City /CUB Ex. 3.0

ICC Docket No. 14-0496
Joint Applicants' Response to
Staff Data Requests ENG 1.01-1.30
Dated: August 14, 2014

REQUEST NO. ENG 1.02:

Provide Peoples Gas' expected capital annual expenditures for the years 2014 through 2019 under the assumption that the proposed reorganization does not occur. Also, provide the amount Peoples Gas expects to incur because of AMRP for these same years.

RESPONSE:

Peoples Gas' expected capital annual expenditures for 2014 through 2019 assuming the proposed reorganization does not occur are as follows:

2014 – $417,000,000 (1)
2015 – $389,000,000 (1)
2016 – 2019 - Please see JA Ex. 4.1, page 3, line PGL. (2)

Peoples Gas' expected AMRP capital annual expenditures included in the above amounts for 2014 through 2019 assuming the proposed reorganization does not occur are as follows:

2014 – $272,000,000 (1)
2015 – $264,000,000 (1)
2016 – 2019 - Please see JA Ex. 4.1, page 3, line AMRP, including public impr. (until 2030).

(1) Represents capital expenditures filed in Peoples Gas' rebuttal testimony in ICC Docket Nos. 14-0224/14-0225 (cons.).
(2) These costs do not include any incremental costs that may arise to comply with US Department of Transportation Pipeline and Hazardous Materials Safety Administration regulations addressing high consequence gas transmission pipelines. The timing and amount of such costs are not determinable until any such regulations have been issued.

Issue ID	Initiator	Title	Due Date	Completion Date	Status	Assigned To	Action Updates/Solutions	Description	PWC Recommendation Number
210	[redacted]	Complete the design and implementation of the processes and procedures to be used for all aspects of Program management.	09/30/2011	09/21/2011	Closed	[redacted]	9/21/11: CLOSED. This Item has been broken down into five new specific PAIL Items. (See #263-267) This is an ongoing activity as the program works to stand up the processes necessary to manage the program long-term. The PAIL is fully mature, utilized and managed weekly by the Project Leadership Team. Document management processes and document management systems are in development for long term record management.	Some specific processes critical to the new requirements of AMRP are the cost control processes, quality and inspection processes, and centralized planning, scheduling and customer communication. Prioritize these open Items and communicate status through the PAIL list, issues register and or risk register as appropriate. Processes, procedures, and documentation policies should be designed and implemented with the expectation that the information will be requested in a prudency review in the future.	3.1.2.3
211	[redacted]	Add Rider ICR requirements to CCAT	06/30/2011	06/29/2012	Closed	[redacted]	6/29/12: The ICC has issued final remand of Rider ICR. Final reconciliation and refund amount have been agreed to. All Rider ICR activity and actions can be suspended. 4/25/12: The Court has remanded this matter to the ICC. CCAT may no longer be needed or appropriate as Rider ICR is expected to be withdrawn per the Rider ICR Remand proceeding. 1/24/12: ON HOLD. 11/29/11: ON HOLD. Next Steps are unclear. Awaiting appeal results from Illinios Supreme Court. 9/21/11: In Progress.	(b) GRS will work with Compliance and Control and the PMO to add certain Rider ICR requirements to CCAT. There is some overlap with PAIL Item 16 assigned to Phil Hayes, Director, Project Services.	3.2.1.1
212	[redacted]	Build understanding and support for Rider reconciliation requirements.	08/31/2011	06/29/2012	Closed	[redacted]	6/29/12: The ICC has issued final remand of Rider ICR. Final reconciliation and refund amount have been agreed to. All Rider ICR activity and actions can be suspended. 4/25/12: Discussions with parties involved in the Rider ICR remand proceeding are in progress and ongoing. Any requirements related to the remand are currently unknown and will be determined in the proceeding 1/24/12: ON HOLD 11/29/11: ON HOLD. Next Steps are unclear. Awaiting appeal results from Illinios Supreme Court.	Work with the Program personnel in each subteam to understand how their respective structures, processes, and procedures align to support Rider reconciliation requirements Related work has been underway since the proposal and subsequent approval of the rider and will conclude with additional discussions with teams identified in the Compliance Matrix. There is some overlap with PAIL Item 16 assigned to [redacted]	3.2.1.2
213	[redacted]	ICC Response Team for consistent information transfer	12/30/2011	11/29/2011	Closed	[redacted]	11/29/11: CLOSED per [redacted]. 9/21/11: Ready to close. Need to confirm w/ [redacted] & [redacted]. Coordinating discovery requests for regulatory proceedings is a process already established between GRS and Legal Services. That process may need to be revised depending upon the level of internal and external legal support. GRS will work with Legal Services to ensure that the appropriate discovery process is implemented. 09/14/2011:Peoples Gas already has an established reconciliation proceeding discovery process in place. The legal team receives discovery requests which are then reviewed with Gas Regulatory Services, other affected departments and affected witnesses. The discovery requests are stored in the Company's Dream discovery management system. The discovery requests are assigned in Dream and forwarded to the appropriate responder for completion and review/comments by their leader and other subject matter experts. Designated attorneys in Legal review for final approval and submit the discovery response to the appropriate parties in the proceeding.	Consider the use of an "ICC response team" made up of a consistent group of people that oversee the transfer of information to the ICC and interpret the ICC requests for information during reconciliation reviews. (See appendix 4.6 for a sample of potential data request questions we have encountered previously).	3.2.2.2
214	[redacted]	Draft petition and testimony	12/30/2011	06/29/2012	Closed	[redacted]	6/29/12: The ICC has issued final remand of Rider ICR. Final reconciliation and refund amount have been agreed to. All Rider ICR activity and actions can be suspended. 4/25/12: The content of testimony, if any, will be determined in the Rider ICR remand proceeding. 1/24/12: Have a plan for the reconciliation filing. 11/29/11: ON HOLD. Next Steps are unclear. Awaiting appeal results from Illinios Supreme Court. Related to 3.2.1.3. GRS will work with Legal Services to develop case strategy.	Ensure that the draft petition and testimony show that they address the basis on which the program was approved.	3.2.2.3
215	[redacted]	Plan for reconciling the plan versus actual installs and retirements	07/31/2011	09/15/2011	Closed	[redacted]	9/15/11: CLOSED. Information on Planned and Actual Installation and Retirement quantities is being collected by the PMO, and will be available when needed as part of the annual Rider Reconciliation Reporting. ORIGINAL AUDIT RESPONSE: In progress and part of the ICR Rider compliance matrix development.	The plan to reconcile the plan versus actual installs and retirements should be part of the process recommended in 3.2.1	3.2.4.1
216	[redacted]	AMRP O&M Savings Quantification	08/31/2012	09/08/2014	Closed	[redacted]	9/8/2014: this was a requirement for the Rider ICR which was remanded 9/30/2011 by the Ill appellate court. Current focus is on Rider QIP of which O&M savings are not a requirement. 3/13/13: In progress. 1/30/13: [redacted] is meeting with [redacted] on this topic. 11/30/12: In progress. ICC is still interested in this calculation based on recent Rate Case disucssions. [redacted] is revisiting this number. Need more discussion. [redacted] to follow-up with [redacted]. 9/21/11: Regular meetings with [redacted]. White Paper is being drafted. In progress. PAIL #202 created - Develop process for quantifying O&M savings for the program. 06/27/12 [redacted] s working with PGL Operations [redacted] on defining and developing the process and reports.	Develop process for quantifying O&M savings for the program. Be prepared to demonstrate that savings have been realized and are being or will be reflected in rates	3.2.4.2

