

**EXH. JJJ-7
DOCKETS UE-19 ___/UG-19 ___
2019 PSE GENERAL RATE CASE
WITNESS: JOSHUA J. JACOBS**

**BEFORE THE
WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION**

**WASHINGTON UTILITIES AND
TRANSPORTATION COMMISSION,**

Complainant,

v.

PUGET SOUND ENERGY,

Respondent.

**Docket UE-19 ___
Docket UG-19 ___**

**SIXTH EXHIBIT (NONCONFIDENTIAL) TO THE
PREFILED DIRECT TESTIMONY OF**

JOSHUA J. JACOBS

ON BEHALF OF PUGET SOUND ENERGY

JUNE 20, 2019

**DCI-1 Web & Content Management
Corporate Spending Authorization (CSA)
Application Request**

Getting started:

Date Submitted:	07/06/2018
Officer Sponsor:	Margaret Hopkins / Andy Wappler
Completed By:	Tina Valdez
Phase Gate:	Execute – Refer to section II phase gate changes

I. Project Overview

Problem Statement: If this project is not completed or delayed the PSE objective to get to zero agent phone calls, increase customer self-service adoption, and improve customer satisfaction by 2020 will not be achieved. Customer satisfaction is directly measured by the JD Power outcomes. More specifically, the current web and application has limited capabilities for a customer to complete real-time self-serve transactions. PSE customers in our region expect a higher level of self service capabilities.

Future Vision: Our goal is to provide a clean, easy to navigate self-service web experience with streamlined content that will make it easy for our customers to conduct business with PSE on the channel of their choice. We will be using a consistent design that will be tested with customers along the way and will be applied to all digital channels based on the customer cross channel guidelines. A content strategy will be created including content analysis, categorization, management, promotion and URL tracking. Website data will be tracked in the web platform to understand how successful our customers are at completing transactions on PSE’s website. The success of the project will be measured by increased self-service web transactions utilization by customers to support billing, payment, financial assistance, unexpected service interruptions, and planned service event status.

Proposed Solution: The proposed solution includes the implementation of a Software as a Solution (“SaaS”) provided by Sitecore on the PSE enabled Amazon Web Services in the cloud for the PSE.com and MyPSE websites along with content upgrade for five additional micro-sites (www.intolight.com, www.pugetenergy.com, www.psefoundation.org, www.tacomacleaning.com, and www.psebainbridge.com). Accenture is the selected System Integrator.

Alternatives Evaluated: The digital requirements were created and distributed to Sitecore, Adobe and SAP following a formal procurement process facilitated by Procurement. The contributors to the digital requirements included representatives from the Business, IT and the GTZ teams. The contributors participated in a formal RFP response review, on-site demos/orals by all three providers ultimately scoring against weighted criteria to make the final recommendation to the GTZ Customer Interface Steering Committee of Directors. The final recommendation was for Sitecore. The RFP outcome, recommendation and decision details are documented on the GTZ Main SharePoint site.

Primary ISP Alignment:

Customer

Type of Project:

Cost Benefit

OCM Considerations:

Impacted Users (Internal):

< 100 < 500 > 500

Impacted Customers (External):

None < 100K Electric or < 1K Gas > 100K Electric or >1K Gas

Internal Organizational Impact:

1 Dept or less 2-5 Dept > 5 Dept / Business Platform / Enterprise

Project Complexity &
Duration:

Straightforward, well understood < 6 months

Complex and well understood < 12 months

Complex and not well articulated > 12 months

II. Phase Gate Change Summary

July 2018:

Phase Gate (Design to Execute) Change Summary: All phase gate deliverables are complete and the project passed the audit.

Scope: The scope has not changed significantly although there are [decisions](#) documented that describe minor deferred functionality.

Budget: This CSA update highlights the budget change which aligns with the approved 2nd quarter 2018 additional budget. The changes include the following 2018 forecast update:

- The contingency for the CI Sub-program is 15% (\$3,162,625) and will be managed at the CI Sub-Program portfolio by Tina Valdez and Carol Wallace with communication to leadership and the SC if contingency is accessed.
- The approved 2018 capital budget is \$13,991,347.
- The classification of O&M and Capital expenses were reviewed by Property accounting and a significant re-classification of O&M to Capital allocation was made by the GTZ Program PMO.

