

Program Manager: Leah Perez	Department: IT Development Asset & Work Management	Date: 11/9/2012
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Program Name: Gas Distribution Integrity Management Program (DIMP) Phases 3, 4, 5

Business Sponsor: Steve Colyer

IT Sponsor: Mary Heger/ Charlie Schaeffer

Program Goals:

Meet an ICC commitment to implement changes to substantially improve the quality of Ameren's Gas records by 2014. Specifically,

- Reduce regulatory audit risk by implementing the necessary processes and technology to facilitate adherence to current and future regulatory requirements governing gas assets.
- Increase Ameren knowledge of Gas facilities as required by regulation.
- Improve Ameren Gas Operations' ability to respond to more frequent regulatory change and higher regulatory standards.
- Improve the quality of Gas records through the elimination of paper data collection and the implementation of robust collection processes.
- Provide a strategic direction for asset management technology across Energy Delivery.

Program Description/Requirements:

Background:

In 2011 the Ameren Gas functions and IT performed an assessment of the current Gas Compliance System (GCS) in relation to meeting new federal Distribution Integrity Management Program (DIMP) regulations and an ICC commitment to implement changes which substantially improve the quality, accuracy, and completeness of Ameren's Gas records by 2014 to ensure regulatory compliance. The Assessment Team recommended GCS be replaced with a strategic Enterprise Asset Management (EAM) system and Mobile Work Management (MWM) system. The Project Approval Committee (PAC) approved the team to perform a formal software selection in order to obtain firmer cost estimates of the entire program. The Software Selection Team performed a formal selection in 2012 (Software Selection Phase), and selected IBM Maximo EAM and ClickSoftware MWM. The PAC approved the Team to move forward to contract negotiations and execute the Design Phase. The Team conducted an RFP for professional EAM design services, selected the vendor (Cohesive Solutions), and is currently in negotiations with the three vendors (IBM, ClickSoftware, Cohesive Solutions) to begin Phase 3 in February 2013.

Phase 3 projects consist of:

- Implementation of IBM Maximo's Enterprise Asset Management (EAM)
- Implementation of ClickSoftware's Mobile Work Management (MWM)

Phase 3 is split into two phases: Phase 3A consists of Analysis and Design of both technologies. Phase 3B consists of the remaining development phases: Build/Test/Implement, as well as the software, hardware, and training required in the solution.

Phase 3 Program Management Approach:

Due to the significant cost estimate and inherent increased scope risk on large implementations, the program management approach is to complete the Design Phases before committing to purchase and implementation of the software. The professional services will be committed only through the Design Phase, and will assist the Team in developing refined cost estimates and work plans. At the conclusion of Design the Team will have performed a "proof of concept", validating prior assumptions and estimates, and will solicit the PAC for approval to purchase and implement according to the design specifications developed in this phase.

Other Program Components:

In addition to the implementation of EAM and Mobile, the program includes two other projects:

Phase 4 Regulator Station Design (2016) to implement a replacement of the Regulator Station design functionality in GCS. This functionality was not found in any of the asset management applications the Team explored. In this phase (3A) the Team will develop the plan to keep the Regulator Station design functionality in GCS after the other assets are converted, and either replace it with a Maximo customization in 2016, or, seek another solution.

Phase 5 EAM Business Intelligence (2017) to implement a BI solution on the EAM data which will provide management reports and/or dashboards. This project is in 2017 to allow for data growth in the EAM database.

The remainder of the Plan outlines detail of the **Phase 3** projects. Phases 4 and 5 detail will be developed in 2015.

Objectives (Business Case Targets):*Goal 1: Reduce regulatory gas compliance audit risk*

Supporting Objectives:

1. Implement the necessary processes and technology to facilitate adherence to the current and future regulatory requirements governing gas assets.
2. Position Ameren Gas functions to take advantage of technology improvements in the future.

Goal 2: Increase knowledge of facilities as required by regulation

Supporting Objectives:

1. Automate data collection requirements in the field, minimizing the burden of additional regulation on field resources.
2. Provide GPS technology in the field.
3. Provide graphical (map) solution for scheduling, tracking, and performing gas field work.
4. Provide a device-agnostic, mobile (out-of-truck) solution in the field for access to asset data.
5. Convert Gas collection processes to mobile collection processes including Pipe Inspections, Service Examination Card, Leak Tracking, Leak Surveys, etc.