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217	[redacted]	Document policies and decisions regarding the approach to the Rider ICR calculation	05/31/2011	09/08/2011	Closed	[redacted]	9/8/2011 The Rider ICR charge calculation, annual reconciliation calculation and the process for initiating the annual reconciliation proceeding were approved by the Commission in Peoples' Gas 2009 rate and is reflected in the Rider ICR tariff. The approach and rationale for the calculation was provided in evidence presented in the rate case. The initial filing, which reflected the filing format proposed by Peoples Gas and approved by the Commission, was submitted in March, 2011. Annual reconciliation filings will include a reconciliation of costs and revenues as well as witness testimony that will address the reconciliation as well as the operational aspects of the main replacement project for each calendar year. 5/31/2011 An Accounting white paper was developed to differentiate and capture accurate accounting for the AMRP program costs. In addition, PGL has filed its first filing with the ICC establishing the process and expectations.	Policies and decisions regarding the approach to the Rider ICR calculation, reconciliation, and benefits realization should be documented and implemented with the expectation that the contents will be made public at some stage in the future.	3.2.5.1
218	[redacted]	Executive Steering Committee reviews of the change process	05/31/2011	11/29/2011	Closed	[redacted]	11/29/11: CLOSED per [redacted]. 9/21/11: Ready to close. Need to confirm w[redacted] & [redacted]. The issues mentioned in the recommendation will be incorporated within reports provided to the Steering Committee for their review.	The Executive Steering Committee should also consider undertaking regular reviews of the change process and supporting documents to confirm: - The PMO is proactively addressing and resolving changes in a timely manner and a backlog is not developing; - The correct level of resources is assigned to the change process; - Changes are being managed as prescribed in the contract; - Impacts to the budget and schedule are identified and managed; - The process for valuing and pricing a change is as prescribed in the contract and agreed schedule of rates for labor, materials and equipment are being used; - Steps are being implemented to monitor the accuracy of change budgets and the actual cost of changes.	3.3.2.6
219	[redacted]	Engineering design documentation	08/31/2011	06/06/2012	Closed	[redacted]	6/6/12: Sharepoint is up and running for document control and ProjectWise is up and running for drawing control. All AMRP projects have been migrated. 1/24/12: SharePoint 2010 will take care of this recommendation. SharePoint implementation is in-progress. A task force has been formed and has developed interim solutions while the corporation is developing a much wider permanent document management solution using Sharepoint. Engineering drawing management will utilize ProjectWise.	Engineering design documentation should be formally managed and controlled.	3.3.3.2
220	[redacted]	Development of schedules for all PGL activities	06/30/2011	09/21/2011	Closed	[redacted]	9/21/11: CLOSED. This item has been broken down into five new specific PAIL items. (See #268-272) In Progress, see PAIL items 6, 7, 63. The installation contractors are now supplying construction schedules for their projects, which are being integrated into a master schedule by the PMO. These are contractual responsibilities on the part of the contractors. In addition, engineering and sub-team activities have also been worked into a WBS and schedule.	The PMO should further develop schedules for all PGL activities including engineering, procurement, 3rd party approvals, communications, operations etc.	3.4.1.1
221	[redacted]	Schedule & Metrics for 20-year program	06/30/2011	08/22/2012	Closed	[redacted]	8/22/12: CLOSED. Opened new PAIL #304 for Metrics portion of this item. Although we will never desire to have a 20-year detailed critical-path method project schedule, we do have a summary-level listing of all neighborhoods listed for work in the years targeted by the 20-year plan. We also have a schedule basis that describes how we use the schedule. Recommend to close the schedule portion of this item and leave metric portion open. Then assign metric portion to[redacted] for additional consideration 1/24/12: Need 5-year plan from[redacted] 11/29/11: Need Master Plan & 5-Yr Plan as inputs. (See PAIL #31.) 8/24/11: Developed plan in collaboration with[redacted] (Scheduler),[redacted] (Master Planning) &[redacted] (Engineering) to address. A draft will be reviewed by this group the week of Sept 19 Agree and in progress. Two full-time project scheduling personnel are now part of the PMO team. These schedule development recommendations, and focus on interfaces are part of their expected job duties.	The PMO should start to develop a schedule and metrics for the entire 20 year program. Program should develop the detailed requirements regarding contractor schedule development and management. Requirements should include: schedule development and control best practices; key milestones and interfaces especially those interfaces requiring shop, customer communication, or other external party collaboration; and details of electronic transfer of schedules to the PMO.	3.4.1.2
222	[redacted]	Detailed analysis of contractors' schedules	06/30/2011	01/24/2012	Closed	[redacted]	1/24/12: CLOSED per[redacted]. Developed checklist for contractor requirements; Looking for weekly detailed schedule in 2012. 11/29/11: Need Draft Checklist in order to close. 8/24/11: This is currently done. A written work process defining this work is being developed. Draft for review planned for week of 9/19/11. A weekly Service Ticket Report is in development for verification of contractor work Agree and in progress. Two full-time project scheduling personnel are now part of the PMO team. These schedule analysis recommendations are part of their expected job duties.	The PMO Project Controls Team should validate underlying schedule data and perform detailed schedule analysis of the contractors' schedule when submitted, and periodically validate completeness, assumptions, schedule metrics and critical paths and overall project status.	3.4.1.3
223	[redacted]	Contractor Progress Reporting Transparency Requirements	06/30/2011	01/24/2012	Closed	[redacted]	1/24/12: CLOSED per[redacted]. 11/29/11: Need to do final review in order to close. 8/24/11: A weekly construction progress report based on contractor data is currently issued. Agree and in progress. Two full-time project scheduling personnel are now part of the PMO team. These schedule reporting and transparency recommendations are part of their expected job duties.	Program should require transparency into contractor progress towards milestones and critical path activities in order to allow shop, PMO, and external collaborators to adjust.	3.4.1.4

