do not have sketches.

Recommendation: The software should prevent the user from completing the Leak Recheck without attaching a sketch. The other alternative would be to add a reminder in the procedure. There should be a hard stop if the user has not included a leak sketch. Should be mandatory

Business Impact: Potential for completing a leak and not attaching a sketch, if not intercepted could be a compliance issue. Less efficient process due to manual intervention and detective report requirements

Requirements

Logica	The software should prevent the user from completing the Leak Recheck without attaching a sketch.
Training	Icorporate the change for mandatory leak sketch into the training documentation.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	33	HIGH			Mobile Screens

Leak recheck WR: a leak sketch attachment is mandatory. Currently mobile will allow to complete the WR without adding an attachment. Currently we have a report to intercept these cases. However, it would help if the software prevents the user from co

Leak recheck WR: a leak sketch attachment is mandatory. Currently mobile will allow to complete the WR without adding an attachment. Currently we have a report to intercept these cases. However, it would help if the software prevents the user from completing the WR. Many of north shop recheck WRs do not have sketches.

63 Software Change - RT ARM Leak Surveys: Allow for mass-creation of maintenance work at facilities, generation of conditions at facilities that do not inhibit survey completion and attachment of comments at the facility..

Current State: There are multiple problems with the completion of leak surveys on RT ARM:

- If an RT AMR user sees that multiple premises need maintenance (such as all risers on block need to be painted) they have to create each one by one. This is a problem for crews, due to inspections being at the survey area, but follow-on work required forces crew to complete condition reporting to be able to generate the facility based work report.
- If a user wants to create an above ground leak at a facility, the system sees that as a condition similar to a CGA and does not allow the survey to be completed.

Recommendation: Allow the user to create a number of maintenance WRs at once. There are two possible solutions:

1. Modify the RT ARM software to allow the Mobile user select a range then mass create WRs on it.
2. Generate the messages from NaviGate.

Allow for the creation of certain conditions at a facility during a leak survey that do not prevent the closure of the survey.

Business Impact: Lack of mass-create functionality discourages users from creating these types of work requests and maintenance goes undone.

Requirements

Analysis	Determine the best method to allow for generation of maintenance work at facilities, generation of conditions at facilities that do not inhibit survey completion and attachment of comments at the facility.
Configuration	Complete any configuration associated with this change to work generation from RT ARM surveys.
Interface	Alternative 2: Generate the mass-generation messages from NaviGate.
Logica	Allow for the creation of certain conditions at a facility during a leak survey that do not prevent the closure of the survey.
Logica	Alternative 1: Modify the RT ARM software to allow the Mobile user select a range then mass create WRs on it.
Training	Modify RT ARM training associated with this change to work generation from RT ARM surveys.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	43	MED		5436	Mobile Screens
Currently, comments can only be attached to the whole WR as opposed to the individual facilities. This doesn't help if you're doing a leak survey.					
Currently, comments can only be attached to the whole WR as opposed to the individual facilities. This doesn't help if you're doing a leak survey.					
COMPLIANCE	58	HIGH			Mobile Screens
Should be able to mass-create maintenance work during a leak survey (for example: need a whole block to be painted). Currently, crews have to create the work one by one.					
Should be able to mass-create maintenance work during a leak survey (for example: need a whole block to be painted). Currently, crews have to create the work one by one.					
COMPLIANCE	87	CRITICAL			Mobile Screens
Facilities are not being time stamped on leak surveys when the field user enters a condition such as above ground leak.					
Facilities are not being time stamped on leak surveys when the field user enters a condition such as above ground leak.					

53 Training - Conduct additional training for crews

Current State: The crews require retraining in some areas including remediation of items such as:

53 Training - Conduct additional training for crews

- 75% of rechecks of leaks are done by the first responder on paper

Recommendation: Evaluate the proficiency of the compliance crews across all areas of responsibility. Define the areas where there are gaps in proficiency or non-standard methods that are being used.

Develop and provide training for compliance crews to improve proficiency.

Business Impact: Performing the re-checks manually adds additional steps to record the results in FMDR and to complete the associated work request. First responders are frustrated , also schedulers have increased burden and are frustrated.

Requirements

Analysis	Evaluate the proficiency of the compliance crews. Define the areas where there are gaps in proficiency or non-standard methods that are being used. Provide this information to training development.
Business Process	Develop compliance crew coaches who work with the compliance crews in each area until they have reached the desired level of proficiency and are using standard processes.
Interim Solution	Provide coaching and monitoring to insure that all re-checks are done using the mobile.
Training	Develop training materials for areas where compliance crews are not proficient. Use the existing training materials, but refine them to include emphasis on areas where additional proficiency is needed.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	28	HIGH	na		Leak processing

Leak Rechecks are still being completed on paper.

75% of rechecks of leaks are done by the first responder on paper

59 Training - Training and enforcement of valve inspection procedure is required.

Current State: During valve inspections, crews often suspend the work in Mobile if they cannot locate the valve and call their supervisor instead of answering the procedure steps. This causes two records to be generated.

Recommendation: Provide additional training in the proper use of mobile for valve inspections, as well as the impact of not answering all procedure steps.

Business Impact: When procedure steps are not recorded and the inspection WR is suspended instead, the proper follow-up WRs will not be generated and it would not be possible to accurately track and report the full history of the work performed throughout the inspection cycle.

Requirements

Data Cleanup	Find and cancel duplicate work requests that resulted from the wrong process being followed.
Training	Provide additional training in the proper use of mobile for valve inspections, as well as the impact of not answering all procedure steps. Train crews to use mobile to complete the maintenance request procedures on the mobile (as designed) then flip to follow-up inspection as per design. Follow-up inspection are setup as periodic as sometimes a follow-up can result in a maintenance order -- Crews should always complete the original inspection, generate maintenance, complete maintenance and then flip the condition to follow-up inspection. If the field needs the box to be cleared, answer the procedure step that will generate the maintenance WR. Note that this has been communcated to Mark Lempicki via email - they have been given steps to fix the orders in limbo.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	3	HIGH	7245		Training

59 Training - Training and enforcement of valve inspection procedure is required.

instead of answering the procedure steps. This causes two records to be generated.

During valve inspections, crews often suspend the work in Mobile if they cannot locate the valve and call their supervisor instead of answering the procedure steps. This causes two records to be generated.

COMPLIANCE 60 MED Valve Inspections

When a follow-up is created for “vl can’t loc vlv”. The follow-up gets created with one procedure step “ Is work complete?” and does not link to anything else. When this follow-up gets complete it does not create a follow-up inspection. Shouldn’t thi

When a follow-up is created for “vl can’t loc vlv”. The follow-up gets created with one procedure step “ Is work complete?” and does not link to anything else. When this follow-up gets complete it does not create a follow-up inspection. Shouldn’t this link to CF VLV INSP, so an inspection can get generated?

COMPLIANCE 61 MED Valve Inspections

Vl can’t loc vlv, is set as periodic. This should be once only (not true - this needs to be periodic so that it creates the inspection). System just keeps generating the follow-up every year. Follow-ups should never be periodic.

Vl can’t loc vlv, is set as periodic. This should be once only (not true - this needs to be periodic so that it creates the inspection). System just keeps generating the follow-up every year. Follow-ups should never be periodic.

COMPLIANCE 63 MED Valve Inspections

Vl access not St, VL Can’t Acc vlv (clear) - same as #60

Vl access not St, VL Can’t Acc vlv (clear) - same as #60

COMPLIANCE 64 CRITICAL Valve Inspections

VL INOP VLV, VL CRIT REPLACE 2, 4, 6, 8. Due date should not be the parents due date. Due date should be 15 months from the last completed inspection. AND should not be periodic. After a follow-up is complete, it should not get automatically gene

VL INOP VLV, VL CRIT REPLACE 2, 4, 6, 8. Due date should not be the parents due date. Due date should be 15 months from the last completed inspection. AND should not be periodic. After a follow-up is complete, it should not get automatically generated

COMPLIANCE 95 CRITICAL Training

On Valve inspections, some crews are manually bypassing the system by making a call if maintenance is required, then completing the original inspection when the work is completed.

On Valve inspections, some crews are manually bypassing the system by making a call if maintenance is required, then completing the original inspection when the work is completed.

3-Medium Compliance

68 Mobile for Supervisors - Implement supervisor mobile for Compliance

Current State: Supervisor Mobile was never implemented because supervisor groups were not configured for each supervisor.

Recommendation: Implement Supervisor Mobile for Compliance

Business Impact: The supervisor does not have a view into what crews have what WRs and depends on paper or direct contact.

Requirements

Configuration	Make necessary updates to configuration for supervisor mobile for Compliance.
Training	Develop training materials for supervisors to use supervisor mobile for Compliance.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	59	MED			Mobile

Supervisor Mobile was never implemented because supervisor groups were not configured for each supervisor.

Supervisor Mobile was never implemented because supervisor groups were not configured for each supervisor.

60 Software Change - RT ARM Corrosion Inspection: Allow for easy generation of repair when multiple anodes need to be installed.

Current State: For corrosion work that requires multiple anodes, a separate WR needs to be generated for each anode that is being installed in order to clearly indicate the location at where each anode should be installed.

Recommendation: If multiple anodes are needed, Mobile should enable compliance crews to clearly indicate the location at which each anode should be installed. Maintenance crews should be assigned a single WR and be able to properly trace each installed anode to the original corrosion condition. Remarks need to be made to carry forward.

Business Impact: Maintenance crews are assigned separate corrosion 'install anode' repair WRs and cannot determine if these WRs are related.

Requirements

Analysis	Determine the best method to have the anode appear on the facility - should it be on the main or on the corrosion family. Check with MRI to see if this is a requirement and ensure that the anodes are set up in such a way that they support the MRI calculation.
Extension	Extension option (if Logica option is too expensive): If multiple anodes are needed, Mobile should enable compliance crews to clearly indicate the location at which each anode should be installed. Maintenance crews should be assigned a single WR and be able to properly trace each installed anode to the original corrosion condition. Remarks need to be made to carry forward.
Logica	Logica option: If multiple anodes are needed, Mobile should enable compliance crews to clearly indicate the location at which each anode should be installed. Maintenance crews should be assigned a single WR and be able to properly trace each installed anode to the original corrosion condition. Remarks need to be made to carry forward.
Training	Develop training associated with the corrosion anode solution.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	8	MED	Check		Data Conversion

For corrosion work that requires multiple anodes, a separate WR needs to be generated for each anode that is being installed in order to clearly indicate the location at where each anode should be installed.

For corrosion work that requires multiple anodes, a separate WR needs to be generated for each anode that is being installed in order to clearly indicate the location at where each anode should be installed.

62 Software Change - RT ARM Leak Surveys: Allow for completion of multiple facilities within a survey area in RT ARM

Current State: There are usability issues with completion of leak surveys on the mobile:

There are 600 facilities in some leak survey WRs (can take up to a week and a half). There should be a more efficient way to time stamp the surveyed facilities.

Recommendation: There should be the ability for the user to select multiple facilities (or select all) then complete those selected.

Business Impact: Leak surveys take longer to complete (time stamp) than necessary, there is potential for error

Requirements

Logica	Provide the ability for the RT ARM user to select multiple facilities (or select all) then complete those selected.
Training	Update mobile training for the new survey functionality.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	31	MED			Mobile Screens
There are 600 facilities in some leak survey WRs (can take up to a week and a half). There should be a more efficient way to time stamp the surveyed facilities.					
There are 600 facilities in some leak survey WRs (can take up to a week and a half). There should be a more efficient way to time stamp the surveyed facilities.					
COMPLIANCE	57	MED			Mobile Screens
The issue of quick-completing surveys in a WR as opposed of statusing facilities one by one (documented in a previous compliance interview)					
The issue of quick-completing surveys in a WR as opposed of statusing facilities one by one (documented in a previous compliance interview)					

GIS

The following are the Recommendations within this area:

1-Critical	Data Cleanup - Fix the shop boundaries in GIS between North Shop and Central Shop; map services that are not in GIS and correct facilities that are in wrong survey area.	In Progress	31
2-High	Enhance GIS - FMDR Interface - Include additional information for mains and services and add valve interface.	In Progress	56
2-High	Enhance Work Initiation - Modify the program that creates construction work in GIS.	In Progress	52
3-Medium	Data Quality Reconciliation - Provide reconciliation between FMDR and GIS.	In Progress	75
5-Deferred	BCA - Use more functionality provided within the BCA module.	In Progress	83
5-Deferred	Develop Business Case for LD Pro - LD Pro was originally taken out of scope at the request of engineering, but may be re-considered.	In Progress	49

1-Critical GIS

31 Data Cleanup - Fix the shop boundaries in GIS between North Shop and Central Shop; map services that are not in GIS and correct facilities that are in wrong survey area.

Current State: Certain work requests, particularly along the North Shop/Central Shop border get incorrectly assigned to the wrong shop. This may be a result of incorrectly drawn shop boundaries in GIS. For example, any work requests on either side of Chicago Ave between 1600 W and 6400 W should get assigned to Central Shop. Some Chicago Ave addresses are mistakenly being assigned to North Shop.

There are several thousand services that are not currently in GIS.

Survey areas contain facilities that really are not in that geographic area.

If there is a border line square mile (central and north), sometimes, within the same leak survey WR, north technicians get facilities to survey that are actually belonging to central. The crew timestamps the ones for north and returns the WR which will create 2 components: one for the time stamped facilities and one for the remaining central facilities. The local scheduler then notifies the central scheduler to complete the WR.

Recommendation: Correct the shop boundaries in GIS per TFS 6390.

Map service pipes in GIS that are only in FMDR. Need to prioritize (e.g. feeder service before branch, etc.). There are several thousand not in system.

TFS 5728 identifies a 3 specific examples of survey areas with incorrect facilities.This needs to be extended to evaluate and fix all survey areas.

The facilities should be mapped to the correct leak survey and survey zone.

Business Impact: Incorrect data in the system impacts the scheduling process and the actual completion of the work.Exception processing and error correction is an additional burden on schedulers.

Shops have been 'sharing' survey WR where facilities are in the wrong area. North shop crew will inspect the North facilities, then Central will inspect the Central facilities.

Requirements

Data Cleanup	The incorrectly mapped facilities could be a manual cleanup in GIS and FMDR along one line between central and north.
GIS	TFS 5728 identifies a 3 specific examples of survey areas with incorrect facilities.This needs to be extended to evaluate and fix all survey areas.
GIS	Map service pipes in GIS that are only in FMDR. Need to prioritize (e.g. feeder service before branch, etc.). There are several thousand not in system.
GIS	Correct the shop boundaries in GIS per TFS 6390
Interface	Ensure that the changes to shop boundaries properly reassign facilities to the proper scheduling ploygons and survey area - and re-set the survey area. TFS 7344 handles the interface requirements for the O'Hare clean up.
Interim Solution	Ensure that the process to accelerate the leak surveys done for the remainder of 2010 includes the issue of these facilities in the wrong survey area, to ensure that they are visible to the shops responsible for them.
Logica	Add survey areas to the interface to FMDR. Make the scheduling polygon updateable.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	30	HIGH	5728		Scheduling Polygons

If there is a border line square mile (central and north), sometimes, within the same leak survey WR, north technicians get facilities to survey that are actually belonging to central. The crew timestamps the ones for north and returns the WR which w

31 Data Cleanup - Fix the shop boundaries in GIS between North Shop and Central Shop; map services that are not in GIS and correct facilities that are in wrong survey area.

If there is a border line square mile (central and north), sometimes, within the same leak survey WR, north technicians get facilities to survey that are actually belonging to central. The crew timestamps the ones for north and returns the WR which will create 2 components: one for the time stamped facilities and one for the remaining central facilities. The local scheduler then notifies the central scheduler to complete the WR.

Initiate	25	High		

Map service pipes in GIS that are only in FMDR.

Impacts survey work, affects valve isolation tool, customer letters, etc.

SCHED	98	MED	6390	GIS issue

Redraw GIS boundaries

Certain work requests, particularly along the North Shop/Central Shop border get incorrectly assigned to the wrong shop. This may be a result of incorrectly drawn shop boundaries in GIS. For example, any work requests on either side of Chicago Ave between 1600 W and 6400 W should get assigned to Central Shop. Some Chicago Ave addresses are mistakenly being assigned to North Shop.

SCHED	99	MED	5728	FMDR issue

Survey areas have incorrect facilities assigned

Survey areas contain facilities that really are not in that geographic area.

2-High GIS

56 Enhance GIS - FMDR Interface - Include additional information for mains and services and add valve interface.

Current State: GIS As-Built Summary Report: Currently we are only able to see Gas mains, but not valves or any other as-built facilities in the As-Built summary report.

Gas Main facilities interface: Information for the Material Component and Pressure Component of mains is not available in GIS.

Survey Areas: Currently we cannot perform a spatial Quality Assurance Quality Control (QAQC) of the correct survey area for service pipes.

Valves: There is not an interface to keep valves in sync between GIS and FMDR.

Recommendation: GIS As-Built Summary Report: ESRI needs an interface with FMDR containing Facility ID, Facility Type, BCA ID and Work Request#. Asbuilt summary report needs additional features (including):

installed gas main -- size, pressure, kind, lengt;h;
retired gas mains - size, pressure, kind, length;
valves -- kind, size, pressure
Non-Controllable fittings

Survey Areas: Provide Survey Areas for the Service Pipes FMDR/GIS interface. Provide Survey Areas and Scheduling Polygons for the GasMain interface from FMDR to GIS.

Gas Main facilities interface: Enable GIS to see Material Component and Pressure Component information for GM facilities.

Valves: Provide interface between GIS and FMDR to install and retire valves.

Business Impact: The survey area interface prevents a problem with service pipes and gas mains being mapped in the wrong survey areas. The additional information avaiable in GIS allows engineers to make better design decisions without using multiple sources.