Goal 3: Improve Ameren Gas Operations' ability to respond to more frequent regulatory change and higher regulatory standards.

Supporting Objectives:

1. Provide technology administered by Users (System Admins), minimizing IT intervention. (configure rules, internal access, query the system).
2. Provide technology to eliminate manual interventions used in managing assets at the corporate, state, division, etc. level.
3. Eliminate lag between gas field collection and data entry to provide real-time compliance reporting.
4. Automate business process work flows, approvals and reminders.
5. Eliminate redundant data entry processes and requirements for supervisor data reviews.

Goal 4: Improve the quality of Gas records

Supporting Objectives:

1. Eliminate the use of paper for gas field data collection.
2. Provide data edit rules in the field, at the point of data entry.
3. Leverage data in corporate applications via integration (GIS, EAM, MWM, LMS,

PeopleSoft, PowerPlant, ACMS, etc.) to automate edit rules.

Goal 5: Provide a strategic direction for asset management technology across Energy Delivery

Supporting Objectives:

1. Provide a robust platform capable of tracking, scheduling, and reporting work on additional gas and Energy Delivery assets, beyond those currently tracked in the Gas Compliance System (GCS).
2. Provide the technical roadmap and supporting due diligence to allow Energy Delivery to assume Maximo as the future replacement for DOJM. Due diligence was performed (Sept-Nov 2012) by a separate team consisting of Electric Construction and DOJM representation, headed by Charlie Schaeffer. This team validated Maximo against the Electric Construction processes/requirements to ensure it would meet their needs as a DOJM replacement.

Scope Statement

Business Scope

Ameren Missouri and Ameren Illinois Gas functions are included in this project. Ameren Illinois will fund the project and own the software assets. Ameren Missouri will lease these assets. Each company will purchase their own mobile hardware and training as required.

Project Scope Components

1. Implementation of IBM Maximo's Enterprise Asset Management (EAM)
2. Implementation of ClickSoftware's Mobile Work Management (MWM)
3. Software license and maintenance fees
4. Conversion of existing gas assets data
5. System integration with existing Ameren applications: Gtech GIS, Learning Management, PeopleSoft, Uptime, CSS, MMS, PowerPlant, GL via the Enterprise Service Bus (ESB).
6. System integration between EAM and MWM
7. All hardware required to implement the software
8. All hardware required to equip the field with mobile devices
9. IT Project Management and Methodology
10. Professional technical services to support the implementations
11. Internal Subject Matter Expertise to support the implementations
12. Professional (ET) Change Management of the required business process changes
13. Professional (ET) Training of Gas and Gas support employees and contractors
14. Ongoing IT application support (5 FTEs)

Business Processes in Scope

The business processes included in scope of Phase 3 are limited to the GCS functional processes being replaced, excluding the Regulator Station Engineering Design as noted in the Program Description section. This phase also includes a revised Gas Emergency Call process, Gas Service Card Collection process, and Gas Pipe Examination process.

The processes included comprise the operation and maintenance, and compliance reporting for Gas assets. Asset engineering design processes are not included in scope. Construction processes utilizing DOJM are not included in scope. The asset life cycle (and project process) begins when the asset is placed in Gtech.

The Team will begin Phase 3A with a review of the documented current state processes and high level future state processes. Deliverables from this activity will be detailed future state process diagrams.

Assets in Scope

Assets included in the Maximo implementation are limited to Ameren Gas facilities. Converted assets will include all assets, tools and equipment currently in five GCS databases (excluding Regulator Stations), gas meters existing in the Meter Management System (MMS), Gas services existing in CSS, Gas pipes in PEET, and facilities data in Gtech (if required). While the meter data will be converted for the purpose of providing a holistic view of the Gas asset base, the meter assets will continue to be managed in MMS and meter work processes are excluded from scope.

Technology Replaced

Phase 3 will replace the PEET application and database, GCS (except reg station design until Phase 4), eCSS Service Card Collection, and OAS for Gas emergency calls.

Scope Control: see Scope Control Plan.

Quality Criteria

- Elimination of paper data collection utilized for gas compliance inspections.
- No Notice of Probable Violations (NOPV's) issued by the ICC for gas compliance inspection documentation deficiencies.
- Ability to implement regulatory required system changes prior to due dates.
- Ability to produce required compliance reports without manual collection of files and data (full achievement requires Phase 4).
- Reduced data errors.
- Meet project schedule and budget estimates.