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224	Westgate, James J	Contractor Schedule Update Process	06/30/2011	08/24/2011	Closed	Morris, Libby	8/24/11: CLOSED. Agree and complete. Weekly project meetings with contractors and shop personnel are occurring - these meetings provide a forum for schedule reviews and discussion of delays or changes in the work.	Program should consider a regular formal schedule update with contractor personnel to provide a forum for delay and / or work around notifications, and to allow impact assessment on communities and customers.	3.4.1.5
225	[redacted]	Program WBS Structure	06/30/2011	08/24/2011	Closed	[redacted]	8/24/11: CLOSED. The AMRP Program has implemented a common Work Breakdown Structure across the schedule, cost, Primavera Contract Manager, and document management systems. The WBS is based on this hierarchy: Bid Letting>Project>Phase. This approach has been standardized to the extent possible in each of the systems listed above. (See attached WBS from Primavera P6. This WBS hierarchy is typical for the remaining systems.) ORIGINAL AUDIT RESPONSE: Agreed and in place. A WBS based on Polygon>Phase>Streets is developed by the PMO Scheduler. This WBS is supplied to the contractor for detailed schedule development, these elements are combined into a master schedule including all engineering and support activities required to complete the projects by year.	We recommend the Program utilize a WBS to enhance Program schedule and cost management and control. For work that will be contracted to 3rd parties it is imperative that a standardized WBS be agreed upon early in the life of the Program and imposed on contractors and vendors. Defining the WBS to be used facilitates standardized and consistent communication regarding variances, metrics, and performance.	3.4.2.1
226	[redacted]	Program WBS Structure	06/30/2011	08/25/2011	Closed	[redacted]	8/24/11: CLOSED. The AMRP Program has implemented a common Work Breakdown Structure across the schedule, cost, Primavera Contract Manager, and document management systems. The WBS is based on this hierarchy: Bid Letting>Project>Phase. This approach has been standardized to the extent possible in each of the systems listed above. (See attached Cost Summary Report. This WBS hierarchy is typical for the remaining systems.) ORIGINAL AUDIT RESPONSE: Agreed and in development. The Integrys project cost reporting systems do not easily support the type of Work Breakdown Structure normally associated with project schedules and cost reports. The team is developing a WBS based on Polygon>Phase>Work Orders. This approach will integrate with PowerPlant and form the basis for cost collection and analysis.	The Program should consider a WBS structure for each polygon, and each project within the polygon. WBS should be based on the requirements of the Rider ICR as they apply to the Design - Construction activities. A WBS would form the basis of cost collection and schedule management.	3.4.2.2
227	[redacted]	Program WBS Structure	06/30/2011	08/24/2011	Closed	[redacted]	8/24/11: CLOSED. The AMRP Program has implemented a common Work Breakdown Structure across the schedule, cost, Primavera Contract Manager, and document management systems. The WBS is based on this hierarchy: Bid Letting>Project>Phase. This approach has been standardized to the extent possible in each of the systems listed above. (See attached Cost Summary Report. This WBS hierarchy is typical for the remaining systems.) ORIGINAL AUDIT RESPONSE: Agreed and in development. The Integrys project cost reporting systems do not easily support the type of Work Breakdown Structure normally associated with project schedules and cost reports. The team is developing a WBS based on Polygon>Phase>Work Orders. This approach will integrate with PowerPlant and form the basis for cost collection and analysis.	The ability to segregate the costs accurately and cleanly contributes directly to individual contractor performance review, and feeds information into the annual reconciliation audit.	3.4.2.3
228	[redacted]	Program WBS Structure	06/30/2011	08/24/2011	Closed	[redacted]	ORIGINAL AUDIT RESPONSE: Agreed and in development. The Integrys project cost reporting systems do not easily support the type of Work Breakdown Structure normally associated with project schedules and cost reports. The team is developing a WBS based on Polygon>Phase>Work Orders. This approach will integrate with PowerPlant and form the basis for cost collection and analysis.	Structuring the cost collection charge numbers in a WBS is one method to provide the annual reconciliation team the mechanism to effectively reconcile and comply with Rider ICR reconciliation and audit requirements.	3.4.2.4
229	[redacted]	PMO Quality organization	07/15/2011	01/25/2012	Closed	[redacted]	1/23/12: CLOSED per [redacted]. 1/23/12: The PMO Quality Organization, processes and procedures are maturing: - Non Conformance Reports (NCR) are tracked in Primevera Contract Manager (PCM) - Review of existing procedures has taken place and changes have been incorporated in the 2012 specifications and documents - Quality of Tickets, Charts, Forms, and As Builts are improving - Improvement to Trenchless Technology requirements and documentation are underway - Training for updates and new requirements are scheduled - Review of the Program Procedures Plan (PEP) is planned - Random checks and samplings are also planned by the PMO Quality Manager - Coordination with the Compliance Monitoring Group (CMG) and the Illinois Commerce Commission (ICC) Inspectors continues to take place 11/29/11: Transferred to [redacted]. 9/12: [redacted] to begin reviewing and auditing the PEP & Quality Plan to assess the status of development and implementation. From that an action plan should follow (PAIL) to address each item with the responsible Process Owner identified. PMO Construction inspectors are assigned to the active projects, reporting to the PMO Construction Engineer's located at each of the three shops. Construction Engineers report to the Field Operations Director who has overall responsibility for coordination of work with PGL Shop Construction Managers and the Contractors. Review of existing procedures and inspection checklists is underway with Operations. The objective is to eliminate redundancy and to make inspections more efficient.	Accelerate the development and implementation of PMO Quality organization and processes and procedures. Ensure PMO quality organization processes and procedures are developed in collaboration with existing engineering and construction departments.	3.5.1.1