Requirements

Analysis	Conduct analysis to determine the best method to implement the following: GIS As-Built Summary Report: ESRI needs an interface with FMDR containing Facility ID, Facility Type, BCA ID and Work Request#. Asbuilt summary report needs additional features. Survey Areas: Provide Survey Areas for the Service Pipes FMDR/GIS interface. Provide Survey Areas and Scheduling Polygons for the GasMain interface from FMDR to GIS. Gas Main facilities interface: Enable GIS to see Material Component and Pressure Component information for GM facilities. Valves: Provide interface between GIS and FMDR to install and retire valves.
Business Process	Incorporate the following changes into the business processes: - GIS As-Built Summary Report - Survey Areas for the Service Pipes FMDR/GIS interface. - Survey Areas and Scheduling Polygons for the GasMain interface from FMDR to GIS. - View Material Component and Pressure Component information for GM facilities. - Provide interface between GIS and FMDR to install and retire valves.
GIS	A service pipe facility can have up to six components. In GIS show all six components with characteristic information of each component (meaning 1st 10 feet is plastic, 2nd 10 feet is STL , 3rd 10 feet is black plastic etc)
GIS	Asbuilt summary report needs additional features (including): installed gas main -- size, pressure, kind, lengt;h; retired gas mains - size, pressure, kind, length;

56 Enhance GIS - FMDR Interface - Include additional information for mains and services and add valve interface.

	valves -- kind, size, pressure Non-Controllable fittings
GIS	Valves: Provide interface between GIS and FMDR to install and retire valves.
GIS	Survey Areas: Provide Survey Areas for the Service Pipes FMDR/GIS interface.
GIS	Gas Main facilities interface: Enable GIS to see Material Component and Pressure Component information for GM facilities.
GIS	ESRI needs an interface with FMDR containing Facility ID, Facility Type, BCA ID and Work Request#.
Interface	Valves: Provide interface between GIS and FMDR to install and retire valves.
Interface	Survey Areas: Provide Survey Areas for the Service Pipes FMDR/GIS interface.
Interface	Gas Main facilities interface: Enable GIS to see Material Component and Pressure Component information for GM facilities.
Interface	ESRI needs an interface with FMDR containing Facility ID, Facility Type, BCA ID and Work Request#.
Logica	Make any changes necessary to enable the following interfaces from FMDR: GIS As-Built Summary Report: ESRI needs an interface with FMDR containing Facility ID, Facility Type, BCA ID and Work Request#. Survey Areas: Provide Survey Areas for the Service Pipes FMDR/GIS interface. Provide Survey Areas and Scheduling Polygons for the GasMain interface from FMDR to GIS. Gas Main facilities interface: Enable GIS to see Material Component and Pressure Component information for GM facilities. Valves: Provide interface between GIS and FMDR to install and retire valves.
Training	Develop training for the enhancements concerning the FMDR - GIS interface. - GIS As-Built Summary Report - Survey Areas for the Service Pipes FMDR/GIS interface. - Survey Areas and Scheduling Polygons for the GasMain interface from FMDR to GIS. - View Material Component and Pressure Component information for GM facilities. - Provide interface between GIS and FMDR to install and retire valves.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	3.1	HIGH			Interface
GIS and FMDR interface when installing a new valve					
This interface is currently not available					
Initiate	26	High			
Asbuilt summary report needs additional features					
Saves GIS technicians from manually summing up all the WMIS pieces and associated errors.					
ITS	10.1	High		SR	Interface
Interface between ESRI and FMDR					
Currently we are only able to show Gas main, we are not able to show valves or any other as-built facilities in the As-Built summary report.					
ITS	12.1	High		SR	Interface
GasMain facilities interface					
Currently this interface is not available.					
ITS	13.1	MED	Need	SR	Configuration
Provide view of additional SP information.					
This feature is currently not available.					

56 Enhance GIS - FMDR Interface - Include additional information for mains and services and add valve interface.

ITS	14.1	MED	Need	SR	Configuration

Provide Survey Areas for the Service Pipes FMDR/GIS interface.

Currently we cannot perform a spatial Quality Assurance Quality Control (QAQC) of the correct survey area for service pipes.

ITS	15.1	MED	Need	SR	Configuration

Provide Survey Areas and Scheduling Polygons for the GasMain interface from FMDR to GIS.

Currently we cannot perform a spatial QAQC of the correct survey area and scheduling polygons for GasMains.

52 Enhance Work Initiation - Modify the program that creates construction work in GIS.

Current State: In GIS there is a service work request generation window that allows for mass generation of service replacement work requests associated with gas main replacement projects.

- The Service Tie-Over generation window is not filtering accelerated construction codes (AC code) by company.
- When service work requests are generated from GIS to WMIS they get a status of design official. The user must change it to unofficial status for each work request. This is a manual and time consuming process. The un-official of work request design is needed so that work request design could be updated with information such as facility number, accounting information and facility type information.

Recommendation: Modify the GIS window to filter NSG vs. PGL, based on the location (scheduling polygon) of the work request.

Deliver TFS item 5395: Add Company Code to GIS WR Type View

Business Impact: Selecting an AC code defines a service pipe design and materials for a service replacement type work request. When the engineer selects the AC code in GIS he or she is unable to determine if the AC code belongs to PGL or NSG.

Requirements

Analysis	Determine the best method to allow for the work request to progress. Include the following options as part of the analysis: - use of an extension to update key fields including facility id, facility type and accounting information without requiring a manual un-official of work requested generated from GIS - potential Logica enhancment to satisfy the business requirement
Extension	Work with Logica to determine the best method to allow for the work request to progress. Include the following options as part of the analysis: - use of an extension to update key fields including facility id, facility type and accounting information without requiring a manual un-official of work requested generated from GIS - potential Logica enhancment to satisfy the business requirement - given that Vip needs to mark designs un-official in order for Andy's assign service pipe facility id program to run, consider changing the program so that it can perform that function
GIS	Modify the GIS window to filter NSG vs. PGL, based on the location (scheduling polygon) of the work request. This may be a metter of using the WMIS work group.
Logica	Allow for AC Codes to filter based on Work Group, even if the user is in more than one work group. Use the work group of the work request to filter the AC Codes, rather than the allowable work groups of the user.
Logica	Work with Integrys development and analysts to determine the best method to allow for the work request to progress. Include the following options as part of the analysis: - use of an extension to update key fields including facility id, facility type and accounting information without requiring a manual un-official of work requested generated from GIS - potential Logica enhancment to satisfy the business requirement
Training	Modify training to incorporate the solution for creation of construction work in GIS.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	7.1	Low			Configuration

Naming conventions of AC Codes

52 Enhance Work Initiation - Modify the program that creates construction work in GIS.

Naming conventions are not clear

INITIATE	18	HIGH	ntc maybe	AMRP

Unable to filter AC codes by Company in GIS

In GIS there is a service work request generation window that allows for mass generation of service replacement work request associated with gas main replacement projects. The Service Tie-Over generation window is not filtering accelerated construction codes (AC code) by company. Selecting an AC code defines a service pipe design and materials for a service replacement type work request. When the engineer selects the AC code in GIS he or she is unable to determine if the AC code belongs to PGL or NSG.

INITIATE	19	HIGH	ntc	AMRP

Automatic update of WR (SVRP, SVRCI) created from GIS, with key information

In GIS there is a service work request generation window that allows for mass generation of service replacement work request associated with gas main replacement projects. When service work requests are generated from GIS to WMIS they get a status of design official. The user must change it to unofficial status for each work request. This is a manual and time consuming process. The un-official of work request design is needed so that work request design could be updated with information such as facility number, accounting information and facility type information.

SYSTEM	21.1	High	5395	SR	Configuration

Add company code to the GIS WR type view

In ESRI the Service Tie-Over generation Window is not filtering AC codes by company.

3-Medium GIS

75 Data Quality Reconciliation - Provide reconciliation between FMDR and GIS.

Current State: There is not a reconciliation program that ensures FMDR is in sync with GIS.

GIS - there are numerous differenes between FMDR and GIS and efforts underway to bring them closer to reconciliation.

Recommendation: Provide reconciliation between FMDR and GIS.

Business Impact: There are known issues with GIS and FMDR being out of sync.

Requirements

Analysis	Develop the reconciliation specification for FMDR and PowerPlant.
Interface	Provide reconciliation between FMDR and GIS.

Initiation

The following are the Recommendations within this area:

1-Critical	Data Cleanup - Reconcile service pipes between C-First, GIS and FMDR. Lack of reconciliation has an impact on customer service - especially reconnects.	In Progress	42
2-High	Enforce Business Process - There is significant work being done outside the system and the process needs to be enforced that all maintenance work must have a work request.	In Progress	51
2-High	Enhance Shutoff Process - Ensure that inactive services are shut off and follow up to confirm.	In Progress	43
2-High	Improve Cutoff Process - Streamline the integration between C-First and WMIS for cutoffs so that the two systems are in sync	In Progress	41
2-High	Improve Reconnect Process - Redesign the service reconnect process	In Progress	33
2-High	Standardize and Communicate Gas Ops Process - There is a lack of clarity concerning initiation of work	In Progress	50
2-High	Training - Conduct additional training for supervisors	In Progress	46

1-Critical Initiation

42 Data Cleanup - Reconcile service pipes between C-First, GIS and FMDR. Lack of reconciliation has an impact on customer service - especially reconnects.

Current State: Some service pipe information that exists in FMDR (such as new service pipes) are not being mapped properly to Navigate. There is also a backlog in MOG concerning cutoff and reconnect that creates issues with service status.

There are services in C-First that are not in FMDR because of data conversion rules. In C-First, Customer service cannot enter work order where service pipe does not exist in FMDR. Not all Service pipes were converted to FMDR based on inactivity criteria. To continue processing the work order initiation, customer service removed the service pipe from C-First. On transfer to WAM, the work request cannot be created, so the work around is to generate a new service to the building.

The most critical component of this issue is that MDSI can turn these old services on, but FMDR does not have the service because of the data conversion rules. This causes FMDR to not have the live service after the turn on.

There are also issues with the associated addresses. NaviGate may show only one service on a corner lot when there are two services. Both services were shown in DMIS.

Recommendation: Reconcile service pipes between C-First, GIS and FMDR
- analyze the discrepancies
- clean up the problem data
- modify interfaces as necessary to remediate the problem
- set up a regularly scheduled reconciliation process
- there are errors in the interface between the systems and it is not clear concerning the process to reconcile the errors

Make reconnect and cut off work requests a priority for the MOG group to as-built.

Business Impact: Customer service representatives cannot retrieve service pipe information to investigate C-First scheduling and order initiation errors.

Discrepancies in which service pipes are valid (based on the data conversion inactivity rules) can cause delays in customer reconnects.

MDSI can turn these old services on, but if FMDR does not have the service because of the data conversion rules, FMDR will not have the live service after the turn on.

Requirements

Analysis	Compare the configuration of services (and related main) across FMDR, GIS and C-First to determine where there are problems. DMIS should also be considered when looking for additional information such as associated addresses. Provide the results to the interface and data cleanup teams. Set up comparison scripts to run on a regular basis.
Business Process	Set up a process to run the FMDR / C-First / GIS service comparison program and to remediate results. Establish a clear error handling process for the C-First interface.
Data Cleanup	Consider removing the inactive services from C-First. MDSI can turn these old services on, but FMDR does not have the service because of the data conversion rules. This causes FMDR to not have the live service after the turn on, which is a very serious concern.
Data Cleanup	The data conversion activity rules caused fewer service pipes to be loaded than are in C-First. Data for providing gas service to residences must be in sync between the systems. Must do one of the following or a combination so that they are the same: 1. Load retired service pipes to FMDR and Navigate to match C-First 2. Remove service pipes from C-First to match FMDR
Data Cleanup	Update FMDR, GIS and C-First so that they are in alignment.
GIS	Modify program as required to ensure that automapper correctly maps new services.

42 Data Cleanup - Reconcile service pipes between C-First, GIS and FMDR. Lack of reconciliation has an impact on customer service - especially reconnects.

Interface	Determine if there is a change to C-First required to disable the active service pipes that should be inactivated.
Interface	Determine and implement potential changes to C-First - FMDR interfaces to maintain integrity between the systems.
Interim Solution	Increase the staffing in MOG to as-built tickets, and make cut-off and reconnect tickets more of an as-builting priority.
Interim Solution	Provide CSRs with access to FMDR and provide training to view service pipe information.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	6	MED	ntc		Service discrepancies across systems
Incorrectly mapped facitilies provides erroneous information					
Customer service representatives are utilizing Navigate for detailed service pipe data does not reside in C-First. Some service pipe information that exists in FMDR (such as new service pipes) are not being mapped properly to Navigate.					
INITIATE	7	CRITICAL	ntc		Service discrepancies across systems
Service pipe in C-First and not in FMDR					
In C-First, Customer service cannot enter work order where service pipe does not exist in FMDR. Not all Service pipes were converted to FMDR based on inactivity criteria.To continue processing the work order initiation, customer service removed the service pipe from C-First. On transfer to WAM, the work request cannot be created, so the work around is to generate a new service to the building					
INITIATE	10	LOW			Address issues
Address issue between C-First and FMDR					
Sometime c-first also checks for related address on service pipe: FMDR does not do address validation? This may cause problems with the interface to C-first					
INITIATE	34	MED	ntc		Service discrepancies across systems
Request for service pipe data that is not showing as current in Navigate					
Downtown oftentimes calls the shops asking for information that is either non-existent or incorrect in Navigate					
INITIATE	39	MED	ntc		Service discrepancies across systems
Services not showing up in Navigate					
Have encountered issues with associated addresses: customer requests a cut-off for a corner building. The address they give, the service is off, but navigate did not show the second service.A universal problem is that services are not showing up in Navigate. They can find in DMIS that there are two services (associated addresses)					
INITIATE	62	MED			Reconnects
Reconnects incorrectly being scheduled					
Reconnects are often just meter turn ons, that can be determined with a little research					

2-High Initiation

51 Enforce Business Process - There is significant work being done outside the system and the process needs to be enforced that all maintenance work must have a work request.

Current State: There is significant work being done outside the system:
- Large number of b-box maintenance orders have permits ordered, and when the crew arrives on the job, they discover that the maintenance and service work has already been performed. Why-Not codes create WRs in WMIS to clear b-box, locate b-box, or replace service valve. Oftentimes, the service crew will call a General Supervisor to have a distribution crew follow-up with the necessary maintenance work. The problem is that this is not communicated to the Local Scheduler, and a ticket is not submitted indicating that the b-box maintenance work was performed.
- Work is not being created in WMIS and permits are not being ordered for emergency work in a timely manner.

Recommendation: Develop communication to the applicable groups to enforce that all maintenance work requires a work request.

Need to come up with a defined process for handling emergency work initiation and permit ordering.

Business Impact: There are a large number of WMIS work requests being unworked, and the local scheduler is not clear on what work to order permits for. There is time wasted on the back end trying to diagnose what happened.
Work is not being created in WMIS and permits are not being ordered for emergency work in a timely manner.

Requirements

Business Process	Immediate need: Need to come up with a defined process for handling emergency work initiation and permit ordering.
Business Process	Develop communication to the applicable groups to enforce that all maintenance work requires a work request. Need another approach regarding the excecution of work that is not on the schedule. All work should have a work request that is completed or cancelled with the corresponding service request. There should be specfic guidelines and instructions for breaking schedule with emergency work.
Data Cleanup	Clean up any duplicate work requests that are a result of work being done outside the system.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	12	MED	proc		Work without completing WR
Work has already been field completed when the crew arrives on a WMIS WR					
Large number of b-box maintenance orders have permits ordered, and when the crew arrives on the job, they discover that the maintenance and service work has already been performed. Why-Not codes create WRs in WMIS to clear b-box, locate b-box, or replace service valve. Oftentimes, the service crew will call a General Supervisor to have a distribution crew follow-up with the necessary maintenance work. The problem is that this is not communicated to the Local Scheduler, and a ticket is not submitted indicating that the b-box maintenance work was performed. This results is large number of WMIS work requests being unworked, and a local scheduler not knowing what work to order permits for.					
INITIATE	25	HIGH	proc		Work without completing WR
Work is performed without proper documentation for completing the WR					
When service crews cannot complete a DNP shut-off, they will enter a "why-not" code which will generate a Service Maintenance WR in WMIS. They then sometimes contact the distribution supervisor directly, who will come and assist or perform the work, and the original order is completed. But the WR still exists in WMIS as if it needs to be done because there is no documentation of the work ever getting completed - either through a ticket, or by notifying the local scheduler.					
INITIATE	61	HIGH	na		Emergency Work
Need to clarify the handling of emergency work initiation and permit ordering					
There is not a clear defined process for who initiates emergency work and orders permits on nights / weekends / off hour.					
MANAGE	29				Report Features
Manually using spreadsheets to record and manage WAM data					
Users are currently exporting data into Excel spreadsheets from WAM applications but they don't always send the information back into WAM.					
SCHED	71	MED			Work done external to intended process
Some work is being performed without a work request.					
Some work is being performed without a work request. In these cases, a work request is typically created after the field work has been completed.					

51 Enforce Business Process - There is significant work being done outside the system and the process needs to be enforced that all maintenance work must have a work request.

43 Enhance Shutoff Process - Ensure that inactive services are shut off and follow up to confirm.

Current State: There is no automated process to shut off service due to inactivity, nor to cancel this type of request when service is re-activate.
- No automated process exists to verify valve shut off for service that has been inactive for a year
- No automated process to notify that the service should be cut off for sp with a valve
- No automated process to notify that the service should be cut off for sp without a valve

There is no process in place to then verify the shut off at valve for inactive service.

Recommendation: Automatically, create an inactive (Inactive in C-First) shutoff work request (type = SOINA) if the service pipe, that has a valve, has been inactive for over 60 days.

Automatically check for work request SOINA when the service pipe, that has a valve, goes from active to inactive and cancel the SOINA work request.

Automatically, create a WR (COFIN) for service pipe with valve after 36 months of inactivity to cut off the service (if how-code is not cutoff).

Automatically, create a WR (COFIN) for service pipe without a valve after 12 months of inactivity to cut off the service (if how-code is not cutoff)

Business Impact: There is no replacement for the functionality of "Shut-off Valve Monitoring program". This can cause loss of revenue.

Requirements

Analysis	Determine the best solution for the new work request type and procedure to check that the service is still cut off at the valve after 1 year of inactivity for SP with a valve.
Business Process	Create a business process for the new work request type and procedure to check that the service is still cut off at the valve after 1 year of inactivity for SP with a valve.
Compatible Unit	Create compatible units and AC Code for the new work request type and procedure to check that the service is still cut off at the valve after 1 year of inactivity for SP with a valve.
Configuration	Create a new WR Type and procedure to check that the service is still cut off at the valve after 1 year of inactivity for SP with a valve. This WR will be generated by an extension. Procedure - if still cut off, simply complete the WR. If it the service is on, the procedure should create an unauthoriaxed use cutoff work request type (COFUN) to cut it off.
Extension	Automatically generate a WR (new type and procedure) to check that the service is still cut off at the valve after 1 year of inactivity for SP with a valve. Automatcally, create a WR (COFIN) for service pipe with valve after 36 months of inactivity to cut off the service (if how-code is not cutoff)
Interface	Automatically, create an inactive (Inactive in C-First) shutoff work request (type = SOINA) if the service pipe, that has a valve, has been inactive for over 60 days. Automatically check for work request SOINA when the service pipe, that has a valve, goes from active to inactive and cancel the SOINA work request. Automatcally, create a WR (COFIN) for service pipe without a valve after 12 months of inactivity to cut off the service (if how-code is not cutoff).
Training	Develop training materials for the new work request type and procedure to check that the service is still cut off at the valve after 1 year of inactivity for SP with a valve.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	13	HIGH	ntc		Inactive service w/ valve
WR for service pipe, with valve, inactive over 60 days					

43 Enhance Shutoff Process - Ensure that inactive services are shut off and follow up to confirm.

No notification in place to verify follow up and shut off shut off at valve for inactive service

INITIATE	13.1	HIGH	ntc	Inactive service w/ valve

Cancel WR for service pipe with valve when SP re-activated

No automated process exists to shut off service due to inactivity, nor to cancel this type of request when service is re-activate

INITIATE	15	HIGH	ntc	Inactive service w/ valve

Create WR to verify service is shut off after 1 year

No automated process exists to verify valve shut off for service that has been inactive for a year

INITIATE	16	HIGH	ntc	Inactive service w/ valve

Create WR to cut off service pipe with a valve after 36 months of inactivity

No automated process to notify that the service should be cut off for sp with a valve

INITIATE	17	HIGH	ntc	Inactive service w/ valve

Create WR to cut off service pipe without a valve after 12 months of inactivity

No automated process to notify that the service should be cut off for sp without a valve

41 Improve Cutoff Process - Streamline the integration between C-First and WMIS for cutoffs so that the two systems are in sync

Current State: There are multiple issues that need to be remediated with the C-First to WAM interface concerning cutoffs.