Capital = \$29,437,045 and 2018 O&M = \$0.00

Schedule: The schedule has not changed since the January 2018 update. The release date is August 20, 2018.

Risk: The Risk profile has not changed since the January 2018 update.

February 2018:

GTZ CI Sub-Program Portfolio of Projects Benefit Update:

During the design phase from Sept, 2017 through February, 2018 the GTZ CI Sub-program benefit analysis team engaged the GTZ Benefits Lead, approximately 35 Impacted Managers, and Directors to complete the bottom's up benefits quantification for all of the projects in the CI Sub-program portfolio. The organizations involved in the benefits quantification activities include the CCC, Energy Efficiency, Construction, Operations, CET Products/Services, CET Customer Insights, CET Corporate Communication and Marketing, Enterprise Training, and Information Technology. While GTZ ISP measurement focuses on customer call reduction and self-service adoption the various CSA's include additional benefit areas such as operational efficiency, customer adoption, and cost reduction. Refer to Exhibit A below for additional bottom's up benefit categories.

Call Performance

- ✓ Call Volume
- ✓ Average Handle Time
- ✓ First Call Resolution

Operational Efficiency

- ✓ CSR Training Time
- ✓ CSR Training Confidence
- ✓ Campaign Management
- ✓ Agents Service Level



Customer Adoption

- ✓ Self-Service Adoption of CI Channels
- ✓ Self-Service Adoption of other products and services

Intangible Benefits

- ✓ Customer Engagement
- ✓ Customer Perception
- ✓ Customer Satisfaction

Cost Reduction

- ✓ Decommissioning of services and platforms
- ✓ Conversion of paper to digital communications

7

Exhibit A - Bottom's up Benefit Categories

The following Exhibit B represents the forecasted annual benefit for call performance and customer adoption. Please note the total call volume forecast reduction for IVR Quick Win 1 and 2 is based on the actual IVR payment transaction containment results from October, 2017 through January, 2018, which are currently under review by the EP&P Performance team. The IVR QW numbers will not be included in the IVR project level benefit calculation until the review is complete. The analysis of the social and mobile app benefits are currently under development and are not reflected below.

The total estimated call reduction is 389,233 calls per year and the range of customer self-serve adoption is from 3% - 34% depending on the functional area listed below.

Summary of Benefits - Customer Interface Sub-Program

Call Performance

Call Volume Reduction

	IVR Quick Wins 1	IVR Quick Wins 2	IVR R1	IVR R2	Web	Pref Center and Comm Gateway	Total
Total Call Volume Reduction by Project	234552	9624	42985	31748	59398	10927	389233

Customer Adoption

Self-Service Adoption of CI Channels

Functional Area	IVR R1	IVR R2	Web	Pref Center	Total	Comments
Retrieval of Account Documents			30%		30%	Net new functionality
Request Bill Correction				5%	5%	Enhanced functionality
Make a Payment	0.30%				0%	Enhanced functionality
Autopay Setup/Stop			3%		3%	Enhanced functionality
Request Refund Credit			18%	16.40%	34%	Net new functionality
Budget Billing Setup/Stop		11.60%	15%		27%	Net new functionality
Verify Payment/Reconnect - Dunning Related		16%	6%		22%	Net new functionality
Payment Arrangements		6.40%	3.4%		10%	Enhanced functionality
Add Authorized User to an Account			30%		30%	Net new functionality
Start Service			7%		7%	Enhanced functionality
Transfer Service			13%		13%	Enhanced functionality
Stop Service		6%			6%	Enhanced functionality

Self-Service increase for functionality not tied to distinct transactions

Answer General Bill Questions			increase			
Request Bill - None Received			increase			
Check Due Date/Account Balance				increase		
Request Information about a Prior Obligation	increase					
Update email address, password, mailing address			increase			
Reset forgotten password			increase			
General website support			increase			

Exhibit B – GTZ CI Sub-Program Bottoms Up Benefit Forecast

February 2018 Change Summary:

Scope:

The scope has not changed since the January 2018 update.