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230	[redacted]	Robust Quality Process & Procedures	07/15/2011	10/18/2011	Closed	[redacted]	The PMO organization included a dedicated Quality Manager - this position has been staffed since March 1, 2011. - A Rider compliance matrix has been developed and is being monitored for implementation in conjunction with PGL Regulatory group. - The overall general quality plan has been developed. - An Inspector Guidelines has been developed and shared with the inspectors. - Checklists are being developed to address the construction requirements. - Engineering quality procedures are also underway. 10/18/2011 update The following procedures are also underway: - A schedule of values has been developed and given to the contractors to separate the costs for Rider and Non Rider. - The engineering drawings will delineate the Rider and Non rider work elements. - The new mains and gassing of these new mains are reflected in Navigate as soon as possible. - The process to address the "stragglers" is in place in order to retire the existing mains in a timely fashion. - The quality of the "As-Builts" is being monitored and improved through training for the both the drawings and the service tickets.	Take steps to ensure quality processes and procedures are robust enough, and to ensure Rider compliance specific requirements are met.	3.5.1.2
231	[redacted]	Gateway Analysis #1	06/30/2011	01/17/2012	Closed	[redacted]	1/17/12: CLOSED per [redacted]. 9/21/11: Ready to close. Need to confirm w/ [redacted] & [redacted]. Processes and Personnel are in place to oversee and provide governance, checks and balances are in place to prevent these occurrences. Controls are being developed to reconcile material delivered to the job-site versus material used and returns by the Contractors to ensure inventory is utilized properly. Sarbanse Oxley Controls are established to monitor and manage this process. For procurement controls please see attached spreadsheet with listed Control Descriptions. Corporate Approval policy is also in place and inbuilt into the system approval process. This PAIL is being closed after revew with Auditing/[redacted].	As the AMRP evolves, consider analyzing potential "gateways" for fraud or other "bad behavior" and confirm processes and procedures are in place to manage the risks associated with such "gateways".	3.5.2.1
232	[redacted]	Gateway Analysis #2	06/30/2011	01/17/2012	Closed	[redacted]	1/17/12: CLOSED per [redacted] 9/21/11: Ready to close. Need to confirm w/ [redacted] & [redacted]. Addressed in 3.5.2.1. Same as 3.5.2.1. This PAIL is being closed after revew with Auditing/[redacted].	Such an analysis may include assessing each element of the Program control environment where projects may be susceptible to fraud or other bad behavior (e.g., procurement, contract admin, and change control), developing potential fraud scenarios and evaluating how existing processes and controls would detect the fraud or prevent the fraud from occurring	3.5.2.2
233	[redacted]	Bottom-up Cost Estimates	05/31/2011	08/24/2011	Closed	[redacted]	8/24/11: CLOSED. Program did develop bottom-up cost budgets during 2011 for 2011 projects based on known quantities from bid documents. This estimating approach will be continued in preparations for 2012 and refined with additional learnings from 2011 actual costs. ORIGINAL AUDIT RESPONSE: Budgets have been created and cost matrix is created. Updates are ongoing as scope of work is further defined. Continue to work with operations, contractors and engineering to develop estimating worksheets.	Program should consider developing budgets from bottom up cost estimates as the Program progresses and manage project scope to budgets.	3.6.1.1
234	[redacted]	Process documentation of separation and collection of AMRP costs	05/30/2011		Closed	[redacted]	The individual cost components of the ICR Rider are understood and the Program has established appropriate accounts for the PMO, Engineering, Centralized Planning, materials, construction, and the Operations staffs to capture actual costs. The Accounting white paper provides the guidance for capturing labor and construction costs along with the project numbers that will collect and segregate costs to the proper accounts for the Rider. Training was conducted with Operations staff relative to the above. Construction contractors will be invoicing per a Schedule of Values which has the Rider cost accounts clearly delineated. The initial filing with the ICC for the 2011 Rider ICR collection was completed in March 2011.	While the cost collection process and systems are consistent with good industry practice, the structure of the cost collection process will be crucial to the effective monitoring of contractor performance, the annual Rider reconciliation, and annual audit. Consider publishing a documented process containing specific instructions on separation and collection of AMRP costs. This document should be developed in conjunction with and used by the PMO controls and construction manager teams.	3.6.2.1
235	[redacted]	WBS implementation for cost management	06/30/2011	08/24/2011	Closed	[redacted]	8/24/11: CLOSED. The AMRP Program has implemented a common Work Breakdown Structure across the schedule, cost, Primavera Contract Manager, and document management systems. The WBS is based on this hierarchy: Bid Letting>Project>Phase. This approach has been standardized to the extent possible in each of the systems listed above. (See attached Cost Summary Report. This WBS hierarchy is typical for the remaining systems.) ORIGINAL AUDIT RESPONSE: Agreed and in development. The Integrys project cost reporting systems do not easily support the type of Work Breakdown Structure normally associated with project schedules and cost reports. The team is developing a WBS based on Polygon>Phase>Work Orders. This approach will integrate with PowerPlant and form the basis for cost collection and analysis.	Consider implementation of a WBS at the project level that breaks the various activities down to an appropriate level of detail to allow insight into accurate application of AMRP related cost collection rules.	3.6.2.2