- There are cases where the WMIS work request (created by C-First) is not cancelled or closed after the work is completed on the MDSI.
- C-First auto generates cut-offs based on conditions where regulatory inside inspections and meter changes cannot be done. However, there is a manual process in the Special Projects group where they manually track these accounts and send a list to the shops to manually create these cut-off WRs in WMIS. However there does appear to be an auto-generation of these orders on C-First that are interfaced to WMIS, and we are unsure what criteria is being used to generate these orders. Looking a the WMIS work queue for COFRG work requests, it appears as if there are far too many of these work requests being generated. There will be some "clean-up" necessary.
- Supervisor Collections is identifying which DNP orders need permit for cut-offs and populating a spreadsheet, and then local scheduler is following up to order permits. Scheduler or someone must review spreadsheet to insure that permits are ordered with adequate lead time.

Recommendation: Modify the C-First interface as follows:
- automate the cancellation in WMIS of a C-First generated WR, when it is completed on MDSI
- eliminate the COFRG regulatory cut offs and have them initiated by the SP group
- have Advantex update the DNP WR in some way that notifies the scheduler.

Clean up data as necessary - orphaned COFCLs and duplicate COFRGs.

Business Impact: Lack of clarity on cutoff work requests risks having a regulatory cut off that is not completed and takes significant time for the schedulers to determine what cut offs are real vs. not.

Requirements

Analysis	Determine if there should be an interface modification to eliminate the COFRG regulatory cut offs and have them initiated by the SP group. Should this be done via interface or manually? The analysis should include the review of the FoxPro program.
Business Process	Implement a business process to cancel the WMIS WR of a C-First generated WR, when it is completed on MDSI. Completed DNP order on MDSI (in C-First) should cancel COFCL WR in WMIS if the service is not physically cut-off. Once this is implemented, the regularly scheduled data cleanup program will not need to be run.
Data Cleanup	There are work requests in WAM that were completed on MDSI that need to be cancelled. Develop a program to run on a fixed interval to interrogate C-First for orders completed within that interval to compare those against Work Requests in WMIS. For those that are closed in C-

41 Improve Cutoff Process - Streamline the integration between C-First and WMIS for cutoffs so that the two systems are in sync

	First, and open in WMIS (detailed rules to be developed, but generally, if task at task 500, scheduled, or less, then the WR should be cancelled. Analysis needs to be done concerning the clean up of potential duplicate regulatory cut off WRs in WMIS (COFRG). There also may be duplicate work requests in WAM due to original interface rules that have since been fixed.
Interface	Have Advantex update the DNP WR in some way that notifies the scheduler to order permits.
Interface	Determine if there should be an interface modification to eliminate the COFRG regulatory cut offs and have them initiated by the SP group. If determined through analysis, then implementy this change.
Interim Solution	It was expected that the crew was calling the scheduler to cancel the WR in cases where the work was done in MDSI. It was verified with scheduler's that they are not getting these calls, and could not handle the volume of this type of call. An alternative work around needs to be developed and implemented.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	1	HIGH	ntc		C-First /WMIS WR sync
WRs in WMIS that were generated via C-First interface remain open following the completion of corresponding C-First order on MDSI					
There are cases where the WMIS work request is not cancelled or closed after the work is completed on the MDSI - sometimes distribution gets access so they don't have to physically cut-off the pipe. Have been getting emails from Jackie's group when they find them and go into WMIS and cancel them.It is expected that the crew is calling the scheduler to cancel the WR. It was verified with scheduler's that they are not getting these calls, and could not handle the volume of this type of call.					
INITIATE	2	LOW	ntc		C-First /WMIS WR sync
Duplicate WR's in WAM due to C-first interface					
There may be duplicate work requests in WAM due to original interface rules that have since been fixed. For instance where there was as cutoff with 5 accounts on a service pipe					
INITIATE	4	MED	ntc		C-First /WMIS WR sync
Regulatory Cut-off Work Request Generation and Clean-up					
C-First autogenerates cut-offs based on conditions where regulatory inside inspections and meter changes cannot be done. However, there is a manual process in the Special Projects group where they manually track these accounts and send a list to the shops to manually create these cut-off WRs in WMIS. However there does appear to be an auto-generation of these orders on C-First that are interfaced to WMIS, and we are unsure what criteria is being used to generate these orders. Looking a the WMIS work queue for COFRG work requests, it appears as if there are far too many of these work requests being generated. There will be some "clean-up" necessary.					
INITIATE	22	HIGH	ntc		C-First /WMIS WR sync
Open WR's in WAM for closed C-First orders					
Although reported from the cut-off meeting as occuring, the crew does not call the scheduler to cancel the work request for a cut-off, when the cut-off has already occurred or if the service can be turned off without actually performing the cut					
INITIATE	23	MED	?		Work tracked on spreadsheet - Cut offs
Permits identified for cut-offs by Collection Supervisor and given to Local Scheduler for ordering					
Supervisor Collections is identifying which DNP orders need permit for cut-offs and populating a spreadsheet, and then local scheduler is following up to order permits. Scheduler or someone must review spreadsheet to insure that permits are ordered with adequate lead time.					
SCHED	80	MED			Process issue
Wrecking cutoffs not being processed consistently					
Shop schedulers are not monitoring Wrecking cutoffs.					

33 Improve Reconnect Process - Redesign the service reconnect process

Current State: Re-connects are managed on a spreadsheet . This spreadsheet needs to be constantly reviewed to check status and to insure that permits are requested.

Process for performing reconnects includes completing a corresponding turn-on / light-up order in MDSI. There appears to be minimal issues with South Shop, where the C-first order is relayed to the crew, who completes the corresponding MDSI order when the reconnect is complete. But for Central and North, the C-first order is being completed on paper. Customer Service oftentimes does not know the status of work.

There are combinations of events where data, coupled with the process, may render situations where the initiating and progressing turn-on work is halted. For instance for a re-connect where there is a new main and new service being run, the interface to C-First is sent to an error cue where the old service is cut off, and the new service has not been activated as the new main has not been activated

Recommendation: Re-connects need to follow a standard process in WAM and the process must be clearly documented and understood by all applicable parties.

Review process at South and re-train North and Central for re-lights.

Business Impact: The process lacks standardization and transparency, which allows for missed appointments and failure to order permits.

Requirements

Analysis	Determine if it is a viable option to pass the appointment time to WAM (consider any interface changes that would need to be made. Work with the business to determine the best process.
Business Process	Determine the best process to coordiante the reconnect and the relight. What is the desired state? Should both be done in WAM? Should the re-connect generate a re-light, etc?
Interface	There needs to be tight integration concerning the status of a service with C-First. Exception processing should be minimized or eliminated. This may include re-evaluating the interface rules, and assuring that responsbility for monitoring exceptions on the spreadsheet. Exception should be clearly documented with defined manual process.
Interface	Have CFirst pass the appointment date and time over to WMIS.
Interim Solution	Continue using this spreadsheet, as it is a common source for communicatiion between groups utilizing different systems. Need to document the expected usage of the spreadsheet, and the scheduling activities to minimize the potential errors associated with a non-standard process.
Report	Provide a report that can be exported to a spreadsheet that displays the appointment information necessary to manage reconnects (reference the current spreadsheet for possible layouts).
Training	Review process at South and re-train North and Central for relights. This may be an issue where one of the shops was not trained on how to use MDSI to do re-lights and training can be done easily.
Training	Develop training material for the modified reconnect process for schedulers (to use appointment times).

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	8	HIGH	ntc		Service discrepancies across systems
Cannot schedule turn-on in C-First when service is cut off, etc.					
There are combinations of events where data, coupled with the process, may render situations where the initiating and progressing turn-on work is halted. For instance for a re-connect where there is a new main and new service being run, the interface to C-First is sent to an error cue where the old service is cut off, and the new service has not been activated as the new main has not been activated					
INITIATE	11	MED	na		C-First / WAM process
Not all shops are completing the turn-on and light-up on MDSI following a reconnect					
Process for performing reconnects includes completing a corresponding turn-on / light-up order in MDSI. There appears to be minimal issues with South Shop, where the C-first order is relayed to the crew, who completes the corresponding MDSI					

33 Improve Reconnect Process - Redesign the service reconnect process

order when the reconnect is complete. But for Central and North, the C-first order is being completed on paper. Customer Service oftentimes does not know the status of work.

INITIATE 33 HIGH ? Work tracked on spreadsheet -Reconnects

Reconnect spreadsheet

Re-connects are managed on a spreadsheet . With the division of duties, it is not clear who is following up to ensure that permits are ordered

INITIATE 33 HIGH from intiate for the scheduling portion

Reconnect spreadsheet

Re-connects are managed on a spreadsheet . There is not a clear process or responsibility defined to watch reconnects to make sure that the permits have been ordered

50 Standardize and Communicate Gas Ops Process - There is a lack of clarity concerning initiation of work

Current State: There is a lack of clarity concerning initiation of work within Gas Ops.

- It is not clear on the mobile to differentiate between maintenance and compliance WR for Gas Ops crews. When a crew creates a maintenance WR on the mobile, it stays in their work queue on the mobile, and they can't distinguish between these WRs and their inspection WRs.
- Reg stations do not have a full set of conditions. The crews are required to create a WR on the mobile. There seems to be a problem that they are not sending these back.
- For maintenance required by inspections, there are multiple paths:- the work is performed by the crew, and documented- the work can be performed by the crew (for later), a work request is created- Work to be performed by gas control, work request is created, but flagged to track, as they are not on WAM- work to be performed by distribution, a work request is created- in all of these cases, a follow up inspection will not have a work request.

Recommendation: Establish a Gas Ops Task Force to evaluate the immediate needs for standardization and transition to the final process (see recommendation 1)

Evaluate the need for immediate communication to Gas Ops. This should be evaluated in conjunction with the recommendation to move all regulators and gate stations into WAM.

Evaluate whether to continue creating manual work requests from the mobile.

Business Impact: User acceptance, and tendency to not use the mobile application. Multiple processes lead to confusion, and external tracking tools (spreadsheet).

Requirements

Business Process	Establish a Gas Ops Task Force to evaluate the immediate needs for standardization and transition to the final process (see recommendation 1). Evaluate whether to continue creating manual work requests from the mobile. If no, then this is not an issue. This could just be a training issue - teaching the crews how to differentiate between inspection and maintenance work requests on the mobile work list. NOTE: there has been discussion regarding dispatching all work to mobile, yet keeping the recording of information on paper. This could impact the approach for this issue. What is the handoff and tracking to gas control?
Configuration	Reg stations do not have a full set of conditions. These should be created in conjunction with the recommendation to move all regulators and gate stations into WAM.
Interim Solution	Reg stations do not have a full set of conditions. The crews are required to create a WR on the mobile. There seems to be a problem that they are not sending these back - need training for these, where the procedure creates a maintenance WR that needs to be sent back.
Training	Develop training for the Gas Ops process.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State

50 Standardize and Communicate Gas Ops Process - There is a lack of clarity concerning initiation of work

Compliance	44	MED	?	WR creation on Mobile

Crews get confused when manually creating Maintenance WRs on the mobile

It is not clear on the mobile to differentiate bewteen maintenance and compliance WR for Gas Ops crews. When a crew creates a maintenance WR on the mobile, it stays in their work queue on the mobile, and they can't distinguish between these WRs and their inspection WRs.

INITIATE	45	HIGH	na	WR creation on Mobile

Repair work resulting out of inspections

For maintenance required by inspections, there are multiple paths:- the work is performed by the crew, and documented- the work can be performed by the crew (for later), a work request is created- Work to be performed by gas control, work request is created, but flagged to track, as they are not on WAM- work to be performed by distribution, a work request is created- in all of these cases, a follow up inspection will not have a work request

46 Training - Conduct additional training for supervisors

Current State: The supervisors are not clear on their roles. There is an overall recommendation to define roles and responsibilities for supervisors, but this recommendation addresses known issues with the supervisor area including:

- work being executed without a work request. Work is performed that does not have a WMIS WR - for example service maintenance and renewals sometimes have to be investigated to see if a WR was generated.

Recommendation: Review the supervisor training materials, revise as necessary and conduct re-training for all supervisors.

Business Impact: Entry of work requests after the fact and research to determine if there was a work request by local scheduler. This is an additional task that needs to be completed by an already over-tasked local scheduler, and this contributes to lack of acceptance of the system.

Requirements

Analysis	Evaluate the proficiency of the group of supervisors across all areas of responsibility according to current defined scope of responsibilitries. Define the areas where there are gaps in proficiency or non-standard methods that are being used. Leverage the work that was done at WPS to the extent possible. Provide this information to training development.
Business Process	Develop supervisor coaches who work with the supervisors in each area until they are using standard processes.
Interim Solution	Communicate to supervisors concerning the fundamental responsibilities including: -There needs to be a ticket for all work performed. - There should be a work request for all work performed. - The work is documented according to procedure
Training	Develop training materials for areas where supervisors are not proficient including NaviGate. Use the existing training materials, but refine them to include emphasis on areas where additional proficiency is needed.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	26				Process: Initiation and Scheduling

Currently supervisors spend the majority of their day at their desk performing admin work (e.g. planning schedules, calling locates, making customer contacts).

Currently supervisors spend the majority of their day at their desk performing admin work (e.g. planning schedules, calling locates, making customer contacts).

COMPLIANCE	55	MED		FMDR

In FMDR, supervisors need to be able to search for leaks using a range of addresses (address range used to be a functionality of the old system)

In FMDR, supervisors need to be able to search for leaks using a range of addresses (address range used to be a functionality of the old system)

46 Training - Conduct additional training for supervisors

INITIATE	30	HIGH	proc	Work without completing WR
Work performed out in the field without a WR				
Work is performed that does not have a WMIS WR - for example service maintenance and renewals sometimes have to be investigated to see if a WR was generated.				
MANAGE	202	HIGH		General supervisors are very frustrated with process a
General supervisors are very frustrated with process and WAM				

ITS Support

The following are the Recommendations within this area:

1-Critical	Business Support Process - Improve Mobile device management.	In Progress	96
1-Critical	System Performance - Increase system performance.	In Progress	101
1-Critical	WAM Support - Improve handoff between ITS and WAM Business Support	In Progress	97
2-High	Environment Management - Provide well defined and well managed environments	In Progress	99
2-High	Logica Support - Provide priority support during outage	In Progress	105
2-High	Mobile Device Management - Increase the level of mobile device management.	In Progress	100
2-High	Organization Roles and Responsibilities - WAM Governance	In Progress	103
2-High	Release Management - Increase controls for software release	In Progress	102
2-High	System Stability - Improve the stability and security of the components to the WAM architecture	In Progress	95
2-High	Testing - Increase the level of system and user acceptance testing	In Progress	104
3-Medium	Software Change - Provide configuration control within the WAM application.	In Progress	98

1-Critical ITS Support

96 Business Support Process - Improve Mobile device management.

Current State: All mobile device support calls are made directly to one DSS resource rather than following the IT problem management process.

End users who don't perform Mobile end shift are locked out of WAM and unable to perform work. Extra effort is required on the part of BSA, ApTech and DBA to unlock due to lack of automation in Logica software.

The business does not coordinate the release of the WAM client to the mobile devices. When IT personnel are scheduled to deploy the client the vehicles are not available or access to the vehicles is not available.WAM is not being used by all work crews t

Recommendation: All WAM and mobile device support calls follow the IT problem management process.

No disruption to end user when end shift is not performed in mobile.

The infrastructure and processes to automate deployment of the WAM client to the mobile devices as required. Business owner needs to be responsible for ensuring the devices are available as required for client updates and defining clear roles and responsi

Business Impact: Causes delays in resolving mobile device issues due to resource constraints. Prevents IT from properly addressing the priority and resolution of all issues. WAM issues are not properly tracked outside the problem management process.

End user unable to perform work.

Work crews cannot use WAM to perform work following a client update. Forces resource scheduling issues within IT to correct the missed mobile devices. Impacts IT's ability to perform other priority work for the business.Business is incurring license co

Requirements

Business Process	Develop a business unit liaison role charged with keeping spreadsheet of location of mobile devices by shop up to date.
ITS Leadership	Communicate problem escalation process to the business.
Training	Train the users on end of shift process for RTARM.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS	2	CRITICAL			Mobile
Mobile					
The business does not coordinate the release of the WAM client to the mobile devices. When IT personnel are scheduled to deploy the client the vehicles are not available or access to the vehicles is not available.WAM is not being used by all work crews t					
ITS	2	CRITICAL			Mobile
Mobile					
End users who don't perform Mobile end shift are locked out of WAM and unable to perform work. Extra effort is required on the part of BSA, ApTech and DBA to unlock due to lack of automation in Logica software					
ITS	2	HIGH			Mobile
Mobile					
All mobile device support calls are made directly to one DSS resource rather than following the IT problem management process.					

101 System Performance - Increase system performance.

Current State: System is slow, but not as bad as it used to be. There is no clear indicator of cause. Although real early in the morning it tends to behave pretty well.

Clearing leaks - selecting Saved and saying Yes to close the leak. Closing out tickets in the system - if the cause

101 System Performance - Increase system performance.

code is incorrect it is taking up to 3 minutes to close one leak record (FMDR).

Recommendation: Monitor performance and take corrective action

Business Impact: Decreased productivity.

Significant time is wasted waiting for the FMDR screen to save the record and allow the next closing to be performed.

Requirements

App Tech	Monitoring of performance and take proactive and corrective action
DBA	Monitoring of performance and take proactive and corrective action
Logica	FMDR performance logging

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS Performance	7	HIGH			Performance
System is slow, but not as bad as it used to be. There is no clear indicator of cause. Although real early in the morning it tends to behave pretty well					
Reporting Performance	7	CRITICAL		6998	Perfomance
Clearing leaks - selecting Saved and saying Yes to close the leak. Closing out tickets in the system - if the cause code is incorrect it is taking up to 3 minutes to close one leak record (FMDR).					

97 WAM Support - Improve handoff between ITS and WAM Business Support

Current State: Lack of partnership between ITS and business to identify and resolve problems in a timely manner , ex - reporting workstream (lack of functional specs definition, inability to develop technical specs, lack of business sign-off.

Confusion on the part fo business.

Business does not provide business requirements, nor include IT in the development of business requirements.

Prioritization of defect - everything is critical.