Budget:

This CSA update highlights the forecast change which aligns with the 2018 1 and 11 enterprise financial forecast. The changes include the following 2018 forecast update:

- Eliminated 10% contingency at the individual project level because contingency will be managed at the GTZ Program Level.
- The monthly forecast for PSE labor was adjusted to reflect the trended actuals on a monthly basis.

Capital = \$28,519,131 and 2018 O&M = \$1,101,014

Schedule:

The schedule has not changed since the January 2018 update.

Risk:

The Risk profile has not changed since the January 2018 update.

January 2018:

Request for Steering Committee approval to formally move project to Design phase. *Approved on 2/6/18*

GTZ CI Sub-program Portfolio of Projects Update:

The GTZ CI Sub-program portfolio of projects have evolved from the original roadmap budget identified in November, 2016 at the end of the Initiation Phase. There was consolidation of costs from the Super 5 Realization roadmap line items into the Web project. The IVR work including the three 2017 Quick Win releases were consolidated into a single project for ease of management and reduced administrative overhead. In August, 2017 the decision to defer the CI Customer 360 project to 2019 was made by GTZ Leadership due to budget constraints in 2018 across the entire GTZ portfolio of projects. In addition, the Social project was potentially going to be deferred but was brought back into the portfolio for deployment in 2017/2018. The Micro-Services and SAP Multi-channel Foundation are two projects that introduce the integration layer technology required to support the consistent digital cross-channel self-service customer experience and establishes the future for a sophisticated technology architecture. When the final Micro-Services analysis was completed at the end of October, 2017 the cost was more in line with the original roadmap budget. The Mobile App was originally included in the Web project but due to the delay in the decision and a different release schedule this is now a separate project.

Overall the 2017/2018 GTZ CI Subprogram portfolio of approved projects capital has increased by \$8.3M since the end of the Initiation Phase and \$4.3M capital has been deferred to 2019. After finalizing the planning phase activities in September, 2017 and completing approximately 40-50% of the design work as of November, 2017 the CI Subprogram has increased capital by \$6.6M since the 2017 8&4 Forecast, which is the official 2018 Budget. The table below provides project level cost information for the end of the Initiation, Planning and 40-50% design completion with a brief explanation of change.

Exhibit C represents the entirety of the CI 2017/2018 scope and is included to represent the financial forecast changes between each of the projects:

ID	GTZ CI Sub-Program Portfolio	Phase *	A Original Roadmap Budget Initiation Completion			B 8 & 4 Forecast or September CSA's Planning Completion			C Dec 2017 Actuals and 11 & 1 2018 Forecast 40-50% Design Completion			D Explanation as of Jan, 2018
			2017	2018	Total	2017	2018	Total	2017 - Actuals	2018 - 11&1	Total	
1	K.10012.01.02.04 - CI-SAP MULTICHANNEL FOUNDATION	Design	1,821,516	815,169	2,636,684	1,528,342	341,384	1,869,726	483,957	481,000	964,957	The cost and scope was reduced, only includes MCF.
2	K.10012.01.02.06 - CI - IVR Enhanc- Predict & Natural Voice	Design	3,883,946	490,038	4,373,984	4,344,959	5,354,448	9,699,407	3,010,435	9,161,263	12,171,698	The cost for the IVR program increased and various IVR projects (QW and Long Term) consolidated into a single project.
3	K.10012.01.02.09 - CI - Comm Gateway & Proactive Notif	Design	10,681,874	4,000,934	14,682,808	5,000,361	9,607,921	14,608,282	4,990,208	11,519,646	16,509,854	In addition to the original scope the cost for centralized digital cross-channel project deliverables (functional designs, testing, process, and training) were consolidated to this project.
4	K.10012.01.02.10 - CI-START/STOP/TRANSFER	Close-out	-	-	-	951,250	-	951,250	(10,851)	-	(10,851)	Close-out ?? Final Costs Under review ??
5	K.10012.01.02.11 - CI-WEB, MOBILE APP & CONTENT MA	Design	15,516,302	15,650,817	31,167,119	16,781,465	20,977,192	37,758,657	15,445,698	15,369,080	30,814,778	The cost for the Mobile App was removed. The original roadmap super 5 realization costs were consolidated to this project.
6	K.10012.01.02.01 - CI-CRM-CSR GUIDED EXPERIENCE W/3	BPCC Transfer	-	-	-	24,640	-	24,640	53,620	-	53,620	Transferred to the BPCC project.
7	K.10012.01.02.03 - CI-CROSS CHANNEL DESIGN EXP	Close-out	-	-	-	29,857	-	29,857	29,857	-	29,857	Close-out
8	K.10012.01.02.14 - CI-CLOUD ENABLEMENT PHASE II	Execute	-	-	-	-	-	-	93,737	-	93,737	Cloud Enablement 2018 will transfer from Web Project
9	K.10012.01.02.07 - CI-IVR IMPROVEMENTS	Consolidated	-	-	-	(109,550)	-	(109,550)	(109,550)	-	(109,550)	Quick Win projects were consolidated to the single IVR project.
10	K.10012.01.02.08 - CI-AUTO-CATEGORIZATION CUSTOM	Consolidated	-	-	-	119,778	-	119,778	98,946	-	98,946	Consolidated to the single IVR project and the cost for Nexidia increased.
11	K.10012.01.02.12 - CI - Customer 360	Deferred	3,735,121	603,806	4,338,927	287,865	-	287,865	287,865	-	287,865	Deferred to 2019
12	K.10012.01.02.02 - CI - Social Media	Planning	-	693,957	693,957	228,774	-	228,774	184,781	438,290	623,071	In Aug 2017 this was going to be deferred and then in Oct 2017 it was approved to move forward.
13	K.10012.01.02.05 - CI-ESB MICRO SERVICES TRANSPORT	Planning	7,024,354	-	7,024,354	1,114,453	-	1,114,453	660,715	7,633,616	8,294,331	The scope and cost was reduced in early 2017 and then increased once scope was identified in Oct/Nov 2017 timeframe.
14	K.10012.01.02.15 - CI-Mobile Application Implementation	Planning	-	-	-	-	-	-	26,984	3,353,989	3,380,974	Transferred from the Web Project
15	GTZ CI Program Capital Totals		\$ 42,663,113	\$ 22,254,721	\$ 64,917,834	\$ 30,302,194	\$ 36,280,945	\$ 66,583,139	\$ 25,246,403	\$ 47,956,885	\$ 73,203,288	
16	K.10012.02.02.99 - GTZ CI - O&M Totals	Design	\$ 2,441,602	\$ 2,187,538	\$ 4,629,140	\$ 904,940	\$ 1,534,798	\$ 2,439,738	\$ 2,621,966	\$ 3,745,773	\$ 6,367,739	
17	Total CI Project Portfolio		\$ 45,104,715	\$ 24,442,259	\$ 69,546,974	\$ 31,207,134	\$ 37,815,743	\$ 69,022,877	\$ 27,868,369	\$ 51,702,658	\$ 79,571,027	

* Pending SC Approval

Exhibit C – GTZ CI Sub-Program Portfolio of Projects Phase Gate Financials Forecast

Scope:	There was a minor change to the scope to expose service order information to customers. This was deferred to a later release due to the accuracy of the asset data and is dependent on the deliverables of the IWM sub-program. The microsites www.pugetenergy.com and www.psefoundation.org are out of scope as they need to remain independent from PSE.com. The activities (functional designs, testing, OCM, training and releases management) which support the cross channel digital deliverables are centrally managed from the Communication Gateway project.
Budget:	<p>The estimated capital budget for this project is \$30.3Million as of the December, 2017 11&1 forecast period. Subsequent to 9/8/17 when the SOW was signed with Accenture the itemized forecasted costs for the CI Sub-Program were re-allocated to the various projects, Mobile App forecast \$2Million was removed to a separate project, and annual update to the 2017 and 2018 allocation resulting in this financial forecast update. The forecast has decreased by \$7.5Million and this was due to itemized costs allocated to appropriate projects, Mobile App moved, and reduced AWS.</p> <p>Capital = \$30,814,778 and O&M = \$1,485,733</p>
Schedule:	The original schedule to deliver in August, 2018 is still maintained. The official target completion of the design phase has moved to February 28, 2018 from January 31, 2018 to accommodate the design phase gate deliverable review and approval.
Risk Profile:	The CI Sub-Program has a moderate risk profile score, which includes a major risk due to technology resource availability. The Amazon Web Services and SAP MCF availability risks have been mitigated since September, 2017.