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236	[redacted]	Cost Process alignment with Rider	06/30/2011	08/21/2012	Closed	[redacted]	8/21/12: CLOSED. With the Rider no longer in play, this action is not needed. There are several other PwC action items that require cost process development work. We will continue to document the cost processes, however, not with an ICR Rider approach. Internal Audit has recently completed a review of the ICR Rider costs and we know which follow-ups are required. ORIGINAL AUDIT RESPONSE: Complete with the exception of PowerPlant to Program Cost worksheets. Waiting for ITS resources to complete. Currently using manual work around to assure cost information is transferred into appropriate cost tracking worksheets from PeopleSoft. In addition, program governance has been established for cost tracking and approval processes. Project numbering system has been established to roll up individual project costs to the program level. The backbone for this process is complete with noted exceptions.	Define how the Rider ICR requirements apply to current PGL processes. Design the cost collection structure to align the AMRP activities to the requirements of the Rider ICR. Design and implement control processes and procedures to ensure compliance and reconciliation with Rider ICR.	3.6.3.1
237	[redacted]	Cost Management	06/30/2011	01/29/2013	Closed	[redacted]	1/29/13: CLOSED. PAIL 237 is a duplicate of PAIL 234. After reviewing these two, I am proposing that the deliverable for #234 would also satisfy the requirements of #237. (I do not see what else would be required by #237 if we produced process documentation as recommended in #234.) ORIGINAL AUDIT RESPONSE: Agreed and in progress. Cost collection, analysis, and reporting processes are in development. Cost management and cost reporting procedures have been established with detailed assumptions and cost basis analysis	Significant attention is needed in all areas of cost management and cost performance in addition to a strong audit trail.	3.6.3.2
238	[redacted]	Process to document cost variations	06/30/2011	08/24/2011	Closed	[redacted]	8/24/11: CLOSED. Program has implemented Primavera Contract Manager (PCM) and is using it to monitor and control the Field Order Authorization process and flow through to the Contract Change Order Process. This system will document and capture all changes and cost variations from the contractors' initial bid amounts. PCM has also been adopted to manage the RFI process. This system will provide visibility and historical data that will be required during cost negotiations. ORIGINAL AUDIT RESPONSE: Agreed and in progress. Cost collection, analysis, and reporting processes are in development. Development of cost capturing matrix in process.	Consider implementing a detailed process to document budget and cost variations associated with AMRP's contractors to assist in demonstrating the reasonableness of Project costs and management actions; allow gaps in data to be identified in a timely fashion; identify where additional facts, analysis or data is required; and provide a detailed fact set to be used in cost negotiations with contractors.	3.6.3.3
239	[redacted]	Formal Cost Audit Plans	06/30/2011	08/24/2011	Closed	[redacted]	8/24/11: CLOSED. Internal Audit has begun a formal cost audit during September 2011 audit of AMRP Construction Costs to ensure that actual costs are being identified and recorded properly in compliance with Rider ICR requirements. (See attached Scope of Audit) ORIGINAL AUDIT RESPONSE: Agreed and in progress. Cost collection, analysis, and reporting processes are in development.	Consider formal cost audit plans to periodically assess the accuracy of applications for payment and included charges to validate compliance with contract terms and conditions; e.g. hours worked and rates charged per team member, equipment and material charges, insurance charges, escalation charges, other contract multipliers, etc.	3.6.3.4
240	[redacted]	Cost Data - Integration & Single Source	12/31/2011	08/23/2011	Closed	[redacted]	8/23/11: CLOSED. There are no longer any plans to produce or re-create cost information in any systems other than the Integrys PeopleSoft/PowerPlant system. We have created processes to retrive AMRP cost information in an effective manner. We believe the use of PCM for cost reporting would be less effective than just pulling it from the source system directly. ORIGINAL AUDIT RESPONSE: Agreed and in progress. Cost reports during the first several months of the program will be extracted from the PGL PowerPlant system into Excel and organized for Program Management use. The project controls team will implement the Primavera Contract Management software to allow more integrated and streamlined cost reporting approach.	Take steps to integrate cost systems so that there is one single set of cost data. This will help avoid wasted effort manually carrying data from one system to another and will also prevent two sets of conflicting cost data from being available at the same time.	3.6.3.5
241	[redacted]	AMRP Goals for team members	06/01/2011	01/31/2012	Closed	[redacted]	The Staffing Sub-team will audit the TEG performance management system in the 2011 mid-year and year-end performance review process, in order to determine if individual AMRP goals have been identified and met. 02-01-12; Review of year-end performance feedback of some PLT members reflects the inclusion of AMRP goals and feedback.	Ensure the annual goals of employees providing AMRP support contain AMRP goals.	3.7.1.2
242	[redacted]	Change Management program	06/01/2011	11/23/2011	Closed	[redacted]	11/23/11: Close per [redacted]. 9/21/11: Ready to close. Need to confirm w/ [redacted] & [redacted]. Sourcing for a change management resource to support the project has begun, with the understanding that future integration and utilization of this resource within PGL is undetermined at this time.	Consider implementing formal change management to help achieve the business transformation vision while communicating this vision to employees. Communication will help employees better understand the vision, planned transformation and how it impacts them.	3.7.2.1
243	[redacted]	Coordination requirements of PGL Crews	07/31/2011	10/18/2011	Closed	[redacted]	The Master Schedule will track the Projects at the Phase level in order to have a manageable and functional schedule. The coordination details including obtaining permits and PGL labor resources will be done outside of the Master Schedule by other means such as the contractors 3 week look ahead and the shop database (initially) until PCM is fully implemented. 10/18/2011 update Weekly construction meetings are held at the shops which support coordination of the work by PGL crews. The shop database tracks the available services that are available to be worked on and gas pipe that can be retired by the PGL crews. The IT group is investigating the current state of the database in order to increase its reliability and functionality. Also, from this year's lessons learned, enhancement will be included in the database. Timely input of the service tickets is underway	Identify the coordination requirements, to include lead times for notification.	3.7.3.2

Issue ID	Initiator	Title	Due Date	Completion Date	Status	Assigned To	Action Updates/Solutions	Description	PwC Recommendation Number
244	[redacted]	PGL Craft Labor Analysis	08/05/2011	09/20/2011	Closed	[redacted]	9/21/11: CLOSED Prior to the start of construction a PGL labor analysis was performed to estimate the number of PGL field employees that would be required to install 12,600 services. This analysis identified a need for 70 individuals and that is what PGL Operations planned for. The PMO is in the process of resource loading the construction schedules with updated service count and productivity numbers. Once these schedules are completed for all 2011 projects and actual shop productivity rates are obtained we will be better prepared to identify additional shop resource requirements.	Confirm the number of craft labor available to support the Program and or whether a number of the workforce should be assigned to AMRP tasks on a full time basis.	3.7.3.4
245	[redacted]	Discoverable Documents Policies & Procedures	12/30/2011	11/23/2011	Closed	[redacted]	11/23/11: Close per [redacted]. 9/21/11: Ready to close. Need to confirm w/ [redacted] & [redacted]. Related to 3.2.2.2 09/14/2011: As reported to the team in previous meetings, all documents should be considered discoverable. As the documents created for the project are numerous and potentially voluminous, each department will be responsible for their own documents, including creation, content and storage, as well as providing such documents in response to discovery requests. The legal team will make a final review before such documents are submitted to the appropriate parties per a discovery request.	Develop internal Program procedures and policy to ensure that discoverable reports and discoverable documents are identified, and receive the proper regulatory and legal focused reviews before finalization.	3.8.1.1
246	[redacted]	ICC Response Team for consistent information transfer	12/30/2011	07/27/2011	Closed	[redacted]	7/27/11: CLOSED. (Duplicate of PwC # 3.2.2.2) 09/14/2011:Peoples Gas already has an established reconciliation proceeding discovery process in place. The legal team receives discovery requests which are then reviewed with Gas Regulatory Services, other affected departments and affected witnesses. The discovery requests are stored in the Company's Dream discovery management system. The discovery requests are assigned in Dream and forwarded to the appriate responder for completion and review/comments by their leader and other subject matter experts. Designated attorneys in Legal review for final approval and submit the discovery response to the appropriate parties in the proceeding.	Consider the use of an "ICC response team" made up of a consistent group of people that oversee the transfer of information to the ICC and interpret the ICC requests for information during reconciliation reviews	3.8.1.2
247	[redacted]	Consider impact of significant increase in customer complaints	05/31/2011	04/23/2012	Closed	[redacted]	4/23/12: Customer Relations has a process for dealing with customer complaints as well as with complaints going through the ICC. If complaints doubled, an investigation would immediately begin to determine the cause of the escalation in calls. Talking with [redacted] we recommend closing this out. 3/28/12: Need to check with [redacted] about closing. 11/29/11: Changed forecast date to 1/31/12. The communication sub-team is addressing this and similar customer complaint risks to the project, see PAIL Item 106. A risk mitigation plan will be developed for this risk. In addition, the customer call center has been trained to handle customer complaints due to construction activities and access issues. The call center staff has been trained in working with customers to schedule access appointments and escalating complaints as required.	During the development of communication processes and procedures consider: the impact that a 100% increase in customer complaints would have on the existing complaint resolution process and how the existing complaints resolution process would look under regulatory scrutiny.	3.8.2.1
248	[redacted]	Strategy for customer protest	05/31/2011	04/23/2012	Closed	[redacted]	4/23/12: Government and Community Relations deal with the public and if a protest were to ensue, this group would work with the local Aldermen and City Officials, as well and the neighborhood organization. After speaking with [redacted] we recommend closing this one. 3/28/12: Need to check with [redacted] about closing. 11/29/11 Changed forecast date to 1/31/12. The Communication and Outreach sub-team is working with Government Relations and the Operations Team on a Standard Operating Procedure for handling individual complaints as well as group complaints regarding moving of meters from the inside of buildings to the outside.	Prepare a response strategy if a group of customers refuse access / protest contractor work in a specific area.	3.8.2.2