Recommendation: Clear definition of roles and responsibilities between business and ITTrain business and contractors on proper use of TFS, Help Desk and escalation of problems.

Business needs to provide more detailed business requirements and include IT in the development of the requirements.

Clear definition of priority and order of work.

Develop a core set of regression test scripts for ensuring system stability.

Business Impact: Increased internal costs and labor to support WAM pProblem resolution takes too lon.g. System stability due to introducting errors into production.

Loss of IT productivity.

ITS may not be working on the 'right' work due to conflicting priorities

Requirements

Business Process	Develop a prioritization process to clearly communicate the order which defects need to be resolved.
Business Process	Business needs to provide more detailed business requirements and include IT in the development of the requirements.

97 WAM Support - Improve handoff between ITS and WAM Business Support

Business Process	Shorten the cycle for problem resolution - Develop a core set of regression test scripts for ensuring system stability.. Shorten the cycle for problem resolution - Clear definition of roles and responsibilities between business and IT
ITS Leadership	Shorten the cycle for problem resolution by Clear definition of roles and responsibilities between business and IT
T&M	Automate integration between Tools and process that document problems (Help Desk, TFS, BMC) Shorten the cycle for problem resolution by providing a central point for business review of change requests and associated defects and enhancements.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS	3	CRITICAL			Business
Business					
Prioritization of defect - everything is critical					
ITS	3	HIGH			Business
Business					
Business does not provide business requirements, nor include IT in the development of business requirements.					
ITS	3	CRITICAL			Business
Business					
Lack of partnership between ITS and business to idendify and resolve problems in a timely manner , ex - reporting workstream (lack of functional specs definition, inability to develop technical specs, lack of business sign-offConfusion on the part of bu					

2-High ITS Support

99 Environment Management - Provide well defined and well managed environments

Current State: Multiple project phases occuring simultaneously (1,2,3 & 1,2,4). Resource contraints, different business drivers, stability, training.

SYS2 is frequently unavailable as a testing environment (e.g. priority has been given to WAUK-12 remediation over issues impacting MOG). Not all interfaces are currently enabled on SYS2.Inadequate number of WAM environment.

MQ interfacing not following Integrys naming convesion. Has caused non production environment to update production

Recommendation: Implement a standard SDLC across IT.

Adequate # of WAM environments to provide production support (devt, sys2, staging). Provide separate environments for training and initiative work.Adequate # of interfacing environments for production support, training and initiative work

Rename WAM message queues so that each environment's queues are uniquely named. Development and production would have different queue names. I think whever brought this up is confusing HUB naming standards with SPOKE naming standards - JAT.

Business Impact: With the current stress on the SYS2 environment, a number of defects that are critical to some areas of the business are not being addressed in timely fashion. Inadequate testing.

Potential for data loss, data coruption, and system stability.

Extended development cycles, reduced deliverables and increased total development costs. Excessive overtime for IT and business personnel supporting WAM.

Requirements

App Tech	Adequate # of WAM environments to provide production support (devt, sys2, staging).Provide separate environments for training and initiative work.Adequate # of interfacing environments for production support, training and initiative work
DBA	Adequate # of WAM environments to provide production support (devt, sys2, staging).Provide separate environments for training and initiative work.Adequate # of interfacing environments for production support, training and initiative work
Interface	Rename WAM message queues so that each environment's queues are uniquely named. I think whever brought this up is confusing HUB naming standards with SPOKE naming standards - JAT.
ITS Leadership	Dedicated resources to focus on initiatives. Separate from production support team.
T&M	Rename WAM message queues so that each environment's queues are uniquely named. I think whever brought this up is confusing HUB naming standards with SPOKE naming standards - JAT.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS Environments	5	HIGH			Environments
SYS2 is frequently unavailable as a testing environment (e.g. priority has been given to WAUK-12 remediation over issues impacting MOG). Not all interfaces are currently enabled on SYS2.Inadequate number of WAM environments					
ITS Staffing	5	HIGH			Environments
Multiple project phases occuring simultaneously (1,2,3 & 1,2,4). Resource contraints, different business drivers, stability, training.					

99 Environment Management - Provide well defined and well managed environments

ITS	5	HIGH	Environment
MQSeries Naming Standards			
MQ interfacing not following Integrys naming convesion. Has caused non production environment to update production.			

105 Logica Support - Provide priority support during outage

Current State: Logica Support - 4 hour response time email only regardless of criticallity. Makes it difficult to provide timely support of the environment

Recommendation: Ask Logica to get change their process

Business Impact: System availability following releases or an unexpected failure. Extended outage times.

Requirements

Logica	Provide alternative maintenance support plans

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS	11	HIGH			Vendor relationship
Vendor Software Support					
Logica Support - 4 hour response time email only regardless of criticallity. Makes it difficult to provide timely support of the environment					

100 Mobile Device Management - Increase the level of mobile device management.

Current State: No good process for tracking which mobile device is assigned to a specific work crew or vehicle.

Separate mobile devices are required for each env. (Devt, Sys2, Trn2, Prod).

Recommendation: Automate the definition of devices in ITAM, software installed and device owner - Mature asset management process for all mobile devices. Standardized hardware for mobile devices.

Logica architecture should support a single device acessing multiple environment so that application is smart enough to recognize what environment is required

Business Impact: Forces IT rework to deploy or re-deploy the mobile client. Prevents work crew from using WAM to perform work. Does not allow IT or the business to properly track, secure or manage mobile devices.

Potential for data loss, data coruption, and system stability due to testers connecting to production rather than test environment. Replication cost for hardware, software and maintenance.

Requirements

DSS	Develop process to track mobile devices to truck installed in and person using the deviceUtilize ITAM
Logica	Allow a PC to run multiple RTARM sessions that are pointed to different environments including production, development, training, testing.
Logica	Extend RTARM admin to track truck, crew, person, device to assist in the deployment of patches and baselines.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS	6	HIGH			Network
Mobile					
Aircards communication can fail due to dead zoneEach mobile device must be manually updated when following the baseline process. & if there is a patch to RTARM software. If crew misses a week of work, there is nothing that keeps the mobile device upda					

100 Mobile Device Management - Increase the level of mobile device management.

ITS Mobile	6	HIGH	6336	Netowrk
136529 – Baseline seem to fail more often. If crew misses a week of work, there is nothing that keeps the mobile device updated. Which requires a baseline every other week.				
ITS Mobile	6	HIGH		Network
Separate mobile devices are required for each env. (Devt, Sys2, Trn2, Prod)				
ITS Mobile	6	HIGH		Network
No good process for tracking which mobile device is assigned to a specific work crew or vehicle.				

103 Organization Roles and Responsibilities - WAM Governance

Current State: Define ITS roles for BSA and Developer for analysis and testing.

Business to Business Communication - Not on the same page on how changes could impact other business unit.

Benchstrength issues within AppTech and Production Control team. Complex Architechture, scripts to do release are complex.

Lack of Logica communication and knowledge transfer to Integrys. Makes it difficult to provide support and benchstrengthBenchstrength issues within DBA and App Tech team. Complex Architechture, scripts to do release are complex. .Developer and BSA

Lack of understanding of what is the role between BSA, developer and business analyst.

Define roles and responsibilities between ITS and Business analyst

Recommendation: Communicate roles and responsiblities.

SDLC - Define communication role in business or add to BSA role

Automate the release process for WAM. Train additional staff to support WAM.

Clearly defined tranition plan for knowledge transferReduce the frequency and magnitude of system changes.

Train additional staff to support WAM.

Business Impact: Problem resolution takes too long.

System stability. Changes made for one utility can have a negative effect on another utility.

Problems bringing the system online following a release. WAM is not available for work crews to perform work. Excessive overtime for the IT and business personnel supporting WAM.

Increased costs for contractors to continue supporting the system. Negatively impacts internal confidence in our ability to support the system. Encourages the users to bypass the normal support process limiting ability to find and solve root cause.

Cost of support increases due to duplicate resources

Requirements

App Tech	Implement knowledge transfer plan
App Tech	Clearly defined tranition plan for knowledge transfer
Business Process	Work with ITS to develop a mature governance process
Business Process	Effective governance for WAM

103 Organization Roles and Responsibilities - WAM Governance

Business Process	Clearly defined tranition plan for knowledge transfer
Business Process	Define roles and responsibilities between ITS and Business analyst
Configuration	Clearly defined tranition plan for knowledge transfer
Configuration	Define roles and responsibilities between ITS and Business analyst
Configuration	Define ITS roles for BSA and Developer for analysis and testing
Interface	Define roles and responsibilities between ITS and Business analyst
Interface	Define ITS roles for BSA and Developer for analysis and testing
Interface	
ITS Leadership	Evaluate the need for additional staffing to support WAM
ITS Leadership	Work with ITS to develop a mature governance process
Logica	
Logica	Perform an audit of Integrys ability to support the architecture of WAM and provide alternative maintenance support plans

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS	9	HIGH			Roles
Training					
Lack of Logica communication and knowledge transfer to Integrys. Makes it difficult to provide support and benchstrengthBenchstrength issues within DBA and App Tech team. Complex Architechture, scripts to do release are complex. .Developer and BSA					
ITS	9	HIGH			Roles
Training					
Benchstrength issues within AppTech and Production Control team. Complex Architechture, scripts to do release are complex.					
ITS	9	HIGH			Roles
Staffing					
Define ITS roles for BSA and Developer for analysis and testing					
ITS	9	CRITICAL			Roles
Business					
Business to Business Communication - Not on the same page on how changes could impact other business unit.					
ITS	9	HIGH			Roles
Business					
Lack of understanding of what is the role between BSA, developer and business analyst					

102 Release Management - Increase controls for software release

Current State: Impact of changes is not fully analyzed or understood before the change is implemented.

Don't have a standard SDLC across IT and within WAM (between releases different procdedures are followed). Leads to some instability and makes production support more difficult.

Confusion as to what Logica patch is in what WAM environment.Confusion as to what IT team should download Logica software patches for Integrys.ApTech and DBA not utilizing TFS for WAM production.Determine

102 Release Management - Increase controls for software release

which patches have prerequisite patched and

Recommendation: Implement a standard SDLC across IT. Develop consistent robust SDLC for WAM. Also less freqent releases.

Define and assign role for release manager and a mature release management process.Integrate TFS, Change Activity, BMC tools. Stabilize WAM in order to implement scheduled releasesLook for ways to accelerate the release management project and the prer

Business Impact: System stability. System is either down or doesn't function correctly.

System stability. System is either down or doesn't function correctly. Requires addittional effort from App Dev and PCG to perform a release because WAM is the only system using TFS. Makes communication between WAM support teams more difficult.

System doesn't function as expected due to confusion of what is in production. Lost productivity resulting from duplicate test effort s.Loss of productivity resulting in extended time to install vendor delivered patch.

Requirements

App Tech	Adhere to SDLC for change management
App Tech	Define release management process.Implement tools to support the release management process.Train ITS
App Tech	Implement knowledge transfer plan
Business Process	Implement knowledge transfer plan
Business Process	Stabilize WAM in order to implement scheduled releases
Configuration	Implement knowledge transfer plan
Configuration	Adhere to SDLC for change management
Data Cleanup	Implement knowledge transfer plan
DBA	Adhere to SDLC for change management
DBA	Implement knowledge transfer plan
Interface	Define and assign role for release manager Implement a release management process.
Interface	Implement knowledge transfer plan
Interface	Adhere to SDLC for change management
ITS Leadership	Ensure standardized release management process across all departments within ITS.Staff the stabilization effort of WAM in order to implement scheduled releases.
Logica	Improve release management documentation and process
T&M	Define and assign role for release manager. Implement a release management process.Develop automation between CA, EMT, TFS and BMC. Accelerate Implementation of service alignment project

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS	8	MED			Release Management
SDLC					

Don't have a standard SDLC across IT and within WAM (between releases different procdedures are followed). Leads to some instability and makes production support more difficult.

102 Release Management - Increase controls for software release

ITS	8	CRITICAL	Release Management
Release Management			
Impact of changes is not fully analyzed or understood before the change is implemented.			
ITS	8	CRITICAL	Release Management
Release Management			
Confusion as to what Logica patch is in what WAM environment.Confusion as to what IT team should download Logica software patches for Integrys.ApTech and DBA not utilizing TFS for WAM production.Determine which patches have prerequisite patched and			

95 System Stability - Improve the stability and security of the components to the WAM architecture

Current State: The WAM application lacks stability required by the business:

- WAM is often not available due to a lack of automated monitoring of queues, services, databases ,servers, messaging logsIMF+ and Message Receipt logs are monitored only when problem is suspected.The error message rerouter is not usable by IT
- Public DB link could give people elevated level of authority.
- WAM Production Scheduler logs are reviewed to monitor for Scheduler crashes periodically.
- Configuration changes are made to the table EQUIVALENT_PROCEDURES in FMDR which seem to get overlaid or deleted. There is not corresponding change activity or logging to track how the configuration change keeps getting undone. The table only tracks who.
- 2 devices are allocated to testing. When SMS pushed GIS the device configuration was overwritten resulting production updates to WAM.

Contractors production update access to WAM databases Security - Database SCHEMA owner ID /password is known by to many people. Need a process to change the password. Logica Application stores weakly/poorly encrypted password.

Security - Manual Message Loader - Any user can add an XML message to the system and if the message is properly formated could destablize the system.

Recommendation: Monitor system status to proactively notify business of performance and availability problems. Implement a SIEM system for managing security logs.

Monitor system status to proactively predict when a Scheduler crash is about to occur.

Remove public link (already have a Remedy Ticket with Logica to get rid of the public link. Have implemented some mitigating configuration).

Automate selection of GIS environment which will direct messages to the appropriate environment (i.e. dev to dev, prod to prod) Implement Citrix.

Develop robust logging to enable root cause analysis.

Passwords are managed more appropriately and changed more frequently. At least annually.

Restrict access to the web pages by using iChain.

Business Impact: System stability. System is either down, doesn't function correctly or performs too slowly to be useable.

Messages not delivered withing the ARM software, messages are lost, etc. resulting in inaccurate data and other potential defects.

Schedulers are unable to schedule work to mobile.

Potential for data loss, data coruption, and system stability.

Requirements	
App Tech	Develop automation (COTS) to proactively monitor system availability and functions including services, system error messages, performance, databases, application server and communication server logs, WebLogic, Add additional instance of MSS

95 System Stability - Improve the stability and security of the components to the WAM architecture

App Tech	Monitor Scheduler performance to predict Scheduler crashes.
Business Process	Identify messages which are critical and need immediate resolution. (Gale is currently working this task)
DBA	Develop automation to proactively monitor system availability and specific functions including services, system error messages, performance, databases, application server and communication server logs, etc
DBA	Ability to enforce password complexity for Oracle ID's. Not enabled.
DBA	Implement workaround to remove security risk introduced with Logica's use of public db link
Extension	Create queries and notification for IMF+ and Message Reciepts errors. Monitor IMF+ logs are monitored by Developers, BSAs and the business for errors and the errors are corrected.
Extension	Restrict access to the web pages by using iChain.
Interface	Automate selection of GIS environment which will direct messages to the appropriate environment (i.e. dev to dev, prod to prod) Implement Citrix.
Logica	Streamline MSS logs to simplify root cause analysis for internal message delivery.Streamline Bootstraping procedure.IMF+ is generating error messages when deadlocks occur (TFS 7347)
Logica	Logica Application stores weakly/poorly encrypted password. Which could allow unauthorized access.
Logica	Configuration changes are made to the table EQUIVALENT_PROCEDURES in FMDR which seem to get overlaid or deleted. There is not corresponding change activity or logging to track how the configuration change keeps getting undone.
Logica	Develop tools necessary to monitor scheduling logs to predict Scheduler crash.
Logica	Change database architecture to make db more secure

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
	1	CRITICAL			Architecture
Security					
Configuration changes are made to the table EQUIVALENT_PROCEDURES in FMDR which seem to get overlaid or deleted. There is not corresponding change activity or logging to track how the configuration change keeps getting undone. The table only tracks who t					
ITS	1	HIGH			Architecture
Monitor System Status					
WAM is not available due to a lack of automated monitoring of queues, services, databases ,servers, messaging logsIMF+ and Message Receipts logs are monitored only when problem is suspected.The error message rerouter is not usable by IT					
ITS	1	HIGH			Architecture
Security					
Security - Manual Message Loader - Any user can add an XML message to the system and if the message is properly formated could destablize the system.					
ITS	1	CRITICAL			Architecture
Security					
Contractors production update access to WAM databases Security - Database SCHEMA owner ID /password is known by to many people. Need a process to change the password. Logica Application stores weakly/poorly encrypted password. Which could allow unauth					

95 System Stability - Improve the stability and security of the components to the WAM architecture

ITS	1	HIGH		Architecture
Security				
Public DB link could give people elevated level of authority.				
ITS	1	HIGH	146357	Architecture
Scheduler Crashes				
This is an ongoing issue. WAM Production Scheduler logs are reviewed to monitor for Scheduler crashes periodically.				
ITS	1	HIGH		Architecture
ESRI GIS Environment Selection				
2 devices are allocated to testing. When SMS pushed GIS the device configuration was overwritten resulting production updates to WAM.				

104 Testing - Increase the level of system and user acceptance testing

Current State: Often patches and releases are put into production with no or little system testing.

Recommendation: Adequate BSA and business participation in testing defects, standard test scripts. Different person must test the defect resolution than the person that resolved the defect.

Business Impact: Without system testing, patches and releases could be impleted that introduct errors in other parts of the system or for situations that were not tested.

Requirements

Business Process	Develop testing skillset and assign more testers to testing effort
Business Process	Develop regression test scripts.
Business Process	Determine ownership with ITS of test manager.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS	10	HIGH			Testing
SAT Procedures					
Often patches and releases are put into production with no or little system testing.					

3-Medium ITS Support

98 Software Change - Provide configuration control within the WAM application.

Current State: BSA access to Production to make configuration changes is not secure

Recommendation: Logica tool to move configuration from staging environment to production. Logging of all configuration changes made to production through GUI

Adequate controls to protect BSA from introducing errors to production

Business Impact: System stability

Requirements

Logica	Logica tool to move configuration from staging environment to production. Logging of all configuration changes made to production through GUI.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
ITS Security	4	MED			Configuration

1. BSA access to Production to make configuration changes is not secure

Permits

The following are the Recommendations within this area:

2-High	Software Change - Allow for greater query capabilities for existing permits.	In Progress	16
3-Medium	Business Process - Improve the process for ordering and tracking clearance dates and tracking dig numbers & dig dates	In Progress	9
3-Medium	Business Process - Make refinements to the permit process	In Progress	22
3-Medium	Interface - Provide transparency and troubleshooting capabilities for Chicago Permit interface	In Progress	7
3-Medium	Software Change - Consolidate permit data entry onto a single screen and allow for query on permit attributes.	In Progress	15

2-High Permits

16 Software Change - Allow for greater query capabilities for existing permits.

Current State: Navigation in the system makes it very difficult to query from a work list to research if permits already exist. Query requires navigation through multiple screens to research all information to see if a permit already exists or is close by.