September 2017:

Scope:	The scope has been increased since the planning phase gate to include the business identified requirements along with the new digital architecture landscape. The customer interface requirements, as-is and to-be business processes across the “Super 5”, which are the most frequent categories of customer calls to PSE: I need you to explain my bill; I want to pay my bill; I need financial assistance; I’m having a service interruption; and I have a planned service event, have been identified along with business priority. There were approximately 1,250 business requirements identified and there are 650 that are included in this project. The balance of the requirements will be addressed in future releases in 2019-2021. The requirement scope includes creating and leveraging the cross-channel backend SAP transactions to facilitate self-service preference center. The scope includes digital architecture landscape that provides a SaaS solution in the Cloud, which enhances the content management capabilities and customer activity reporting. The mobile app is no longer part of the scope and will be a separate project.
Budget:	The last 8 months have been spent in the planning phase with Accenture to refine the scope, schedule and costs. The budget has increased by \$25.2 Million due to additional scope and completing the detailed requirements along with understanding the complexity. The design phase includes the cost for the System Integrator, Software, Infrastructure, Internal PSE Labor and External Consulting labor through project close-out. Capital = \$37,758,657 and O&M = \$1,485,733
Schedule:	The schedule has been established to deliver on August 2018, which is approximately 2 months later than the planning phase submission.
Risk Profile:	The CI Sub-Program has a moderate risk profile score, which includes a major risk due to technology resource availability.

III. Key Schedule and Financial Information

You may copy/paste this section from the Initiation Proposal form. Be sure to update each section as applicable.

Proposed Budget Year(s):	2017-2018
Expected In-Service Date:	09/01/2018
Initial Estimate:	Capital: \$14,058,526 O&M: \$1,226,379

Cost Estimate Maturity Score:

Score: Class 3 - Baseline Budget Ready

Cost Estimation Classification Document:



Project_Cost_Estimat
e_Classifications Web.

Updated Estimate for Total Project Cost:

Phase Name:	Execute	Contingency %	0%	
Cost Type	Capital	OMRC	Opex**	Total
Cost (without contingency)	\$ 29,437,045			\$ 29,437,045
Contingency (auto-calculated)*	\$ -	\$ -	\$ -	\$ -
Total (auto-calculated)	\$ 29,437,045	\$ -	\$ -	\$ 29,437,045
TOTAL ANNUAL CASH BENEFIT	\$ 503,101	IF APPLICABLE		
PAYBACK IN YEARS (auto-calculated)	58.51	IF APPLICABLE		

* Contingency is carried at the sub-program level

** O&M is carried at the GTZ Program level by the PMT

Note 1 : The target forecast for the annual call deflection is 59,398 calls at \$8.47 per Customer Contact Center Call Costs.

Estimated Five Year Allocation:

Category:	2017	2018	2019	2020	2021
Capital (incl. contingency)	\$15,445,698	\$ 13,991,347	\$0,000.00	\$0,000.00	\$0,000.00
OMRC	\$550,677	\$0.00	\$0,000.00	\$0,000.00	\$0,000.00
Opex	\$0,000.00	\$0,000.00	\$0,000.00	\$0,000.00	\$0,000.00
Cash O&M Benefits	\$0,000.00	\$0,000.00	\$503,101	\$503,101	\$503,101

Cash Benefits by Department:

Department Name	2017	2018	2019	2020	2021
CCC	\$0,000.00	\$0,000.00	\$503,101	\$503,101	\$503,101

Ongoing Annual O&M by Department: (e.g., maintenance, FTEs, cloud storage, etc.)