Issue ID	Initiator	Title	Due Date	Completion Date	Status	Assigned To	Action Updates/Solutions	Description	PWC Recommendation Number
249	[redacted]	Customer Impact Perspective	05/31/2011		Open	[redacted]	10/10/2014: Request status update from [redacted] 3/13/13: [redacted] reported [redacted] is now leading this effort. They are developing training to provide the customer impact perspective to PGL Operations/CPG employees. 1/30/13: [redacted] meeting frequently with [redacted]. Changed forecast to 2/28/13. 12/18/12: [redacted] will be working on this in 2013. Keep [redacted] as primary since [redacted] doesn't attend PLT meetings. 4/12/12: Transferred to [redacted]. [redacted] will contact [redacted] and/or [redacted] to schedule and prepare for a presentation on customer voice, brand strategy, and JD Power results, and discussion with a broader group. 3/28/12: Need to check with [redacted] about closing. 11/29/11: Changed forecast date to 1/31/12. Communication and Outreach is a member of the Project Leadership Team. Customer Relations is represented on the communication and outreach team and have advocated for customer-friendly and effective processes. This recommendation needs to be elevated to the Project Champion, Project Manager and Utility President to set the expectation that the customer perspective will be incorporated into all project planning and execution-related decisions. A presentation on JD Power, brand strategy and customer voice will be presented to the leadership team and other appropriate personnel to aide in the understanding of how important the customer experience is to this Program.	Consider incorporating a customer impact perspective to AMRP planning and execution related decisions.	3.8.2.3
250	[redacted]	Dedicated communications and complaints team	05/31/2011	11/23/2011	Closed	[redacted]	11/23/11: Close per [redacted]. 9/21/11: Ready to close. Need to confirm w/ [redacted] & [redacted]. The Communication and Outreach sub-team has a dedicated customer call center handling appointments for the AMRP work. Working with the Operations sub-team, a formal register and system to collect and measure complaints coming in for AMRP is being developed.	Consider use of a dedicated team to handle communications and complaints related to the AMRP	3.8.2.4
251	[redacted]	Alderman approach	05/31/2011	08/23/2011	Closed	[redacted]	A high level approach to the alderman has been established and has been communicated to the government/community relations representatives. Each Alderman has an assigned rep from Peoples Gas. A form has been developed and implemented to capture questions/concerns/promises that occur during the initial meetings with the alderman. Meetings are tracked and recorded on the communication schedule. The tactics implemented may vary based on suggestions from the Alderman.	Consider a uniform approach to dealing with alderman.	3.8.2.5
252	[redacted]	Assess collaboration with Supply Chain. Automate information transfer points	06/30/2011	10/18/2011	Closed	[redacted]	The workarounds in place due to system issues are temporary and will be eliminated as soon as possible, including those associated with procurement and parts specification out of the WAM system. 10/18/2011 update The current process and its automated features are being used as follows: - Engineering prepares designs and construction drawings - Engineering inputs material requirements into WMIS - Supply Chain orders the Material - Engineering prepares the work packages - Centralized Planning obtains approvals, permits and release the material, when the contractor is ready - Supply Chain delivers the Material - Construction begins Through Operational Excellance and continuous improvement, and after this year's lessons learned, this process is being evaluated to identify and address the gaps. Options are being considered to increase efficiency and reduce risks.	Program management should assess the collaboration points between the Program and the Sourcing department, especially the hand entry of parts requirements by Engineering. Seek to automate these information transfer points, and include their completion in a gate review or a formal "go live" type approval meeting involving the downstream parties.	3.9.1.1
253	[redacted]	Contract Management & Dispute Resolution	06/30/2011	08/30/2011	Closed	[redacted]	Primevera Contract Manager (PCM) is being implemented in conjunction with ball in court feature to address Request for Information (RFI), Nonconformance Report (NCR), and Change Order Management. Compliance Matrix for the Contractor Agreements has been prepared. Responsible parties have been identified for the various functions including elevating for resolution of conflicts.	Actively involve the necessary parties to review and resolve disputed items and monitor effectiveness of contractor teams.	3.9.1.4
254	[redacted]	Audits of Contractor invoices & progress reporting	07/15/2011		Closed	[redacted]	11/23/11: CLOSED per [redacted]. 9/21/11: Ready to close. Need to confirm w/ [redacted] & [redacted]. Sourcing has a deliverable to develop a regular contractor touch base meeting between internal stakeholders and Contractors to create a forum for Contractors to report specific performance and other metrics and provide feedback process going both ways for continuous process improvement. Any items requiring auditing will be routed to the Auditing Department. Quarterly meeting with Contractor established with the first completed July 15, 2011. The second is scheduled for Nove 2011 and will be held quarterly. Performance scorecard was established and feedback provided to contractors. This PAIL is being closed after revew with Auditing. [redacted]	Consider undertaking audits / assessments on contractor invoices, reporting metrics, schedules and forecasts etc to determine if they are following good industry practices and are in line with their contractual obligations.	3.9.1.5