Recommendation: Provide the ability to query permits to determine if one may already exists at the same location.

Allow AWP to query permit files based on Permit attributes.

Business Impact: Research to see if a permit already exists or is close by that can be amended is not being done, resulting in additional permit costs.

Requirements

Logica	Provide the ability to query permits to determine if one may already exists at the same location (existing TFS 4948), without having to write a query - i.e. with the system using the known address of the work request.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
SCHED	20	HIGH			Permit - Processing

Improve research function of permits when proceeing a new permit request

Navigation in the system makes it very difficult to query from a work list to research if permits already exist. As this requires a new query, that can lead to navigation through multiple additional screens to research all information, the research to see if a permit already exists, or is close by that can be amended is not being done

3-Medium Permits

9 Business Process - Improve the process for ordering and tracking clearance dates and tracking dig numbers & dig dates

Current State: Dig numbers & dig dates are tracked are tracked outside of WAM and are handled by the supervisor without visibility to the scheduler.

Recommendation: Allow for all Chicago locates to be requested automatically.
Allow for tracking of all locates within WAM. Associate the locate with the permit and make the information available to the scheduler when scheduling.
Remove the responsibility of requesting and tracking locates from the supervisor and put into the hands of the scheduler, who already has the ownership of permits.

Business Impact: There is danger that a locate will not be requested or will have expired. This is especially the case for contractor work and for hand-carried permits, neither of which are part of the automated process. These are tracked outside of WAM in spreadsheets.

Requirements

Analysis	Work with the city of Chicago to allow us to electronically request PGL locates when a contractor will also be performing work at that location. Review the one-call function in WAM and determine if it is applicable.
Business Process	Change the responsibility for the request of all locates to be with the ordering of the permit (i.e. the scheduler).
Interface	Modify the city of Chicago permit interface to electronically request PGL locates.
Logica	Allow for tracking of locates and dig dates. This must include the request of a locate, receipt of the number and tracking of the expiration date. The locates and dig dates must be associated with the applicable permit and the status of the locate and dig dates must be visible to the scheduler.
Training	Develop training for the locate and dig date process (for schedulers).

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
SCHED	29	MED			Permit - Processing Locates/Dig dates
Improve process for ordering locates with permits					
When ordering contractor permits, we have to then manually call for PGL locates.					
SCHED	77	MED			Permit - Processing Locates/Dig dates
Tracking for locates and dig dates					
Locates and dig dates are still the responsibiity of the general supervisors, while permits are the responsibility of the schedulers.					
SCHED	82	MED			Permit - Processing Locates/Dig dates
No dig dates in WAM					
There is nothing in WAM for dig dates (locates) - WMIS, AWP, ARM scheduler					

22 Business Process - Make refinements to the permit process

Current State: Renewal process for permits is inconsistent - for some it is a completely manual process (email) and others are using the renewal process in the system - it is not clear to all how the process works in the system.

Manual delivery of permits is not handled consistently - there are communication gaps when a permit is sent to the city electronically, but returned to us manually.

Keyhole coring permits and horizontal drilling permits are not being processed correctly by the city. The permit interface is functioning as designed but the city does not process these electronically.

Recommendation: AWP should be the consolidated source of information for all permits (not managed via emails, etc.)
- Define and communicate permit renewal process.

22 Business Process - Make refinements to the permit process

- Add an attribute on the Permit to identify if and why a permit is being held by the city (red light, median, parking, etc.) and implement a process to maintain that information.
- For manually transmitted permits, auto-complete the permit task (231) when the date received is entered on the permit

Business Impact: Inability to request, identify or track status of renewals because some are done outside the system.

For permits that are not transferred electronically, the process is to manually "hand carry" the permits. This process is more labor intensive.

Requirements

Analysis	Determine with the City of Chicago if renewal can be done through the interface.
Analysis	Communicate with the city permitting group to determine why they are not electronically approving keyhole & horiz drilling permits. Draft specific requirements for the interface modifications.
Analysis	Add more robust guidelines to permit ordering procedures and provide to training. Develop any specification enhancements for permit reports.
Analysis	Design and implement a process to maintain the new attribute on the Permit to identify if and why a permit is being held by the city (red light, median, parking, etc.).
Analysis	The current renewal process brings up new screens only partially populated from the original request. Identify the fields that are needed and provide to Logica. Determine if it is possible to renew permits through the interface (i.e. is it allowable by the City of Chicago).
Configuration	Add an attribute on the Permit to identify if and why a permit is being held by the city (red light, median, parking, etc.).
Interface	Include keyhole & horiz drilling permits in the interface (after agreement with the city).
Interface	For manually transmitted permits, auto-complete the permit task (231) when the date received is entered on the permit screen.
Interface	Develop a method to order a renewal through the interface.
Logica	Allow for easy navigation from the AWP to the work request location in NaviGate so that the user can check the location and evaluate the permit requirements.
Logica	Allow additional fields to be populated from the original permit when the user requests a new permit. The current renewal process brings up new screens only partially populated from the original request.
Report	Need a permit list renamed to Identified, Ordered, Received and Expiring just as it appears in the work task structure. Definition of "open" permit - open, cancelled and expired. It is not clear what Open means - there is too much room for different interpretations.
Training	Develop training for the refined permit process including: - permit renewals - electronic permits returned manually - permits held by the city - electronic handling of keyhole & horiz drilling permits - more robust guidelines (as identified by the business)

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
MANAGE	76				Report Features

Permit report with labels that reflect work task structure

Definition of "open" permit - open, cancelled and expired. It is not clear what Open means - there is too much room for different interpretations.

22 Business Process - Make refinements to the permit process

SCHED	17	HIGH	6903	Permit-Request

Keyhole coring permits are not included in the automated process with the city

Keyhole coring permits and horizontal drilling permits are not being processed correctly by the city. The permit interface is fuctioning as designed.

SCHED	25	MED		Permit-processing

Standardize permit renewal

Renewal process for permits is inconsistent - for some it is a completely manual process (email) and others are using the renewal process in the system - it is not clear to all how the process works in the system

SCHED	26	MED		Permit - Planning

Improvement to tracking of permit status

There are communication gaps when a permit is sent to the city electronically, but returned to us manually.

SCHED	65	MED		Process adjustment

Order permits after first re-chehck

Permits may be requested at the wrong time.

SCHED	70	MED		Permit-processing

Permits not being researched to determine requirements

There is not the time to research nor the experience with schedulers and planning liaison to spend on permits. For example, if a contractor calls in to get a building shut off, and the main is in the parkway, then you don't need a street permit

SCHED	94	HIGH		Permit - Processing

Accountability and process issues with Permits

General supervisors are caught in the shifting of responsibilities for permits with the new process

7 Interface - Provide transparency and troubleshooting capabilities for Chicago Permit interface

Current State: Cannot easily trouble shoot permit problems for automated permits (electronic data transfer) and permit maintenance. The process is very 'black box' and file locations used for permit processing are scattered in different drives and directories.

One example is that some permits received from the city do not have the WAM permit ID shown on the permit, and this causes the permit interface to fail. Traceability and notification of these failures is very important.

Recommendation: Provide the ability to monitor, trace, troubleshoot and fix issues with the Chicago Permit interface.
The solution needs to be one that can be managed by the business and implemented with clear documentation and training.
Permit files should be located in one place that is easy to access for troubleshooting.

Business Impact: Lack of transparency into the process makes troubleshooting difficult. Ins some cases, permits fail and a person has to manually search for the permit and add the permit ID to the permit. This can result in a delay in permit processing.

Requirements

Analysis	Research the problem where some permits are received in the transaction file without a permit ID and determine how to remediate it.
Analysis	Determine the detailed requirements for monitoring, tracing, troubleshooting and fixing issues with the Chicago Permit interface. Develop a functional specification for the Chicago Permit interface modifications.
Business Process	Identify the business resource to own the management of the permit monitoring, tracing, troubleshooting and remediation process.
Interface	Develop and unit test a modification ti the Chicago Permit interface to allow the business to monitor, trace, troubleshoot and fix issues.
Training	Document the process and develop necessary training for the interface management role.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State

7 Interface - Provide transparency and troubleshooting capabilities for Chicago Permit interface

SCHED	19	MED		Permit - Audit
Need auditting and traceability of the permit process				
Permit file transmission to the city of chicago is mainly a 'black-box' operation. Lack of transparency into the process makes troubleshooting difficult.				
SCHED	27	MED		Permit - Processing
Issue with interface of permits from the city				
Some permits received from the city do not have the WAM permit ID shown on the permit, and this causes the permit interface to fail				
SCHED	28	MED	4939	Permit - Processing
Standardize file storage of permits				
File locations used for permit processing are scattered in different drives and directories.				

15 Software Change - Consolidate permit data entry onto a single screen and allow for query on permit attributes.

Current State: Many fields on the AWP permit details page are not used and users need to navigate to the attributes screen to fill out fields that are used.

There is no mechanism to query based on permit attributes.

Recommendation: Allow for the flexibility to hide the fields on the permit detail page that are not used.

Allow for the attributes list to be incorporated on the detail page.

Business Impact: Clearer entry of permit fields would reduce the errors in permit processing.
Inability to query on attributes requires the individual to keep track (mentally or on separate list) of permit requests on hold for reasons such as need more information from requestor. In these cases, external processes are used to communicate - email or phone call, but there is no way to query this in the system

Requirements

Analysis	Develop work methods and process to use attributes to query and move permits through the process. Provide this to the training group.
Logica	Allow for the query on permit attributes.
Logica	Allow for the attributes fields to be included on the detail page as the lower portion of the window, without requiring navigation.
Logica	Allow for the flexibility to hide the fields on the permit detail page that are not used.
Training	Develop training materials for the method to use attributes to query and move permits through the process.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
SCHED	21	MED	4948		Permit - Processing
Extend permit searching to include attributes					
The AWP daily work list used to request permits is based on a system status, with no mechanism to identify those already reviewed, but where the permit request has not been moved to the new status. No selection base on attributes.					
SCHED	22	LOW			Permit - Processing
Condolidate permit data onto a single page					
Many fields on the AWP permit details page are not used					

Reports

The following are the Recommendations within this area:

1-Critical	Training - Develop and conduct training on existing reports	In Progress	109
2-High	Compliance Reports - Enhance and develop additional compliance management reports	In Progress	110
2-High	Construction Reports - Develop additional construction management reports	In Progress	108
2-High	Corrosion Reports - Enhance corrosion report functionality	In Progress	112
2-High	Leak Reports - Develop additional leak management report	In Progress	107
2-High	Leak Survey Reports - Develop additional leak survey reports	In Progress	113
2-High	Permit Reports - Develop additional permit management report functionality	In Progress	106
3-Medium	Customer-related Work Reports - Develop reports for customer-related work	In Progress	111

1-Critical Reports

109 Training - Develop and conduct training on existing reports

Current State: Many reports were not available when WAM rolled out. There is not a good understanding of what reports are available and how they should be used.

Training materials have not been prepared and training has not been provided to users of the reporting application.

Recommendation: Develop a business process for how reports should be used.

Develop and give training on the use of reports.

Business Impact: Lack of information causes lack of efficiency and effectiveness.

Users are not aware of the report that are working well in the reporting app and are finding work arounds where the existing reports would provide the information they need.

Requirements

Business Process	Develop and give training on the use of reports.
Training	Develop and give training on the use of reports.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	46	MED			Reports
The reports in production do not work. Some show work which is already completed and it doesn't indicate that in the report.					
The reports in production do not work. Some show work which is already completed and it doesn't indicate that in the report.					
COMPLIANCE	56	HIGH			Reports
Supervisors expected that reports were going to be a lot better (the supervisor was discouraged to use it once he noticed that it wasn't working - he cannot trust the report).					
Supervisors expected that reports were going to be a lot better (the supervisor was discouraged to use it once he noticed that it wasn't working - he cannot trust the report).					
MANAGE	4				Leak Survey Reporting
Accuracy and validity of production reports					
The existing leak survey report shows incorrect information / does not show useful information.					
MANAGE	41				End User Training
Training required on using the reporting application					
No training on how to run reports or understand the navigation to actually run the reports. Lack of confidence in data that appears in WAM reports.					
MANAGE	87				End User Training
Require training on the use of the Reporting Application					
Training materials have not been prepared and training has not been provided to users of the reporting application					

2-High Reports

110 Compliance Reports - Enhance and develop additional compliance management reports

Current State: Existing compliance inspections reports do not provide all of the functionality that was present in the previous reports and that is necessary to manage compliance inspections effectively.

Recommendation: Need enhanced functionality such as the following:
- overdue inspections and the previous inspection date
- inspections completed and under different scenarios: between date range, this month but due in another month, completed this year.
- Inspection report to view data by date that shows the total of pending plus completed. Want to see a report that shows inspections due in a given year - we can see inspections completed and pending but we cannot see when the inspection was due.
- Report that displays compliance inspections by date available for download to Excel.

Business Impact: Lack of additional functionality limits the ability to manage compliance inspections effectively.

Requirements

Analysis	Review the compliance reports in production and determine if there are enhancements that need to be made or additionalo reports that need to be developed. Need enhanced functionality such as the following: - overdue inspections and the previous inspection date - inspections completed and under different scenarios: between date range, this month but due in another month, completed this year. - Inspection report to view data by date that shows the total of pending plus completed. Want to see a report that shows inspections due in a given year - we can see inspections completed and pending but we cannot see when the inspection was due. - Report that displays compliance inspections by date available for download to Excel
Report	Develop a new compliance inspection management report as determined by the analysis for this recommendation. Need enhanced functionality such as the following: - overdue inspections and the previous inspection date - inspections completed and under different scenarios: between date range, this month but due in another month, completed this year. - Inspection report to view data by date that shows the total of pending plus completed. Want to see a report that shows inspections due in a given year - we can see inspections completed and pending but we cannot see when the inspection was due. - Report that displays compliance inspections by date available for download to Excel
Report	Enhance compliance inspection reports as determined by the analysis for this recommendation.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
MANAGE	63				Compliance Reporting
Report that displays compliance inspections by date available for download to Excel					
Used to run all the inspections that were due in the next 4 weeks - this showed every compliance inspection. This was able to be manipulated, broken down into corrosion, valves, corrective actions. This came down as an Excel spreadsheet from NaviGate.					
MANAGE	78				Inspection Reporting
Report that displays inspections completed under different scenarios					
Inspections completed and under different scenarios: between date range, this month but due in another month, completed this year.					
MANAGE	79				Inspection Reporting
Report that displays inspections due in a given year					
Existing WAM report shows different condition types and then shows how many were late, total completed, done by due date. Then shows the total for all of NSG. NaviGate provided a report that shows all inspections with their status between defined dates					
MANAGE	83				Facility Reports
Report that displays overdue facilities and previous inspection dates					

110 Compliance Reports - Enhance and develop additional compliance management reports

MANAGE	84	Facility Reports
Report on facilities by survey area		

108 Construction Reports - Develop additional construction management reports

Current State: Reports are needed in construction group for functions including:
- Manage the tasks in the construction workflow
- Monitor progress of construction projects
- Track costs of construction projects

Recommendation: Conduct a working session with the construction department including AMRP to determine requirements for new construction tracking reports.

Business Impact: Lack of management reports limits ability to optimize construction resources.

Requirements

Analysis	Meet with construction department to determine requirements for two new reports: - Manage the tasks in the construction workflow - Monitor progress of construction projects - Track costs of construction projects
Report	Develop report to - Track costs of construction projects
Report	Develop report to - Monitor progress of construction projects
Report	Develop report to - Manage the tasks in the construction workflow

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
MANAGE	19	High			Construction Reporting
Development of personal style reports for construction design					
Help the designers prioritize their own work load without having to reach out to other people.					
MANAGE	20	High			Construction Reporting
Work backlog/upcoming work report by individual					
Currently use the date field to drive the priority of work.					
MANAGE	22	High			Construction Reporting
Reports for Construction Progress					
MANAGE	25				Cost Reports
Report that indicates actual vs estimated costs					
No ability to do this now. We would like to see if work is within budget. Estimate is put into WMIS but the actuals come out of PowerPlant.					
MANAGE	32	Medium			Completed, As-Built and Stoner Report
Report that indicates completed, as-built and stoner.					
Used to have a report that monitored on the 5 days, how GIS is doing with their 14 days and then the stoner modeling group.					
MANAGE	36				Reports General
Report to track project status by phase					
Currently using a chart to check off the status of work. This should be able to be tracked electronically.					
MANAGE	38	High			Construction Reporting
Construction project reporting to view project status					
Currently not available.					

108 Construction Reports - Develop additional construction management reports

MANAGE	52	Medium	Construction Reporting

Adhoc queries for construction related activities

Used to get information using business objects and developing custom reports; would like to see information for individual shops as well as all three shops together.

112 Corrosion Reports - Enhance corrosion report functionality

Current State: Functionality missing from corrosion reports including:
- Corrosion readings are not easily traced throughout the condition cycle in the same way that leak readings are. Compliance crews are not carried over to follow-up work.
- The current (4) corrosion inspection reports utilize due dates that are not 100% accurate. A test station or test point is considered one compliance inspection, but for corrosion main inspections the new system calculates a due date based on the earliest
-

Recommendation: Review corrosion reporting with corrosion group and modify reports as required. Reports should be evaluated to ensure existing reports are working correctly, and any additional reports needed are created.

Business Impact: Need to disclose to the ICC why we are out of compliance and why these inspections are overdue. There are insufficient reports available to manage the work and ensure compliance.

Requirements

Analysis	Review corrosion reporting with corrosion group and modify report specifications as required. Reports should be evaluated to ensure existing reports are working correctly, and any additional reports needed are created.
Report	To perform investigative work into why an inspection is overdue, the corrosion group needs a report that gives them the true due date for each test station (component) or test point (component) that is overdue.
Report	A report should be created to enable Supervisors to pull corrosion readings history .

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	69	CRITICAL			Reports

There are insufficient reports available to manage the work and ensure compliance.

There are insufficient reports available to manage the work and ensure compliance.

MANAGE	7		Corrosion Reports

Development of report for Corrosion Reading history

Corrosion readings are not easily traced throughout the condition cycle in the same way that leak readings are. Compliance crews are not carried over to follow-up work.

MANAGE	88		Corrosion Reports

Report that provides true due date for each test station or test point that is overdue

The current (4) corrosion inspection reports utilize due dates that are not 100% accurate. A test station or test point is considered one compliance inspection, but for corrosion main inspections the new system calculates a due date based on the earliest

107 Leak Reports - Develop additional leak management report

Current State: There are some existing leak reports, but the supervisors and managers are not aware of how to use them and there is some functionality that they had that may be helpful to manage leaks.

Using a spreadsheet to track leaks, need a good leak report to manage work

Recommendation: Train the supervisors and managers on the usage of the leak reports.

Conduct a working session with the supervisors and managers after the training to determine if there are any enhancements or new reports that are required.

Business Impact: Lack of complete information to manage the leak process may result in a late leak repair.