Employee Effectiveness Criteria

This section is used to define those criteria that will be measured to determine the effectiveness of the project after the project has been implemented. A survey will be issued to the business line at post-implementation.

- Employee Effectiveness criteria will be developed by the Change Management Project Manager as part of the Change Management Plan (consulting).

Disaster Recovery Criteria

This section is used to define the project disaster recovery requirements. This section will be reviewed and signed-off by the ASC/IT Disaster Recovery (DR) coordinator.

1. Recover Time Objective (RTO)

- *How quick do you need your business process back in a disaster?*
Critical Class 1 systems used in field work management and in disaster situations
- *Is there an alternative method to support your business process (including manual processes)?* No

2. Recover Point Objective (RPO)

- *How much data can you lose in a disaster in terms of time (i.e. last day, last hour, 15 minutes)?*
RPO will be analyzed in the Design Phase utilizing a cost/benefit model, after the solution architecture has been designed.
- *Can lost data be recreated from other interfaces, processes, or manually re-entered into*

the system? No

Describe: _____

3. Recovery Readiness

- *Are you willing to test and participate in recovery testing twice a year?* Yes

- *Will you define a testing and verification script or scenario for testing and actual disaster recovery?* Yes

Training/Change Management Approach

The Core Project Team (up to 12 people) will be trained in Maximo by Cohesive Solutions.

The Technical Team (up to 12 people) will be trained in Maximo technology by Cohesive Solutions.

The Cohesive Solutions contract includes professional change management consulting to assist in the development of Change Management Plans. The Change Management Plans will include User Training Plans for EAM and Mobile, and a Corporate Communication Plan.

Cost Estimates

UEC Estimate

UEC - J01HP EAM/Mobile Implementation		RT	2013		2014		2015		2016		2017	
			CAP	OM	CAP	OM	CAP	OM	CAP	OM	CAP	OM
Bus Lead (1)		LM	\$50,000		\$50,000		\$0					
Training by Vendor		ET				\$50,000		\$0				
Hardware		BK	\$18,000		\$222,000		\$0					
Total Project Estimated			\$68,000	\$0	\$272,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
	AFUDC	32		\$0		\$0		\$0		\$0		\$0
	IOH	31		\$0		\$0		\$0		\$0		\$0
Rental Cost					\$919,000		\$845,000		\$772,000		\$698,000	
Total Project Cost			\$68,000	\$0	\$272,000	\$969,000	\$0	\$845,000	\$0	\$772,000	\$0	\$698,000

AIC Estimate

IL 5 Yr Program View by RT			\$2,013		\$2,014		\$2,015		\$2,016		\$2,017	
			CAP	OM	CAP	OM	CAP	OM	CAP	OM	CAP	OM
Consulting		ET	\$2,366,000	\$396,000	\$3,170,000	\$1,322,000	\$0	\$0	\$1,000,000	\$0	\$1,000,000	\$0
Software Maint		ES	\$0	\$28,655	\$0	\$495,235	\$0	\$495,235	\$0	\$495,235	\$0	\$495,235
Software License		BQ	\$143,275	\$0	\$2,780,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hardware		BK	\$98,000	\$0	\$1,043,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internal		LM	\$1,555,300	\$314,150	\$1,555,300	\$314,150	\$0	\$550,000	\$0	\$550,000	\$0	\$550,000
Contingency		CT	\$1,003,664	\$142,030	\$1,659,978	\$327,230	\$0	\$0	\$0	\$0	\$0	\$0
Unloaded Totals by Yr			\$5,166,239	\$880,835	\$10,208,278	\$2,458,615	\$0	\$1,045,235	\$1,000,000	\$1,045,235	\$1,000,000	\$1,045,235
	AFUDC	\$32	\$251,000	\$0	\$966,000	\$0	\$0	\$0	\$41,000	\$0	\$41,000	\$0
Indirect Overheads		\$31	\$1,343,000	\$0	\$2,116,000	\$0	\$0	\$0	\$174,000	\$0	\$187,000	\$0
Pen Ben SS Loading		3B	\$757,000	\$0	\$697,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Loaded Project			\$7,517,239	\$880,835	\$13,987,278	\$2,458,615	\$0	\$1,045,235	\$1,215,000	\$1,045,235	\$1,228,000	\$1,045,235