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255	[redacted]	Contractor Performance Criteria	07/15/2011	09/22/2011	Closed	[redacted]	9/22/11: CLOSED. Per [redacted]. 9/21/11: Next Contractor Meeting in November. Sourcing has a deliverable to develop a regular contractor touch base meeting between internal stakeholders and Contractors to create a forum for Contractors to report specific performance and other metrics and provide feedback process going both ways for continuous process improvement. Any items requiring auditing will be routed to the Auditing Department.	Introduce detailed criteria for assessing contractor performance.	3.9.1.6
256	[redacted]	Contract Compliance Matrix	07/31/2011	08/30/2011	Closed	[redacted]	This item is a duplicate of PAIL Item 186, which has been completed and closed. Therefore this item will be closed as well. See PAIL Item 186.	One activity identified but not complete in this area is the development of the Contract Compliance Matrix which will detail all aspects of the contractual requirements between the company and the installation contractors. See PAIL Item 186.	3.9.1.7
257	[redacted]	PAIL Priorities	06/30/2011	08/23/2011	Closed	[redacted]	8/23/11: CLOSED. I do not believe this would make management of the issues list any more effective. We are not experiencing team members dedicating effort to the wrong (non-priority) items. We have asked team members to reforecast completion and need-by dates for the remaining PAIL items. ORIGINAL AUDIT RESPONSE: This is a good suggestion and has been passed on to the PAIL administrator for consideration. Currently the action items are managed by due date.	Consider adding priorities to action items in the PAIL list to keep team members focused.	3.10.1.1
258	[redacted]	Develop Issues Management Process #1	06/30/2011	08/15/2011	Closed	[redacted]	8/15/11: The AMRP project has established a Program Action Item List and a Program Risk Management plan/process for the purpose of formalizing, documenting and managing Program issues. These plans and processes assure that items are identified, prioritized, assigned, evaluated and resolved efficiently and effectively. In addition, these processes are managed electronically, allowing for easy auditing of individual issues, and the reporting on the overall health of the Plans. A long term owner of the PAIL and Risk register is required once the project team rolls of the project and Operations owns the program, however, this action is covered under PAIL Item 261. No further action is required on this item. 6/30/11: The risk plan is complete and has been approved by program management. The risk register has been populated with the known risks at this time and the risks have been assigned to the appropriate sub-team for evaluation and development of risk management strategies as appropriate. An overall risk manager has been identified and the program leaders are working on making the staffing move. The PAIL provides all of the elements suggested with the exception of the robust reporting feature. Through process, the chronology of progress on each issue is captured in the status of the PAIL item.	AMRP Program should consider adopting a more formalized approach to the management of key Program and project issues to help proactively manage issues, avoid the potential risks identified and establish a contemporaneous audit trail of active issue management.	3.10.1.2
259	[redacted]	Develop Issues Management Process #2	07/01/2011	08/15/2011	Closed	[redacted]	8/15/2011: Development of a separate stand alone database for issue tracking is not necessary as it provides no additional functionality than can be attained from the PAIL or Risk Register. It is not Integrys practice, nor project management best practices, to inter-mingle risks and issues, therefore it is appropriate to track these items in separate systems. The PAIL has the ability to track and display chronology of identification and resolution of issues in SharePoint. The risk register is currently contained in Excel and does not have this automated feature, however, through diligent management and standardization of information entry, the chronology of risk identification, evaluation, monitoring and mitigation is possible. It is not Integrys practice to develop IT systems to facilitated auditing functions. To date, no issues with reporting from these systems has been identified. Based on system effectiveness to date, no further actions are planned on this item. 7/1/2011: Will consider the development of a database capable of reporting, but currently the risk register and PAIL are the tools being used to manage issues.	An approach we commonly see on other similar projects is to formally (and regularly) capture all pertinent information associated with each specific issue in a database. The reporting function of the database can then be used to list open actions in addition to producing an "issue chronology" for each specific issue. The "issue chronology" approach is a good industry practice that can be used to support or defend claims and also be used to demonstrate reasonableness and for data request responses during regulatory proceedings.	3.10.1.3

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260	[redacted]	Develop Issues Management Process #3	07/01/2011	08/15/2011	Closed	[redacted]	Project Team Response: The primary focus of this recommendation is to share industry best practices with regard to Program Issue Management. Each of these three recommendations will be paraphrased and discussed in turn. Recommendation #1 – the project/program team should take snapshot of the status and health of the PAIL throughout the life of the Program and that snapshot should be evaluated by the Program team for effectiveness of the process. Response to #1 – evaluating the health of a process periodically is an effective means to determine how well the process is performing. The down side of taking a snapshot approach to process effectiveness is the potential for the process to go awry between snapshots. Integrys project management methodology provides that the issues management process be a continuous process. Though continuous management and evaluation of the PAIL, the true effectiveness of the process can be judged more frequently and adjusted as necessary to assure effectiveness. The AMRP PAIL is managed continuously, captured in SharePoint, shared monthly at the Project Leadership Team meetings and managed by the responsible persons assigned to the items, and the PAIL owner. Recommendation #2 – the tool used to capture and manage issues should also provide insight into the origin of the issue, impacted/affected stakeholders, status of the issue, and who's responsible for resolution. It would be beneficial if this information is captured chronologically, with historical context, so that decisions or actions can more easily be defended. A database tool would also be able to be linked to other project management tools for comprehensive issue resolution. Response to #2 – The current tool being used for issue management, SharePoint, allows for, and in providing, the advantages suggested in the recommendation. All of the elements suggested are being utilized at this time. It is Integrys practice to use SharePoint or Powerlink as the project/program document management tools. These databases contain the pertinent program files, and can easily be accessed between the two to gain access to program information. Recommendation #3 – Reference documentation needs to be organized and accessible to provide the basis for sound decision making and issue resolution. Response to #3 – The use of SharePoint and PowerLink is specifically intended to make documentation capture, organization and retrieval efficient and effective. Having the ability to link supporting documentation to the issue is essential to being able to adequate support decision making and issue resolution. The current tools employed by the Project/program team are proving to be effective in this regard, with no current deficiencies identified. Based on these factors, no further actions are necessary or planned on this item. 7/1/2011: Will consider the development of a database capable of reporting, but currently the risk register and PAIL are the tools being used to manage issues.	Key elements of an active issues management approach are summarized below. (Note: elements are for guidance only as the nature and particulars of a specific issue will greatly influence the scope and inclusion of information important to an evaluation.) - The Program or Project Team undertakes specific issue evaluation snapshots at points in time in the Project's life capturing information in a database. The information should be related to the major factors bearing on a decision or resolution, as viewed by the Team at that particular point in time. - Capture information about the genesis of the specific issue, the current status of the issue, actions taken, and the decision to be made or resolution to be finalized. The information captured should identify the organizations or parties involved and sufficient technical, commercial, regulatory and legal information and detail to inform the reader of the context of the decision or resolution. Capturing the information in a chronology is recommended, as each issue is likely to have a history and conditions or assumptions may change over time. Historical documentation, such as correspondence, should be referenced using Project identification numbers/coding. The database can also be linked to other project tools or files to provide a comprehensive issue package without duplication of information / effort; e.g. document management system. Where historical documentation captures most of the pertinent information or represents the essence of the issue for decision or resolution this can be referenced and summarized in the database. - The supporting references and attachments (if any), when effectively organized, should provide sufficient information to form a sound basis for findings, conclusions and recommendations that address the issue for decision or resolution.	3.10.1.4
261	[redacted]	Responsibility for Issue Management Process	07/31/2011	09/29/2011	Closed	[redacted]	9/29/11: After discussing this resource need with the Program Director and Project manager, it was determined that this is a long term position that will eventually transition to Operations. Based on that assumption, discussions were held with [redacted] about assuming responsibility of the PAIL and issues log into the Operations area of the Program, eventually transitioning it to PGL operations with the balance of the program. [redacted] has agreed to assume responsibility for issue tracking and resolution, therefore this item can be closed out. - [redacted] 8/22/11: This need will be reviewed with the Program Director to determine if a RP can be named to fill this role long-term. 7/31/2011: A risk manager position has been approved in the staffing plan, and the project team is seeking a long term PGL employee to take ownership.	We recommend that a designated member of the Project Team is given responsibility for the issues management process including database population. This can be achieved by a junior resource with ongoing guidance from a more experienced Project Team member.	3.10.1.5
262	[redacted]	Risk Management - Steps to formalize process	07/31/2011	08/15/2011	Closed	[redacted]	8/15/2011: Integrys Project Management practices and processes utilize Process Guidelines. Process Guideline #13 Project Risk Planning, provides specific guidance on the requirements for risk identification, ranking, planning and management. This process is also trained on by project managers and project support team members via IPEC training and PM fundamentals training. This process is one of the key Project Management concepts used by Integrys project management and its consultants/contractors. The risk planning guideline has been shared with the entire Program Leadership team, a risk identification session has also been conducted, and Risk Register status meetings held on a periodic basis at program PLT meetings. Several risk mitigation plans have been created by the risk owners for those risks that ranked high enough to warrant mitigation plans. One element of this process lacking on this program at this time, is the long-term PGL risk manager position, who is responsible for risk monitoring and management. PAIL Item 261 was created to address this issue. Therefore, this item will be closed with no further action, and PAIL Item 261 will address the need for a long term Risk Manager. 7/31/2011: In progress. The risk plan is complete and has been approved by program management. The risk register has been populated with the known risks at this time and the risks have been assigned to the appropriate sub-team for evaluation and development of risk management strategies as appropriate. An overall risk manager has been identified and the program leaders are working on making the staffing move.	We recommend that the PMO take further steps to formalize its risk management process and procedures and have this communicated to all AMRP members (and contractors if they are not following risk management standard practices).	3.10.2.1
263	[redacted]	Cost control process and procedure	09/30/2011	01/01/2015	Closed	[redacted]	1/30/13: Changed forecast to 2/28/13. 12/15/12: [redacted] and [redacted] to work on this in January. Subset of PAIL # 210 - PwC Recommendation # 3.1.2.3 TRansfered to Action List - Action No 187	Cost control Procedures & work instructions to be included in the Project Controls Plan	3.1.2.3