107 Leak Reports - Develop additional leak management report

Requirements

Analysis	Review leak reports with Managers and Supervisors to determine if they need an additional tracking report.
Report	Develop a leak tracking report as defined by the analysis with Managers and Supervisors.
Training	Develop training for existing leak management reports for Managers and Supervisors.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	80	HIGH			Reports

Using a spreadsheet to track leaks, need a good leak report to manage work Has not seen a good leak report, Crawford and Central Shop are using a spreadsheet to track leaks. Will send spreadsheet to Joy. Jim Toigo will use as part of the Reports Wor

Using a spreadsheet to track leaks, need a good leak report to manage work Has not seen a good leak report, Crawford and Central Shop are using a spreadsheet to track leaks. Will send spreadsheet to Joy. Jim Toigo will use as part of the Reports Workstream. Previous report was by Square Mile, shop, leak grade

COMPLIANCE 84 Reports

Leaks pending manager review - matches what is in the system against what is on paper but tracking the paperwork is difficult because the tickets are being sent downtown for as-builting. FIXED.The interim process that is in place at North shop is b

Leaks pending manager review - matches what is in the system against what is on paper but tracking the paperwork is difficult because the tickets are being sent downtown for as-builting. FIXED.The interim process that is in place at North shop is before the tickets go downtown, each ticket gets reviewed by Cal and Wilson and are then scanned into FMDR: these are linked as attachments. Trying to match the information for the first and second zero readings and a lot of the time the first zero reading is grayed out so they cannot read it

MANAGE CRITICAL

Leak reports are not working for all three shops

MANAGE MED Leaks

Leak report needs to include information that is on the spreadsheet

One shop has added permit expiration date to the leak spreadsheet

MANAGE HIGH Leaks

Leak report needs to include information that is on the spreadsheet

Leaks are tracked and maintained on a common spreadsheet at each shop

MANAGE 42 Pending Leak Reports

Leak report over 12 months

Reports are provided by John Just.

MANAGE 49 Pending Leak Reports

Report with leaks and details of status

Current reports are not able to be sorted by class, zone, age, pending on resurfaced streets etc.

MANAGE 51 Leaks

Report with number of leaks with Leak Not Found

Unable to run a query that indicates all the leaks that cleared with no leak found. These were available in the mainframe

MANAGE 57 Leaks

Ability to view leak information from beginning to end including cost and manpower details

MANAGE 60 Leaks

Report that displays leak summary information by date, classification and status

Mainframe report was used to review the leak, classification, status.

107 Leak Reports - Develop additional leak management report

MANAGE	64	Pending Leak Reports
Report on pending leaks that is separate from those that need to be repaired etc.		
Communication breakdown - looks for pending leaks but gets all sorts of other information including leaks that are repaired		
MANAGE	70	Reports General
Report that shows condition types per work request		
Validity of creating leak follow up of regulatory - allowable conditions for the type of work a user is doing.		

113 Leak Survey Reports - Develop additional leak survey reports

Current State: There are some existing leak survey reports, but additional functionality is required including:
- A report that includes details of all survey inspections within certain time frames (new)
- Leak survey reports to look at facility level at what is pending. Ability to see for pending surveys, what specific facilities are coming due within a given timeframe (review existing reports for enhancement possibility). There is currently no direct way to forecast how much work (inspections) are remaining for the year.
- Add duration to pending leak surveys (review existing reports for enhancement possibility)..
- Separate report that indicates the facilities that were late for surveys. This should show the address, survey area, survey type and details for late surveys (new).
- Report that shows the survey areas due and the individual assets within the survey area and when they are due. This enables them to prioritize their work force

Recommendation: Conduct a working session with the supervisors and managers to determine any enhancements or new reports that are required.
- A report that includes details of all survey inspections within certain time frames (new)
- Leak survey reports to look at facility level at what is pending. Ability to see for pending surveys, what specific facilities are coming due within a given timeframe (review existing reports for enhancement possibility).
- Add duration to pending leak surveys (review existing reports for enhancement possibility)..
- Separate report that indicates the facilities that were late for surveys. This should show the address, survey area, survey type and details for late surveys (new).
- Report that shows the survey areas due and the individual assets within the survey area and when they are due. This enables them to prioritize their work force
- Pending survey report that shows the effort required for each survey and identifies what facilities are due - one is the number of facilities and miles of main for each survey area and the other is to be able to see the most significant due date
- A report should exist that shows completed work by crew by day

Business Impact: Lack of complete information to manage the leak survey process may result in a late inspection.

Requirements

Analysis	Conduct a working session with the supervisors and managers to determine any enhancements or new reports that are required. - A report that includes details of all survey inspections within certain time frames (new) - Leak survey reports to look at facility level at what is pending. Ability to see for pending surveys, what specific facilities are coming due within a given timeframe (review existing reports for enhancement possibility). - Add duration to pending leak surveys (review existing reports for enhancement possibility).. - Separate report that indicates the facilities that were late for surveys. This should show the address, survey area, survey type and details for late surveys (new). - Report that shows the survey areas due and the individual assets within the survey area and when they are due. This enables them to prioritize their work force - Pending survey report that shows the effort required for each survey and identifies what facilities are due - one is the number of facilities and miles of main for each survey area and the other is to be able to see the most significant due date - A report should exist that shows completed work by crew by day
Report	A report should exist that shows completed work by crew by day
Report	Pending survey report that shows the effort required for each survey and identifies what facilities are due - one is the number of facilities and miles of main for each survey area and the other is to be able to see the most significant due date (the ones
Report	Add duration to pending leak surveys.

113 Leak Survey Reports - Develop additional leak survey reports

Report	(review existing reports for enhancement possibility).
Report	Separate report that indicates the facilities that were late for surveys. This should show the address, survey area, survey type and details for late surveys.
Report	Leak survey reports to look at facility level at what is pending.
Report	A report that includes details of all survey inspections within certain time frames.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	41	MED			Reports

Vern can't look at a leak survey WR (currently in working status) and identify how much work the person have remaining or how much have been completed. The user would have to count the inspections as there are no fields for totals.

Vern can't look at a leak survey WR (currently in working status) and identify how much work the person have remaining or how much have been completed. The user would have to count the inspections as there are no fields for totals.

COMPLIANCE	44	MED			Reports

There is currently no direct way to forecast how much work (inspections) are remaining for the year. Vern needs to know how many inspections have been completed / remaining. In order to identify what inspections are due, the supervisor goes to the sc

There is currently no direct way to forecast how much work (inspections) are remaining for the year. Vern needs to know how many inspections have been completed / remaining. In order to identify what inspections are due, the supervisor goes to the scheduler for a 'report' pulled directly from Scheduler since the actual report does not work. FMDR actually is a better source for this information; however, supervisors did not know how to access this information.

COMPLIANCE	45	MED			Reports

Vern needs a method to know how much work is completed in a certain day (Nivardo suggested that he can query WMIS for crew ID by day). This could be a report or a standard shared query.

Vern needs a method to know how much work is completed in a certain day (Nivardo suggested that he can query WMIS for crew ID by day). This could be a report or a standard shared query.

MANAGE

MANAGE	8				Leak Survey Reporting

Leak Survey report for pending work per facility

The business relies operationally on a workaround where there is an excel spreadsheet maintained that tells the statistics and status of leaks and the detail behind them. This provides a running tally of all leaks.

MANAGE	9				Pending Survey Report

Pending Survey Report showing effort and facility details

Currently talk about "folders" - how many folders are left for a leak survey. We can only see at the level of folder but don't know what the detail is under the folder.

MANAGE	39				Leak Survey Reporting

Report on leak surveys by individual asset

Navigate was used to provide managers with information on Compliance work in distribution – this showed leak surveys on each individual asset rather than within a survey area. With survey area, he is not aware of where he is - not only what has been surv

MANAGE	40				Pending Leak Survey Reports

Report for pending surveys to view specific facilities coming due within a given timeframe.

Although we do have reports that say what Leak survey/exposed piping surveys are coming due, we don't have reports that tell us which facilities are due within the survey area - it tells the whole survey area and not the individual breakdown by facility.

MANAGE	46				Productivity Reporting

Reporting for productivity by asset per hour

For leak surveys we used to be able to understand how many assets you could do for a walking survey or driving survey.

113 Leak Survey Reports - Develop additional leak survey reports

MANAGE 47 Pending Leak Survey Reports

Add duration to pending leak surveys.

Unable to perform this function

MANAGE 62 Leak Survey Inspections

Report that includes details of all survey inspections within certain time frames

Used to have a mainframe report that showed where we were with the survey inspections - all annual, 3 yr and 5 yr inspections. This report showed what was coming due and enabled NSG to be aware of upcoming inspections.

MANAGE 80 Leak Survey Reporting

Report on survey areas and individual asset

MANAGE 82 Leak Survey Reporting

Report on late surveys by facility

R99C - Leak Survey List Details - overall show the highest level scheduling polygon and details but as you toggle through it shows the header for the wrong information.

MANAGE 85 Leak Survey Reporting

Survey date calculated based on earliest facility inspection date

R99E -Currently the leak survey report is calculated based on the completion date of the current leak survey: issue is that the completion date of current leak survey is the date that the last facility in that area was completed not the date the first on

106 Permit Reports - Develop additional permit management report functionality

Current State: There is missing functionality for permit management including:
- The MOG Supervisor cannot use the existing Permits Report (R205A) to determine potential permit refunds. The report must clearly identify unused permits by indicating whether or not an opening was logged against a permit. Refer to TFS #6609 (rejected).
- Locates report separately that would show all locates information. Include for that job what is the required completion date.
- Report to provide identification of permits not used to facilitate refund process

Recommendation: Determine additional reporting requirements for permits including:
- The MOG Supervisor cannot use the existing Permits Report (R205A) to determine potential permit refunds. The report must clearly identify unused permits by indicating whether or not an opening was logged against a permit. Refer to TFS #6609 (rejected).
- Locates report separately that would show all locates information. Include for that job what is the required completion date.
- Report to provide identification of permits not used to facilitate refund process

Business Impact: The MOG Supervisor cannot communicate to management the list of unused permits. This leads to loss of revenue since Integrys has a specific window to request refunds from the City of Chicago for unused permits.

Requirements

Analysis	Revise and develop report specifications for any new permit management report functionality such as: - The MOG Supervisor cannot use the existing Permits Report (R205A) to determine potential permit refunds. The report must clearly identify unused permits by indicating whether or not an opening was logged against a permit. Refer to TFS #6609 (rejected). - Locates report separately that would show all locates information. Include for that job what is the required completion date. - Report to provide identification of permits not used to facilitate refund process
Report	Develop reports for the following: - The MOG Supervisor cannot use the existing Permits Report (R205A) to determine potential permit refunds. The report must clearly identify unused permits by indicating whether or not an opening was logged against a permit. Refer to TFS #6609 (rejected). - Locates report separately that would show all locates information. Include for that job what is the required completion date. - Report to provide identification of permits not used to facilitate refund process

106 Permit Reports - Develop additional permit management report functionality

Report	Modify R205A: Existing Permits Report (R205A) must be revised to clearly indicate if an opening has been entered against each permit. List of issuing agencies is incomplete and does not include agencies for NSG in the drop down. (R205A).

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
MANAGE	1			6609	Permit Reporting
Modifications to Permits Report (R205A)					
The MOG Supervisor cannot use the existing Permits Report (R205A) to determine potential permit refunds. The report must clearly identify unused permits by indicating whether or not an opening was logged against a permit. Refer to TFS #6609 (rejected).					
MANAGE	74				Locates Reports
Report on locates information and status					
Permits and locates do not go hand in hand like PGL.					
MANAGE	75				Permit Reporting
Drop down list incomplete for issuing agencies					
List of issuing agencies is incomplete and does not include agencies for NSG in the drop down. (R205A).					
MANAGE	200	HIGH			Report to provide identification of permits not used to
{Permits					
Do not have adequate report to identify usage and non usage of permits					

3-Medium Reports

111 Customer-related Work Reports - Develop reports for customer-related work

Current State: Some customer driven work (e.g. new service that includes customer information) - want to be able to see accuracy against the date that the customer requested the work. Report that shows that we met certain commitments.

Recommendation: Report that shows service information for customer driven work, e.g. New service report with reuqested completion date and actual completion date, or DNP-Cutoffs metrics report.

List of how many pending orders need to be completed and their status from a due date perspective.

Business Impact: These are not a priority but would help with managing the business.

Requirements

Analysis	Define requirements and develop specification for: - Report that shows service information for customer driven work, e.g. New service report with requested completion date and actual completion date, or DNP-Cutoffs metrics report. - Due in x days for new services or reconnects - details of what is due within a certain timeframe. - List of how many pending orders need to be completed and their status from a due date perspective.
Report	Develop report for: -Report that shows service information for customer driven work, e.g. New service report with requested completion date and actual completion date, or DNP-Cutoffs metrics report. - Due in x days for new services or reconnects - details of what is due within a certain timeframe. - List of how many pending orders need to be completed and their status from a due date perspective.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
MANAGE	16				Maintenance and Construction Reports
Maintenance and Construction report for work that is required within a certain number of days					
We don't have any report that outlines the Due in 7 days for new services or reconnects. We need a report that provides the details of what is due within a certain timeframe.					
MANAGE	24				Pending Services Reports
Report that indicates the services that are pending					
MANAGE	68				Pending Order Reports
Report that details pending orders and their status by date					
Mainframe report shows them additional work that is out there for completion as well as Work Requests that should be cleaned up in the system. Shows how long they have been sitting out in the system not completed.					
MANAGE	81				Customer Reporting
Report that displays service information for a customer					
Some customer driven work (e.g. new service that includes customer information) - want to be able to see accuracy against the date that the customer requested the work. Report that shows that we met certain commitments.					

Scheduling

The following are the Recommendations within this area:

2-High	Business Process - Implement pre-printed job packages for the supervisors and work tickets for the crews.	In Progress	17
2-High	Defect Resolution - Analyze and remediate software defects in ARM Scheduler	In Progress	8
2-High	Software Change - Add facility and survey area id to the ARM Scheduler screen	In Progress	2
2-High	Software Change - Add due dates to the ARM Scheduler screen and RT ARM	In Progress	3
2-High	Software Change - Allow navigation from the ARM Scheduler to FMDR for conditions and facility / component information and to NaviGate.	In Progress	29
2-High	Training - Conduct additional training for Schedulers	In Progress	11
3-Medium	Business Process - Increase the level of crew management / maintenance that is performed in the system.	In Progress	35
3-Medium	Configuration - Make necessary configuration changes to improve scheduling.	In Progress	26
3-Medium	Software Change - Allow jeopardy messages to be configured as on or off in ARM Scheduler.	In Progress	30
3-Medium	Software Change - Allow user to filter work in Scheduler by capital, maintenance and compliance.	In Progress	57
3-Medium	Software Change - ARM Scheduler screen should use the same address structure as WMIS and FMDR	In Progress	12
3-Medium	Software Change - Modify the display of work on the ARM Scheduler screen	In Progress	14

2-High Scheduling

17 Business Process - Implement pre-printed job packages for the supervisors and work tickets for the crews.

Current State: The supervisors do not have pre-printed job packages and the crews do not have pre-printed tickets.

Construction and maintenance crews are sent to the field with little or no information about the job. They have only the information on the daily crew sheet (and some shops are not using that) and whatever the local planner looks up for them.

Recommendation: Create pre-printed tickets (PPT) that provide the necessary information required to complete and as-built report on each type of work.

The PPT should be able to be printed in groups, with the daily crew sheet listing for each supervisor and crew, followed by one PPT for work request.

There should be a variety of PPT layouts (it is assumed that there will be four to six). Each PPT layout will be mapped to a set of WR Types, to provide the appropriate information for that type. Information to be included:

Basic WR information
Location information
Facility information
Condition details
Customer information
CU or AC Code information
Permit (attachment)
Leak sketch (attachment)

Business Impact: Lack of PPTs causes additional work to get packages together for crews and makes it more difficult to mark up the completed work and as-built. Printed work tickets from WAM will support a standard process, and have less variability for the information the crew sees.

Requirements

Analysis	Design and create functional specifications for four to six pre-printed tickets.
Business Process	Develop the business process for handling of pre-printed job tickets.
Report	Create pre-printed tickets (PPT) that provide the necessary information required to complete and as-built report on each type of work. The PPT should be able to be printed in groups, with the daily crew sheet listing for each supervisor and crew, followed by one PPT for work request. There should be a variety of PPT layuots (it is assumed that there will be four to six). Each PPT layout will be mapped to a set of WR Types, to provide the apprpriate information for that type. Information to be included: Basic WR information Location information Facility information Condition details Customer information CU or AC Code infomration Permit (attachment) Leak sketch (attachment)
Training	Design and develop training for supervisors too use pre-printed forms (PPT), crews to complete PPTs and MOG users to use PPTs for as-built.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
MANAGE WR Work Pack ?	57.2				Preprinted Tickets

17 Business Process - Implement pre-printed job packages for the supervisors and work tickets for the crews.

SCHED	24	HIGH	Work Package

Printed work tickets from the system

Lack clear information for crew for details such as location of main, or where the service pipe is. Some users are printing tickets from the old DMIS to provide this information, and to make it easier for the crew to fill out the ticket

8 Defect Resolution - Analyze and remediate software defects in ARM Scheduler

Current State: This recommendation houses a number of existing defects in the ARM Scheduler.

Recommendation: The work status in Scheduler is different than the work status in Mobile.
- completed work on Mobile shows as Work in Progress in Scheduler
- multiple work requests displayed in Scheduler as "arrived" for a single crew
- dispatched work sometimes drops off the mobile work list and must be re-dispatched to the crew.
- using load wizard, different people sitting next to each other use the same filter but see different results
- cancelled WR don't get removed from Scheduler
- ARM Scheduler updates are processed slowly (especially while in Monitoring Mode). Problem seems to get worse as the day goes on. May be Citrix related.

Business Impact: Cannot efficiently schedule work. Unreliable data between systems impacts ability to schedule and manage crews. It hurts overall acceptance of the system and leads to manual workarounds and lost productivity.

Requirements

Infrastructure	Investigate solutions for improved performance. Test using a locally installed version of Scheduler to determine if response time is quicker than a Citrix based installation. - Communicate tips to schedulers that can help improve application performance - Infrastructure may need to monitor bandwidth performance to shop locations.
Interim Solution	A communication should be sent to all schedulers to report any reoccurences of inaccurate work statuses in Scheduler or RTARM or discrepencies in results when using the load wizard in Scheduler. The "Trouble Ticket" developed by CPG should be used to report the issues. In addition, resources should be assigned to immediately troubleshoot and correct Scheduler/RTARM work status issues. Consider having a specific Help Desk for immediate contact when these problems occur until the biggest issues have been resolved.
Logica	Make recommendations concerning the deployment of ARM Scheduler on Citrix.
Logica	Remediate the defects associated with the communication between scheduler and RT ARM concerning the successful dispatch, acceptance and return or completion of work requests, including the accurate representation of these work requests in scheduler. This includes the remediation of issues concerning discrepencies in results when using the load wizard and the wrongful display of cancelled work requests.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	31	HIGH	na		System issue

Work requests disappear from Scheduler / WMIS

Work requests disappear from Scheduler and WMIS. After searching, sometimes they are found, and if not, a new work request is created

SCHED	4	HIGH		team3	Mobile/Scheduler work status consistency

Mobile and ARM Scheduler out of alighment for bridge inspection

For bridge & tunnel insp WRs, a compliance crew receives the work in Mobile and then completes the WR. The status of the WR does not change in Scheduler so the WR must be descheduled then scheduled and dispatched again. The compliance crew receives the WR for the second time in Mobile (the information they entered the furst time is still preserved). The crew then attempts to complete the WR again in Mobile. This cycle continues until the WR is successfully completed in Scheduler.