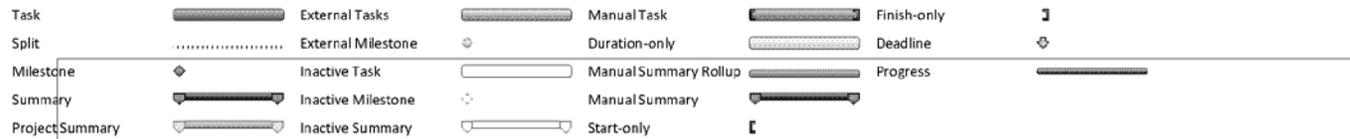
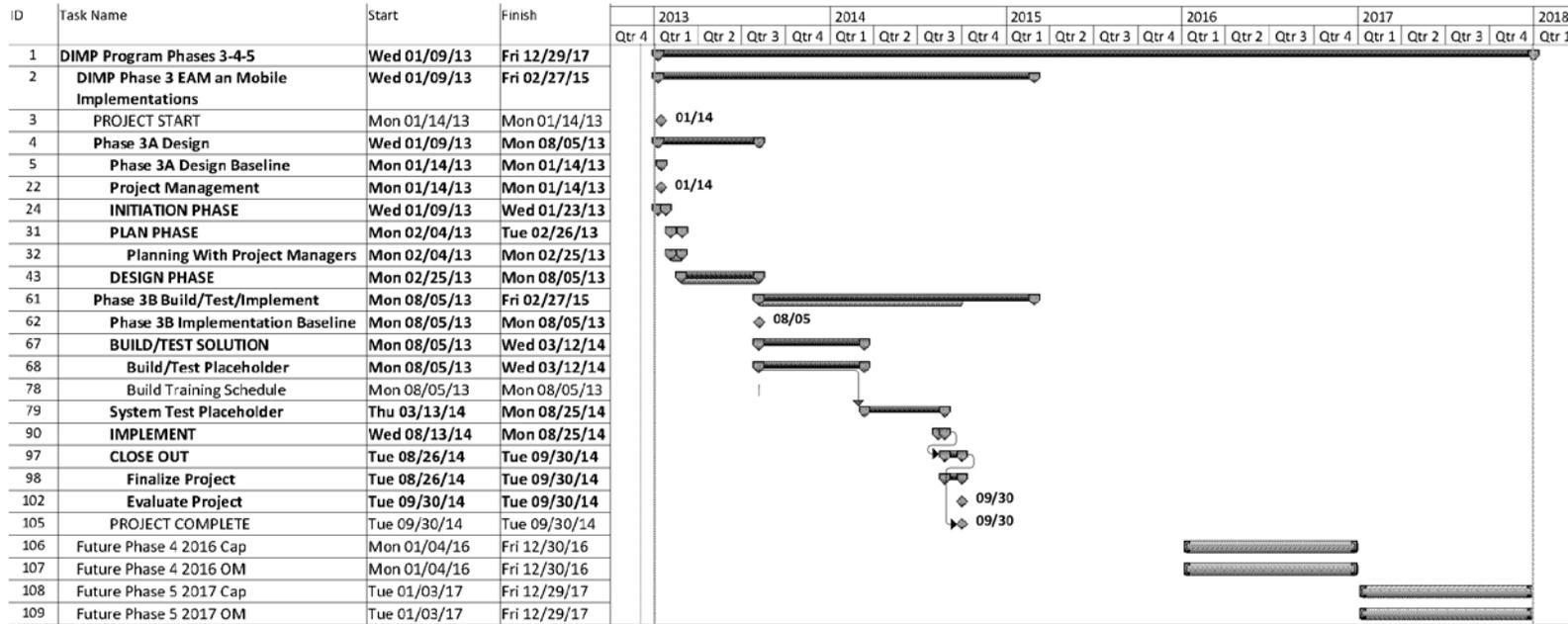
Program Plan