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264	[redacted]	Quality & Inspection process and procedure	09/30/2011	01/25/2012	Closed	[redacted]	1/25/12: CLOSED per [redacted]. 1/23/12: Procedures and Work Instruction includes: - Inspectors Manual is being updated - Inspectors have access to contractors OQ qualifications in order to verify them - Lessons learned are shared and conveyed regularly - Training is being facilitated and continue to be planned - Yearly Fusing qualifications are underway for 2012 11/29/11: Transferred to [redacted] Subset of PAIL # 210 - PwC Recommendation # 3.1.2.3	Quality & Inspection Process, Procedures & work instructions to be included in the Quality Plan	3.1.2.3
265	[redacted]	Centralized Planning control process and procedure	09/30/2011	11/29/2011	Closed	[redacted]	11/29/11: CLOSED per [redacted]. Subset of PAIL # 210 - PwC Recommendation # 3.1.2.3 Met on Sept 28: Developed a list of processes & procedures to be developed Next meeting planned for Week of Oct 17	Centralized Planning Procedures & work instructions to be included in the Project Controls Plan	3.1.2.3
266	[redacted]	Scheduling process and procedure	09/30/2011	07/02/2014	Closed	[redacted]	7/2/14: Schedule Basis and Checklists have been implemted; documentation will be included in the PEP 1/30/13: Changed forecast to 2/28/13 [redacted] will meet with [redacted] to demonstrate what we currently have established. 12/18/12: Have basis. Need to send to [redacted] for review and closure. 3/27/12: Draft in Progress 11/29/11: Need meeting to address new PwC Audit Findings. Subset of PAIL # 210 - PwC Recommendation # 3.1.2.3	Scheduling Procedures & work instructions to be included in the Project Controls Plan	3.1.2.3
267	[redacted]	Communications process and procedure	09/30/2011	11/29/2011	Closed	[redacted]	11/29/11: CLOSED per [redacted]. Subset of PAIL # 210 - PwC Recommendation # 3.1.2.3 Met on Sept 29: Developed a list of processes & Procedures to be addressed Next meeting planned for week of Oct 24th	Communications Process, Procedures & work instructions to be included in the Communications Plan	3.1.2.3
268	[redacted]	Engineering Schedule	06/30/2011	03/27/2012	Closed	[redacted]	3/26/12: Included in the Integrated Plan Closure requested Subset of PAIL # 220 - PwC Recommendation # 3.4.1.1	The PMO should further develop schedules for all PGL activities including engineering.	3.4.1.1
269	[redacted]	Procurement Schedule	06/30/2011	05/02/2012	Closed	[redacted]	5/3/12: Closed.Procurement activities are included in both the master (P6 schedule) and the Integrated Plans. 3/27/12: Procurement Activities are included in the Master schedule Outstanding issue is visibility of Materials reconciliation both for materials ordering and project closeoput Closure to be requested Subset of PAIL # 220 - PwC Recommendation # 3.4.1.1	The PMO should further develop schedules for all PGL activities including procurement.	3.4.1.1
270	[redacted]	Permitting and Third Party Approvals Schedule	06/30/2011	05/02/2012	Closed	[redacted]	5/3/12: Closed. Permitting & Third Party Approval activities are included in both the master (P6 schedule) and the Integrated Plans. 10/12/11: Meeting with [redacted] & [redacted] Subset of PAIL # 220 - PwC Recommendation # 3.4.1.1	The PMO should further develop schedules for all PGL activities including 3rd party approvals.	3.4.1.1
271	[redacted]	Communications Schedule	06/30/2011	05/02/2012	Closed	[redacted]	5/3/12: Closed. Communications activities are included in the Integrated Plans. Subset of PAIL # 220 - PwC Recommendation # 3.4.1.1	The PMO should further develop schedules for all PGL activities including communications.	3.4.1.1
272	[redacted]	Operations Initiatives Schedule	06/30/2011	06/28/2012	Closed	[redacted]	6/28/12: Closed per [redacted]. 3/28/12: Need to consider Meter & Regulators work. How to include in the integrated plan? [redacted] to work with [redacted] and [redacted]. 1/24/12: [redacted] to work with [redacted] & [redacted] to close. 11/29/11: Transferred to [redacted] 10/17/11: Meeting Planned for 10/27 with [redacted] to prevent duplication of efforts with the Operational Excellence portfolio Purpose of Meeting: 1. Define the deliverable required 2. Define the schedule scope 3. Transfer/confirm ownership of the PAIL item Subset of PAIL # 220 - PwC Recommendation # 3.4.1.1	The PMO should further develop schedules for all PGL activities including operations.	3.4.1.1