SCHED	9	HIGH			Mobile/Scheduler work status consistency

Completing work request on Mobile does not communicate to Scheduler

The work status in Scheduler is different than the work status in Mobile.-completed work on Mobile but Scheduler says

8 Defect Resolution - Analyze and remediate software defects in ARM Scheduler

Work in Progress-multiple work requests displayed in Scheduler as "arrived" for a single crew

SCHED	11	MED	5821		Mobile/Scheduler work status consistency

Work status inaccurately showing 'complete' on Scheduler Gantt

In ARM Scheduler, scheduled work requests appear on the Gantt as if they are completed (when they aren't even dispatched yet)- TFS5821 closed and some reporting no problem, but still a problem for corrosion dept

SCHED	12	MED	4757		ARM Scheduler Monitor

Closed/cancelled work requests not removed from scheduler

Cancelled WR don't get removed from Scheduler (Mixed reports on how frequently this occurs)

SCHED	19	MED			Systems

Scheduler - Takes much longer than it should due to performance issues

Scheduler - Takes much longer than it should due to performance issues

SCHED	33	HIGH			Mobile/Scheduler work status consistency

Incorrect status between Mobile and Scheduler

Dispatched work sometimes drops off the mobile work list and must be re-dispatched to the crew.

SCHED	35	HIGH	Need	Need	System issue

Inconsistent system display

In scheduler, using load wizard, have different people sitting next to each other use the same filter but see different results

SCHED	85	HIGH	4432		Scheduler Perf. Issues

Poor Scheduler Performance

ARM Scheduler updates are processed slowly (especially while in Monitoring Mode). Problem seems to get worse as the day goes on. May be Citrix related.

2 Software Change - Add facility and survey area id to the ARM Scheduler screen

Current State: The facility and survey area ids are not displayed on the ARM Scheduler screen.

Recommendation: Display the Integrys facility id for all facilities and survey area for surveys on the ARM Scheduler screen and on RT ARM work list.

Business Impact: The routing is less efficient without these fields. The scheduler would need to look them up in NaviGate. This will facilitate scheduling, routing and prioritization - especially for valves and 10-year service inspections.

Requirements

Business Process	Determine how facility id, survey area id and valve type should be used when assigning crews.
Logica	Display the Integrys facility id (including valve type and number) and survey area id on the RT ARM mobile work list screen.
Logica	Display the Integrys facility id (including valve type and number) and survey area id on the ARM Scheduler screen. Allow the screen to be sorted by these fields.
Training	Update the ARM Scheduler training materials to include the new screen pictures and sort criteria.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	11	MED			Mobile - NaviGate

Valve Number and Location are not easily available on GoBook. Can we put valve number, cross street, etc on GoBook so crew can route efficiently

Valve Number and Location are not easily available on GoBook. Can we put valve number, cross street, etc on GoBook so crew can route efficiently

COMPLIANCE	93	MED	5089		Scheduler

Should add Valve #s to the Scheduler screen

Should add Valve #s to the Scheduler screen

2 Software Change - Add facility and survey area id to the ARM Scheduler screen

3 Software Change - Add due dates to the ARM Scheduler screen and RT ARM

Current State: The due date is not displayed on the ARM Scheduler screen or RT ARM work list.

Recommendation: Display the due date on the ARM Scheduler screen.
Display the due date on the RT ARM screen.

Business Impact: The 'requested completed date' can be different from the 'due date' which has a high potential for causing an inspection or follow-up to be scheduled after the due date.

Requirements

Analysis	Incorporate the necessary changes into training for the Schedulers.
Business Process	Define how the due date should be used when scheduling.
Logica	Display the due date on the ARM Scheduler screen. Allow the screen to be sorted by this field. Note that LOgica indicated this was on the 1.3 roadmap.
Logica	Display the due date on the RT ARM work list.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	52	HIGH	Check	Check	Mobile Screens
Due date is not visible in the Work List screen in Mobile (current TFS item).					
Due date is not visible in the Work List screen in Mobile (current TFS item).					
COMPLIANCE	71	HIGH	5089		Scheduler
Can we add the Facility ID to the scheduler screen to facilitate scheduling, routing and prioritization (also add due date). Also add to Mobile screens.					
Can we add the Facility ID to the scheduler screen to facilitate scheduling, routing and prioritization (also add due date). Also add to Mobile screens.					
COMPLIANCE	92	HIGH			Scheduler
Should add due dates to the Scheduler screen					
Should add due dates to the Scheduler screen					

29 Software Change - Allow navigation from the ARM Scheduler to FMDR for conditions and facility / component information and to NaviGate.

Current State: ARM Scheduler does not currently provide all data required for scheduling decisions. There is no linkage for the scheduler to navigate from one module to another.

Recommendation: Allow navigation from the ARM Scheduler to FMDR for conditions and facility / component information and to NaviGate.

Business Impact: Without the required data in the application, the scheduler must look up information in other applications. This adds substantial time to the scheduling process.Impacted areas: NSG Valve inspections, Survey Work, Corrosion, Gas Ops,etc.

Users become overwhelmed with the number of applications they must open in order to gather the information that they need. Manual searches for data results in lost productivity and introduces sources of error.

Requirements

Analysis	Develop the specific functional requirements with Logica for the needed process. Consider the change to requirements based on implementation of the new pinpointing process.
Logica	As an alternative (or potentially additional) solution: Allow for the displaye the the following fields in ARM Scheduler: For Leak Condition Generated Work: Most Recent recheck reading (example: 20 gas) and the location of that reading (ex: bldg, curb, etc) ·

29 Software Change - Allow navigation from the ARM Scheduler to FMDR for conditions and facility / component information and to NaviGate.

	FMDR Component Characteristics: (Valve Access Type, Valve Size, Kind of Valve, Type of Valve)
Logica	Allow navigation from the ARM Scheduler to the map location in NaviGate (using x:y coordinate or facility id).
Logica	Allow navigation from the ARM Scheduler to FMDR for facility / component information
Logica	Allow navigation from the ARM Scheduler to FMDR for conditions
Training	Develop training for schedulers to use the new navigation to FMDR and NaviGate. This training should focus on how, when and why the functionality should be used to create efficient schedules.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
SCHED	1	HIGH	5089	team3	ARM Scheduler data enhancements

Additional fields to be added to ARM scheduler

ARM Scheduler does not currently provide all data required for scheduling decisions.Displaying the information within one application would allow for more efficient scheduling and routing of work.

11 Training - Conduct additional training for Schedulers

Current State: Some schedulers are not proficient with the scheduling process, including the ordering of permits. There are also schedulers who did not go through the scheduler training. This causes schedulers to do their jobs differently.

Examples of schedulers not using a standard set of processes includes the following:
- ordering permits when a #1 leak is repaired and downgraded to a #2.
- entering address ranges for permits
- plugging in scheduling data pointlessly because scheduling is happening after the fact.
- background knowledge that reconnects are often just meter turn ons depending on the info in Navigate
- there is no communication to the "wrecking group" when the local scheduler is changed or there is a fill in.
- Planning Liaison / Local Scheduler are not clear on how to split their responsibilities

Recommendation: Perform a focused and intensive effort to document scheduling knowledge currently limited to the shop general supervisors. This information should then be organized, consolidated, and best practices identified. Training should then occur to allow for knowledge transfer from supervisors to CPG.

Evaluate the proficiency of the group of schedulers across all areas of responsibility. Define the areas where there are gaps in proficiency or non-standard methods that are being used.

Develop and provide training for schedulers to improve proficiency. The training should focus on the scheduling process, including the ordering of permits.

Re-establish the intended scheduling process. Increased staffing levels in WAM support & MOG will relieve this problem. As the scheduling process becomes embedded (and accepted) the accuracy of this information will be important.

Business Impact: Work is not being planned or scheduled in advance. Scheduler proficiency varies depending on the user and certain functionalities may be unknown to some people causing inefficient scheduling and breakdown of the downstream process. General supervisors have continued to drive the scheduling of most work at PGL & NSG shops. Lack of clarity in roles as supervisors continue to perform tasks that were supposedly taken from them and assigned to CPG.

General supervisors have continued to drive the scheduling of most work at PGL & NSG shops. Lack of clarity in roles as supervisors continue to perform tasks that were supposedly taken from them and assigned to CPG.

Lack of detailed understanding of permit process can delay work and cause unneeded impacts on other utilities.

Requirements	
Analysis	Evaluate the proficiency of the group of schedulers across all areas of responsibility. Define the areas where there are gaps in proficiency or non-standard methods that are being used.

11 Training - Conduct additional training for Schedulers

	Provide this information to training development.
Business Process	Develop scheduling coaches who work with the schedulers in each area until they have reached the desired level of proficiency and are using standard processes. Require a model of scheduling that allows the best scheduling of crews at the most opportune time for scheduling. Work is scheduled far enough in advance to order materials. Work should be scheduled before it is completed in the field.
Interim Solution	Document and communicate the standard for entry of address range for permits. Permit address ranges can cause issues - too wide a range can have unneeded impact on other companies, but to small a range can impact getting the work done. Document requirement to communicate to the "wrecking group" when the local scheduler is changed or there is a fill in.
Training	Develop training materials for areas where schedulers are not proficient. Use the existing training materials, but refine them to include emphasis on areas where additional proficiency is needed.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
INITIATE	36	LOW	na		Communication Breakdown
Communicating Local Scheduler assignments to Wrecking Group					
There is no communication to the "wrecking group" when the local scheduler is changed or there is a fill in.					
SCHED	14	HIGH			Organizational Issue
Planning Liaison/scheduler roles not clearly defined					
Planning Liaison / Local Scheduler are not clear on how to split their responsibilities					
SCHED	15	HIGH			Organizational Issue
Scheduler resources are limited, and do not have the knowledge/background					
Centralized Schedulers do not have the background knowledge to effectively schedule / plan work, particularly in the area of leaks and reconnects. For example: Reconnects are often just meter turn ons depending on the info in Navigate					
SCHED	55	MED			Training/support
Improve documentation and references for ARM Scheduler application					
Scheduling training classes did not cover all possible scenarios. New system users are not being adequately trained in the system.					
SCHED	68	MED			Permit Process
On permit process after repair and downgrade of #1 leak					
There are differences in approach when a #1 leak is repaired and downgraded to a #2 in regards to ordering permit for the #2 leak work request					
SCHED	81	LOW			Training/support
Permit address range can cause issues					
Permit address ranges can cause issues - too wide a range can have unneeded impact on other companies, but to small a range can impact getting the work done					
SCHED	96	HIGH			Process acceptance
Plugging in scheduling information after work is completed					
We are plugging in scheduling data pointlessly because scheduling is happening after the fact.					

3-Medium Scheduling

35 Business Process - Increase the level of crew management / maintenance that is performed in the system.

Current State: Maintaining crews and people with assignments and PTO is a large effort and is not being performed currently at PGL and NSG. Schedulers cannot justify the effort since planning is not being done in the system.

Recommendation: Evaluate level of crew management to be performed in the system. Possibly develop interface between Corporate Labor and crew config.

Track who actually performed work, as crew makeup may change.

Business Impact: Additional work managing logistics, duplicate entry between crew management and Corporate labor.

Requirements

Analysis	Evaluate level of crew management to be performed in the system and make recommendations to the business for approval. This effort will involve work with all stakeholders.
Business Process	Establish process for crew management and maintenance.
Logica	Determine changes that can be made to increase the usability of this functionality.
Training	Refine the training for maintenance of people and crews.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	101				Accountability for work performed
Is there an issue with identification of crew or individual with work performance					
Is there a traceability issue as to whom actually performed work, as crew makeup may change, and work is performed without work request.					
SCHED	49	MED			Crew Maintenance
Eliminate duplicate entry of individual schedules between corporate labor and crew maintenance					
Maintaining crews and people with assignments and PTO is a large effort and is not being performed currently at PGL and NSG. Schedulers cannot justify the effort since planning is not being done in the system.					

26 Configuration - Make necessary configuration changes to improve scheduling.

Current State: Crews that report in Division street are configured to be in Central Shop headquarters.

Recommendation: Clean up Gas Ops crews in Central shop. This may result in creating a crew headquarters for Division Street sub-shop

Business Impact: Excess information on reports, bogs down Scheduler system, requires Central scheduler to filter out data for Division Street crews.

Requirements

Analysis	Determine the changes that are needed to crew configuration to accommodate the Division Street crews.
Configuration	Clean up Gas Ops crews in Central shop. This may result in creating a crew headquarters for Divison Street sub-shop
Training	Develop training for schedulers concerning the Division Street crews.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
SCHED	47	MED	6808		Crew Maintenance
Clean up central crews, set up Division street as its own headquarters					
Crews that report in Division street are configured to be in Central Shop headquarters					

30 Software Change - Allow jeopardy messages to be configured as on or off in ARM Scheduler.

Current State: Jeopardy messages cause delays and confusion - not always applicable to the Scheduler - unless dealt with, they continue to appear

Recommendation:

Business Impact: Constant interruption, slows down scheduling process when not in Monitoring Mode

Requirements

Logica	Allow for configuration of the jeopardy message display by the schedulers by message types.
Training	Develop training for schedulers to turn jeopardy messages off as applicable.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
SCHED	36	MED			ARM Scheduler enhancement
Jeopardy messges					
Jeapordy messages cause delays and confusion - not always applicable to the Scheduler - unless dealt with, they continue to appear					

57 Software Change - Allow user to filter work in Scheduler by capital, maintenance and compliance.

Current State: The scheduler software continues to crash frequently. It runs slow and causes freeze ups. No root cause has been identified and investigation is on going.

Recommendation: Provide the functionality to filter work request types by capital only, maintenance only, and compliance only.

Business Impact: This functionality will limit data load into Scheduler to enhance performance.

Requirements

Logica	Provide the functionality to filter work request types by capital only, maintenance only, and compliance only - by WR Type.
Training	Modify training materials for users to use the functionality to display completed & closed work requests on the Scheduler Gantt.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
SCHED	20.1	MED			Enhancement
Provide additional filtering functionality in Scheduler.					
The scheduler software continues to crash frequently. It runs slow and causes freeze ups. No root cause has been identified and investigation is on going.					

12 Software Change - ARM Scheduler screen should use the same address structure as WMIS and FMDR

Current State: The software is not consistent in its handling of addresses across modules. This makes searching and sorting by address virtually impossible in ARM Scheduler.

Recommendation: The full WMIS WR address should be shown in ARM Scheduler. If the WMIS WR address is 100 N State St, Apt 3, the WR address displayed in ARM Scheduler should be 100 N State St, Apt 3 (currently only shows 100 State St).

Allow address to be sorted by street and then number in scheduler, rather than the concatenated address, which sorts just by number.

Business Impact: The routing is less efficient without these fields. The scheduler must use a different source for this data.

Requirements

Logica	The software is not consistent in its handling of addresses across modules. The full WMIS WR address should be shown in ARM Scheduler. If the WMIS WR address is 100 N State St, Apt

12 Software Change - ARM Scheduler screen should use the same address structure as WMIS and FMDR

	3, the WR address displayed in ARM Scheduler shoud be 100 N State St, Apt 3 (currently only shows 100 State St). Initial indication from Logica is that this would be a zero dollar change request.
Training	Update the ARM Scheduler training materials to include the new screen pictures, configurable nature of the screens and sort criteria.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
COMPLIANCE	77	MED			Scheduler
For 10 year service inspections, can't sort by address in scheduler, the sort is by numeric field. Need to sort by address to route work. *For 10 year service inspections, can't sort by address in scheduler, the sort is by numeric field. Need to sort by address to route work.*					
SCHED	8	MED	4683	team3	ARM Scheduler data enhancements
Additional fields to be added to ARM scheduler *ARM Scheduler does not have a field for Street Direction.*					

14 Software Change - Modify the display of work on the ARM Scheduler screen

Current State: Schedulers cannot see completed work performed by crews on the Scheduler Gantt.

Recommendation: Provide the option to display completed & closed work requests on the Scheduler Gantt.

Business Impact: Ability to view completed work would be valuable in determining which crew had worked at a location recently and would provide more transparency and information to the scheduler.

Requirements	
Logica	Provide the option to display closed work requests on the Scheduler Gantt.
Training	Modify training materials for users to use the functionality to display closed work requests on the Scheduler Gantt. Include the impact to performance.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
SCHED	44	MED			ARM Scheduler enhancement
Add functionality to see closed work requests in scheduler *Can only see work to be scheduled and in process on the scheduler, not completed & closed work.*					

WAM Support

The following are the Recommendations within this area:

1-Critical	Resource Plan - Create and implement a resource plan for WAM Support	In Progress	87
1-Critical	WAM Website - Make the WAM Website the hub for communication with the WAM user community	In Progress	88
1-Critical	Work Assignment - Implement a work assignment and tracking method within WAM Support	In Progress	91
1-Critical	Workaround Process - Develop process to manage workarounds	In Progress	90
2-High	Communications - Develop timely and consistent communications with the users and stakeholders	In Progress	84
2-High	GoBook Management - Improve the method used to	In Progress	93
2-High	Help Line - Clarify roles and responsibilities between WAM Support and HELP Desk	In Progress	92
2-High	Quality Assurance - Design and execute a quality assurance program (QAP) to ensure WAM data quality	In Progress	32
2-High	Training - Implement a formal training program for the user community	In Progress	86
3-Medium	Prioritization - Involve the business in prioritization of WAM Support work.	In Progress	85
3-Medium	Super Users - Establish a super user program and supporting processes	In Progress	94

1-Critical WAM Support

87 Resource Plan - Create and implement a resource plan for WAM Support

Current State: There are 3.5 Integrys resources supporting the system.

WAM Support is not always able to direct a person to someone who can quickly help. Too much information is known by too few people, so those people are overloaded.

There is confusion as to whether IT or WAM Support should be handling the analysis and remediation in some circumstances and the need to verify work.

There is not formal knowledge transfer program.

Onboarding: WAM Support has been using some docuemntation provided by PwC. It shoud be updated to be used by internal employees as well as contrcators and provided some hands-on training on TFS and the WAM modules.

Recommendation: Hire 4 Application Analysts. Rotate in 3 Engineers. Train them on the appropriate duties. There should be 10 Integrys resources in WAM Support.