Program Budget By WO by RT		2013		2014		2015		2016		2017	
		CAP	OM	CAP	OM	CAP	OM	CAP	OM	CAP	OM
J01HP: EAM Implementation		J01HP	J01HR	J01HP	J01HR		J01HR		J01HR		J01HR
EAM Consulting	ET	\$1,885,000	\$236,000	\$1,945,000	\$682,000	\$0	\$0	\$0	\$0	\$0	\$0
EAM Software Maint	ES	\$0	\$11,955	\$0	\$251,955	\$0	\$251,955	\$0	\$251,955	\$0	\$251,955
EAM Software License	BQ	\$59,775	\$0	\$1,440,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EAM Hardware	BK	\$25,000	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EAM Internal	LM	\$937,300	\$314,150	\$937,300	\$314,150	\$0	\$275,000	\$0	\$275,000	\$0	\$275,000
EAM Contingency	CT	\$709,000	\$110,030	\$838,130	\$199,230	\$0	\$0	\$0	\$0	\$0	\$0
Unloaded Totals by Yr		\$3,616,075	\$672,135	\$5,185,430	\$1,447,335	\$0	\$526,955	\$0	\$526,955	\$0	\$526,955
AFUDC	32	\$173,000	\$0	\$586,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Overheads	31	\$940,000	\$0	\$1,074,000	\$0	\$0	\$0		\$0		\$0
Pen Ben SS Loading	3B	\$456,000		\$420,000							
Total Loaded Project		\$5,185,075	\$672,135	\$7,265,430	\$1,447,335	\$0	\$526,955	\$0	\$526,955	\$0	\$526,955
J01HZ: MWM Implementation		J01HZ	J01JO	J01HZ	J01JO		J01JO		J01JO		J01JO
MWM Consulting	ET	\$481,000	\$160,000	\$1,225,000	\$640,000	\$0	\$0	\$0	\$0	\$0	\$0
MWM Software Maint	ES	\$0	\$16,700	\$0	\$243,280	\$0	\$243,280	\$0	\$243,280	\$0	\$243,280
MWM Software License	BQ	\$83,500	\$0	\$1,340,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MWM Hardware	BK	\$73,000	\$0	\$1,018,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MWM Internal	LM	\$618,000	\$0	\$618,000	\$0	\$0	\$275,000	\$0	\$275,000	\$0	\$275,000
MWM Contingency	CT	\$294,664	\$32,000	\$821,848	\$128,000	\$0	\$0	\$0	\$0	\$0	\$0
Unloaded Totals by Yr		\$1,550,164	\$208,700	\$5,022,848	\$1,011,280	\$0	\$518,280	\$0	\$518,280	\$0	\$518,280
AFUDC	32	\$78,000		\$380,000		\$0		\$0		\$0	
Indirect Overheads	31	\$403,000		\$1,042,000		\$0					
Pen Ben SS Loading	3B	\$301,000		\$277,000		\$0					
Total Loaded Project		\$2,332,164	\$208,700	\$6,721,848	\$1,011,280	\$0	\$518,280	\$0	\$518,280	\$0	\$518,280
J01J1: Reg Station Design								J01J1			
2016 Reg Station Placeholder	ET							\$1,000,000			
AFUDC	32							\$41,000			
Indirect Overheads	31							\$174,000			
Total Loaded Project								\$1,215,000			
J01J2: EAM BI										J01J2	
2017 EAM BI Placeholder	ET									\$1,000,000	
AFUDC	32									\$41,000	
Indirect Overheads	31									\$187,000	
Total Loaded Project										\$1,228,000	
Program Budget Total		\$7,517,239	\$880,835	\$13,987,278	\$2,458,615	\$0	\$1,045,235	\$1,215,000	\$1,045,235	\$1,228,000	\$1,045,235
Total Program 5 yr Cap/OM		\$23,947,517	\$6,475,155								



Program Schedule





Links to Plans:

Planning Phase:

- ✓ [Change Management Plan](#)
- ✓ [Communication Plan](#)
- ✓ [Issue/Risk Tracking Plan](#)
- ✓ [Documentation Plan](#)

(OPTIONAL PLANS)

- Staffing Plan
- Support Plan
- Technology Plan
- Training Plan
- Iteration Plan
- Data Conversion Plan
- Disaster Recovery / Contingency Plan
- Procurement Plan



PHASE 3 PROJECT INITIATION APPROVALS

Steve Colyer Business Sponsor Approval Jan 2, 2013

Scott Glaeser PAC Approval Jan 2, 2013

Mary Heger PAC Approval Jan 2, 2013

Sherry Moschner Business Advisor Approval Jan 2, 2013

Ron Pate PAC Approval Jan 2, 2013

Leah Perez Program Manager Approval Jan 2, 2013

Charles Rayot Business Lead Approval Jan 2, 2013

Charlie Schaeffer IT Sponsor Approval Jan 2, 2013

Dave Wakeman PAC Approval Jan 2, 2013

*Disaster Recovery Review - Planning Phase

*Information Security Review - Planning Phase

*Information Security Review - Design Phase

*Information Security Review - Build/Test Phase