Create roles and responsibilities for each person on the WAM Support team and train them appropriately. Also, train back-ups as needed. WAM Support should know who to call if they have questions and concerns.

Develop a scope documnent that explains IT's role versus WAM Support's role. There should be clear lines of demarcation between what IT's duties are with regard to defect analysis and remediation and what WAM Support's duties are.

Create a knowledge transfer plan within the team. As long term support comes on board they should be able to follow an official plan to have knowledge transferred from contract resources.

Create an official on-boarding plan that can be used by internal and contract resources. As new resources come on board they should be able to get started working quickly. An official on-boarding process should be developed to allow for this. It should be able to be used by internal employees and contractors

Business Impact: Data analysis is slowed due to resource constraints, problems compound and become worse. Support is expensive, because we are using so many contract resources. Knowledge transfer can't take place.

Users are frustrated, because they don't know how to get their questions answered or the proper person isn't available to answer their questions.

There is some inefficeincy created, because of the re-verification required and possible breaking of ceratin protocols

Without this official plan it is feasible that contract reources will stay on board much longer and be much more expensive than budgeted.

The sooner that resources become proficient the better. Unofficial inconsistent trainig wastes money.

Requirements

Business Process	Implement the official on-boarding plan that can be used by internal and contract resources.
Business Process	Hire 4 Application Analysts. Rotate in 3 Engineers.
Business Process	Create roles and responsibilities for each person on the WAM Support team providing information about who is the primary and secondary person for each responsibility.
Business Process	Develop a scope document with IT that explains IT's role versus WAM Support's role
Business Process	Implement a knowledge transfer plan for long term employees to gain knowledge from contractors
Training	Create an official on-boarding plan that can be used by internal and contract resources.
Training	Develop training for the new support personnel.
Training	Train primary and secondary people on how to perform their duties as required. Communicate

87 Resource Plan - Create and implement a resource plan for WAM Support

	to the WAM Support team what their roles and responsibilities are.
Training	Train the business and IT on the appropriate process to be followed as a result of the scope document
Training	Communicate and train if neccesary the WAM support people about the knowledge transfer plan

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Support	5	Critical			Resource Plan
Contract resources are short term support and they need to be able to transfer their knowledge to long term support staff as they come on-board					
There is nor formal knowledge transfer program					
Support	6	High			Training
Official on-boarding training is required for short and long-term support					
WAM Support has been using some docuemntation provided by PwC. It shoud be updated to be used by internal employees as well as contrcators and provided some hands-on training on TFS and the WAM modules.					
Support	8	High			Resource Plan
Confusion due to overlap of responsibilties with IT					
There is confusion as to whether IT or WAM Support should be handling the analysis and remediation in some circumstances and the need to verify work.					
Support	12	Medium			Resource Plan
The roles and responsibilities of each person on the WAM Support team is unclear.					
WAM Support is not always able to direct a person to someone who can quickly help. Too much information is known by too few people, so those people are overloaded.					
Support	16	Critical			Resource Plan
The WAM Support organization is understaffed and being supplemented with contract resources.					
There are 3.5 Integrys resources supporting the system.					

88 WAM Website - Make the WAM Website the hub for communication with the WAM user community

Current State: The WAM website is not used effectively eventhough it has the ability to be a very helpful interface between the business and WAM Support.

Business process changes are communicated through e-mails and via word of mouth. Documentation is inconsistent.

Recommendation: Develop the WAM website to be used as an outward facing interface to as many helpful things as possible to the business. The WAM website should be used for communications, as an archive for process workflows, work-arounds, defect management, on-line training, etc.

Develop the WAM website and provide links to business process documentation. Keep the business process documentation up to date with versioning. Business processes should be documented and readily available for all business users to review.

Business Impact: Resources are being used less effectively. Time that could be used for anlaysis is being used to answer questions that could easily be provided through the WAM website.

The Business does not know what the business process is.

Requirements	
Business Process	The business process documentation needs to be updated and a process that includes versioning needs to be developed to maintain it.
Business Process	(1) Determine what things the WAM website should be used for(2) Develop the WAM website accordingly(3) Determine what maintenance schedule and the assign the appropriate people to its maintenance

88 WAM Website - Make the WAM Website the hub for communication with the WAM user community

Training	Communication should be developed and provided to the business community about how to get the most up to date business process information. Re-training of every process is neccesary.
Training	Train the business on how to effectively use the WAM website.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Support	7	Critical			WAM Website
The WAM website is not being utilized to its full potential					
The WAM website is not used effectively eventhough it has the ability to be a very helpful interface between the business and WAM Support					
Support	10	Critical			WAM Website
There is confusion as to what the most up to date business process is.					
Business process changes are communicated through e-mails and via word of mouth. Documentation is inconsistent.					

91 Work Assignment - Implement a work assignment and tracking method within WAM Support

Current State: TFS is used. Defects are assigned and may nay not be worked on for long periods of time, partly because it is not actively managed. Issues that do not have TFS defects are not tarcked through any system and often get lost in the shuffle. Prioritization is not managed

Recommendation: Create a work assignment plan and communicate it to WAM Support. Provide information to users about status of issues using WAM website. There should be a process for work assignment that is easily managed. You should be able to easily see what work is assigned to WAM Support in its entirelty and move work around to different people as required.

Business Impact: WAM Support is not as effective. Users are not able to get status updates as quickly. Tasks are not finished in a timely fashion. WAM Support is reactive instead of proactive.

Requirements	
Business Process	Create a work assignment plan that allows for all issues to be managed. Use the WAM website to provide status to all users.
Training	Communicate o users and WAM Support the new work assignment process. Train WAM Support on the process.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Support	13	Critical			Work Assignement Plan
There is no formal process for work assignment within WAM Support.					
TFS is used. Defects are assigned and may nay not be worked on for long periods of time, partly because it is not actively managed. Issues that do not have TFS defects are not tarcked through any system and often get lost in the shuffle. Prioritization is not managed					

90 Workaround Process - Develop process to manage workarounds

Current State: Workarounds are communicated inconsistently. There are issues in which the communication is provided by e-mail, or word of mouth. It is not clearly communicated or documented. The Business does not know when it began or ended.

Recommendation: Develop a workaround process that includes providing information on the WAM website to users about how to use the workaround, when to use the workaround, with clear documentation. This information should also include an update of the status of the remedy or fix. Keep the workaround documentation up to date. The Business and WAM Support should know if a workaround has been identified for certain parts of a process and if it has, what its dates of use are.

There needs to be clear documentation of interim steps and work arounds.

Business Impact: This is ineffiecient and ineffective. The worst case scenario is that this can cause unneccessary data clean-up due to people performing workarounds incorrcectly or when they shouldn't be using them or because they don't know

90 Workaround Process - Develop process to manage workarounds

one exists.

Requirements

Business Process	Develop a workaround process that includes providing cleaar information on the WAM website on how to use the workaround and when to use the workaround. Include an update of the status of the remedy or fix. Keep the workaround documentation up to date.
Training	Communicate to the users the new process for workarounds.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
MANAGE	33				Documentation
Documentation for Interim steps and workarounds					
Lots of good intentions but there is a need for consistency.					
Support	11	Critical			Workaround Process
There is confusion if a workaround is available to be used, dates of use, how to use it, and communication of its approval. People are using unapproved workarounds that do damage.					
Workarounds are communicated inconsistently. There are issues in which the communication is provided by e-mail, or word of mouth. It is not clearly communicated or documented. The Business does not know when it began or ended.					

2-High WAM Support

84 Communications - Develop timely and consistent communications with the users and stakeholders

Current State: Communications to the business is scattered and inconsistent.

Communications from WAM Support comes from different people and provides different information dependent upon who wrote the communication.

Lacking leadership communication - someone at a higher level with a presence who can come out to the shops to explain what is going on. Too much is being heard by rumor and not enough explanation of what is happening. Infusion of different people/change is needed.

Insufficient information to the end users about change - TFS defects for example, should include information about how the change impacts the users and includes a summary by focus area (e.g. Scheduling) .

Recommendation: Create a communications plan. A communications plan should be developed that explains:(1) the division of repsonsibilities between communicaton for WPS,MERC, UPPCO, MGU and PGL, NSG(2) when, who, how often, and what will be communicate.

Create templates for all communications. Communications from WAM Support should be in a consistent format so that there is not confusion.

Attending the twice monthly staff meeting - John or Joy should attend to provide these updates and answer questions. Even to talk about being positive about the project would have made a difference.

Business Impact: This will provide one point of contact and allow for consistent and reliable information to tbe disseminated to the business.

This causes confusion about whether a workaround is still in use or not, If a defect has been fixed or not and causes a certain amount of inefficiency.

A great deal of negativity is being felt in the shops and this impacts performance and results.

Requirements

Business Process	Create a template to be used for each type of communications that is sent to the business (see item 1)
Business Process	Create a Communications Plan for providing information about planned outages, unplanned outages, workaround start, workaround finish, implemented defect remedies and fixes, upcoming defect remedies and fixes, and data clean-up
Training	Train the business users on what to expect WAM Support to communicate
Training	Train the business users on what to expect WAM Support to communicate

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
MANAGE	2				As built QA
Poor communication regarding progress of report status					
No standard communication procedure is in place to inform stakeholders (e.g. MOG Supervisor) about the status and progress of requested / assigned reports. Outstanding reports for MOG currently include:• Gas Main Install• Gas Main Retire • Main Conditi					
MANAGE	5				Communication
Poor communication regarding progress of report status					
No communication procedure is in place to inform NSG of the status and delivery of new reports.					
MANAGE	10				Communication
Leadership Engagement and Communication from WAM Team					
Lacking leadership communication - someone at a higher level with a presence who can come out to the shops to explain what is going on. Too much is being heard by rumor and not enough explanation of what is happening. Infusion of different people/chang					

84 Communications - Develop timely and consistent communications with the users and stakeholders

MANAGE	11		Resource Constraints
Insuffient resources to manage the communication from WAM			
Insufficient information to the end users about change - TFS defects for example, should include information about how the change impacts the users and includes a summary by focus area (e.g. Scheduling)			
MANAGE	11.1		Resource Constraints
WAM Leadership			
MANAGE	93		Communication
Standard form used to communicate business needs for reporting			
Reports that are expected to be there already should not be considered as enhancements.			
Support	1	High	Communications
Untimely and confusing communications			
Communications to the business is scattered and inconsistent			
Support	2	High	Communications
Inconsistent communications			
Communications from WAM Support comes from different people and provides different information dependent upon who wrote the communication			

93 GoBook Management - Improve the method used to

Current State:

Recommendation:

Business Impact:

92 Help Line - Clarify roles and responsibilities between WAM Support and HELP Desk

Current State: The contact to WAM Support is happening using too many different methods and too many people are being contacted. The person calls the WAM Support line, a defect is taken, but it may bea simple question.

Recommendation: (1) Create a log for who calls and what are the most FAQ's
(2) Document and communicate when to call WAM Support line and when to call the HELP desk
(3) Develop a primary and secondary for monitoring WAM Support line and train on TFS defect entry and general FAQ issues.
(4) Create a website form for people to enter their issues on line.
There should be documentation on when to call the WAM Support line as opposed to the HELP desk. WAM Support should have one point of contact, the HELP line and/or WAM Website, and the call should be directed to the appropriate.

Business Impact: Business users are frustrated because questions are not answered quickly. They contact several different people for answers, which is inefficient.

Requirements	
Business Process	1 Create a log for who calls and the most FAQ's2 Document when to call WAM Support line and when to call HELP desk 3 Develop a primary and secondary for monitoring WAM Support line (website)4 Create a website form for people to enter issues.
Training	- Communicate when to call WAM Support line and when to call the HELP desk - Train primary and secondary on TFS defect entry and general FAQ issues. - Train business users on how to use website form for issues.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Support	17	High			WAM Support HELP Line

92 Help Line - Clarify roles and responsibilities between WAM Support and HELP Desk

It is not understood when the WAM Support line should be called as opposed to the HELP desk. In addition, the WAM Support line is not as effective as it should be.

The contact to WAM Support is happening using too many different methods and too many people are being contacted. The person calls the WAM Support line, a defect is taken, but it may bea simple question.

32 Quality Assurance - Design and execute a quality assurance program (QAP) to ensure WAM data quality

Current State: The system has many gaps that reports and queries have been identified as needing to be created , but haven't been, some have been, but no one is monitoring them.

There are few quality assurance checks in the solution. This is a problem throughout the process, but the results of the problem are often experienced during the as-built process.

Tickets are often missing key as-built information (e.g. pressure test readings) or showing incorrect information (e.g. reusing clear plastic pipe).

There are Some work is being performed without a work request. In these cases, a work request is typically created after the field work has been completed.

There are multiple instances where some shops are executing portions of the process differently than others. Many of these differences are called out in other recommendations, but the following is an example:

- Central Shop is not doing a partial renewal on a cut-off when the main is not in the parkway . This makes reconnection easier and more efficient.

WAM Support has to ask Logica contactors or IT perosnnel to run queries for them.

Recommendation: Design and implement a Quality Assurance Program. This program is focused on the WAM data integrity.

The implementation should include the following steps:
- Define quality assurance points
- Build tools / methods prototype
- Implement / train prototype
- Monitor prototype results
- Refine tools / methods
- Implement / train solution
- Monitor for continuous improvement

(1) All vulnerable points within the system should be monitored to ensure data integrity.
(2) Random audits of the sytsem should be conducted to expose process problems
(3) Overall work initiation and completion should be monitored to help the execution and plannign of work operate efficiently.

Automate running of queries that validate data entry, as-building, etc. on reports menu.

Business Impact: This is extrememly detrimental to our data intergity and should be considered very important

1.The solution must maintain accurate and up to date facility information in FMDR. This is necessary for accuracy of GIS maps for facility location, reporting of installed and retired asset to property accounting, communication of service status to CIS and generation of compliance inspections for safety and regulatory purposes.
2.The solution must maintain accurate data concerning the completion of maintenance work for governance and reporting of regulatory requirements such as leak and corrosion repair, and for completion of capital work to maintain accuracy for facilities installed and retired and reporting of capital costs to project accounting

The timeliness of tehse queries is important in that it is providing information for data valididty that may affect compliance and safety.

Requirements

Business Process	Develop comprehensive QA/QC plan including: 1 All vulnerable points within system monitored for data integrity. 2 Random audits of system to expose process problems3 Work initiation and completion monitored to help execution and planning of work.

32 Quality Assurance - Design and execute a quality assurance program (QAP) to ensure WAM data quality

Business Process	Design and implement a Quality Assurance Program. The implementation should include the following steps: - Define quality assuarnce points - Build tools / methods prototype - Implement / train prototype - Monitor prototype results - Refine tools / methods - Implement / train solution - Monitor for continuous improvement
Extension	It is possible that additional validation programs may surface as a result of implementing the QAP to ensure WAM data quality.
Report	Automate running of queries that validate data entry, as-building, etc. on reports menu.
Report	Develop QAP reports. It is estimated that there will be approximatley eight (8) reports - two each in the areas of inititaion, compliance, scheduling and as-built completion.
Training	Training and communication should be developed for those responsible for performing the tasks related to the plan.
Training	Develop the training materials necessary for the Quality Assurance Program to ensure WAM data quality.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
AS-BUILT	7				Process: Receiving Tickets
Tickets are missing key information					
Tickets are often missing key as-built information (e.g. pressure test readings) or showing incorrect information (e.g. reusing clear plastic pipe). Data integrity and QA measures must be enforced upstream in the as-built process.					
AS-BUILT	16				People: Resources
Need additional system validations to prevent user errors.					
The as-built process requires toggling between multiple system (e.g. WMIS, FMDR, NaviGate) which leaves a lot of room for human error.					
Support	9	Critical			QA/QC
Data validation of the WAM system is weak.					
The system has many gaps that reports and queries have been identified as needing to be created , but haven't been, some have been, but no one is monitoring them.					
Support	15	High			QA/QC
Need a method to support running queries in WAM Support for monitoring data validity.					
WAM Support has to ask Logica contactors or IT perosnnel to run queries for them.					

86 Training - Implement a formal training program for the user community

Current State: There is no formal training program

Recommendation: Create and communicate a formal training program that will:(1) provide information about upcoming training courses(2) create a curriculum that provides basic and more advanced role based training(3) create a process that ties the successful completion of couses to security approval.

The business should be able to see a calendar of upcoming scheduled training courses. The training should be formal and tied to security approval for consistency. More advanced training tailored to job responsibilities should also be developed.

Business Impact: This becomes more important the longer the system is in production, because more people that weren't trained initially will start to learn from others in their peer group and knowledge transfer becomes inconsistent.

Requirements

86 Training - Implement a formal training program for the user community

Business Process	Implement the formal training program
Training	Create and communicate a formal training program that will:(1) provide information about upcoming training courses(2) create a curriculum that provides basic and more advanced role based training

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Support	4	High			Training
Training of business users is informal					
There is no formal training program					

3-Medium WAM Support

85 Prioritization - Involve the business in prioritization of WAM Support work.

Current State: The business has very little understanding about the governance team process and cannot affect the prioritization outcome, because they do not provide the needed analysis. Defect prioritization is determined by calling around WAM Support.

Recommendation: Create a process that gets the business involved with the analysis and evaluation of all enhancement and defect requests and communicate the process to them. The business should have the ability to affect the prioritization of enhancements and defects and also have transparency into where their requests for enhancements are in the process

Business Impact: This causes the Business to be out-of-the-loop and therefore they feel their request is not being worked on.

Requirements

Business Process	Create a process that gets the business involved with the analysis and evaluation of all enhancement and defect requests (possibly use website)
Training	Communicate and train the business on how to help with the evaluation and track the effort

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Support	3	Medium			Enhancement and Defect Prioritization

The business has little involvement in enhancement and defect prioritization

The business has very little understanding about the governance team process and cannot affect the prioritization outcome, because they do not provide the needed analysis. Defect prioritization is determined by calling around WAM Support.

94 Super Users - Establish a super user program and supporting processes

Current State: WAM project team members were moved off of the project to CPG scehduling and expected to be on site subject matter experts as well. Several changes have taken place since impelmentation and there is no consistency.

Recommendation: Create a formal super users program that includes bi-weekly prioritzation meetings and luch and learns. Super users should receive ongoing training and have goals tied to performance management. A formal super user program that allows you to get needed information and coaching to the field quickly and learn the problems that have the most business impact for prioritzation of remedies.

Business Impact: Needed coaching does not take place causing a breakdown in business processes. In addition, it is harder for WAM Support to understand what will provide the most value, because they do not understand the problems that have the most business impact.

Requirements

Business Process	Create a formal super users program that includes bi-weekly prioritzation meetings and luch and learns. Super users goals should be tied to performance management.
Training	Super users should receive ongoing training and have goals tied to performance management.

Gap Inventory	No	Severity	TFS	Other Ref	Topic -- Title / Current State
Support	18	Medium			Super Users Program

WAM Support should provide more formal support to the business users

WAM project team members were moved off of the project to CPG scehduling and expected to be on site subject matter experts as well. Several changes have taken place since impelmentation and there is no consistency.