Category	2017	2018	2019	2020	2021
IT	\$0,000.00	\$0,000.00	\$0,000.00	\$0,000.00	\$0,000.00

- Non-Cash Benefits /
Future Cost Avoidance:**
- Increased Self-Service Adoption
 - Customer Engagement – Positive Perception of PSE
 - CSR Training Efficiency
 - Operational Efficiency
 - IT Decommission of current Web Site Infrastructure
-

Cash on Cash Single Payback: .0187

IV. Project Description and Objectives

Project Description:

- This project will implement Sitecore Experience Platform as PSE's new digital content management platform to support customer-facing digital interactions utilizing PSE's Cross-Channel Experience Guidelines. This project will redesign and build a new PSE.com, a new MyPSE.com, and the five (5) microsites listed below. The implementation will include real-time integration with backend systems of record to enable self-serve transactions, real-time notifications, integration with PSE's Communication Gateway solution.

- Redesigned websites using responsive web design and following PSE Cross-Channel Experience Guidelines:
 - www.pse.com
 - www.mypse.com
 - 5 Microsites: www.intolight.com, www.pugetenergy.com, www.psefoundation.org, www.tacomacleaning.com, and www.psebainbridge.com

- Self-service transactions supported :
 - Report outage
 - View bill
 - Pay bill
 - Check usage
 - Update account profile
 - Manage communication preferences
 - Start Stop Transfer
 - Make payment arrangements

- Sitecore Capabilities:
 - Content Management
 - Campaign management
 - Sitecore Engagement Value Scores
 - A/B/Multivariate Testing
 - Personalization
 - Analytics Reporting

- Design Services:
 - Experience Design (XD)
 - Digital Strategy
 - Information Architecture (IA)
 - User Experience (UX)
 - Creative Design

- Integration:
 - Integration to PSE Integration Services
 - Integration to PSE Communications Gateway solution

Out of Scope:

- Mobile App -will be added to CI sub-program scope via separate project once the recommendation and decision has been completed.

ISP Alignment:

ISP Objectives, Mandatory and/or Corporate Risk	Strategy <i>Abbreviated ISP strategy descriptions</i>	Benefit Description <i>Benefit, measurement and/or scorecard affected</i>
Financial	<input checked="" type="checkbox"/> Five-Year Strategic Plan <input type="checkbox"/> Maximize long-term value <input type="checkbox"/> Grow core business <input type="checkbox"/> Grow new business	Monetization of: <ul style="list-style-type: none"> • Call Reduction • Self-Service Operational Savings • Non-Call Operational Savings
Customer	<input checked="" type="checkbox"/> Execute the Customer Experience Intent Statement <input type="checkbox"/> Recognition of PSE role in community <input type="checkbox"/> Customer preparedness & safety <input checked="" type="checkbox"/> Ideal customer behaviors <input type="checkbox"/> Listen & dialogue with customers	Introduce customer self-service transactions in the Web ultimately driving ideal customer behavior and meet customer expectations for self-service.
Process and Tools	<input checked="" type="checkbox"/> Streamline processes to drive effectiveness and efficiency <input type="checkbox"/> System reliability and integrity <input type="checkbox"/> Safety and security of systems, information and assets <input checked="" type="checkbox"/> Extract and leverage value from existing technology and assets <input type="checkbox"/> Optimize product/service portfolio consistent with long-term strategy	Improve call deflection to the Customer Care Center and leverage the investment in the SAP core CIS system.
People	<input type="checkbox"/> Develop/Retain best employees <input type="checkbox"/> Ownership, innovation and continuous improvement	
Safety	<input type="checkbox"/> Educate and train employees on effective safety and wellness strategies	

Project Objectives and Deliverables:

Refer to the Accenture phase 2 SOW for details regarding the project objectives and deliverables

Objective	Outcomes / Deliverables	KPIs – Describe; Indicated Leading/Lagging	KPI Data Sources
Implement re-designed Website with the identified scope.	Go-Live by August 31, 2018		
Implement OCM including training	Business Units are knowledgeable about the change, they have the ability to implement required skills and behaviors and positive re-enforcement to sustain the change surveys are trending in the correct direction.		
Implement Successful Testing	No Defect Severity 1 or 2 upon UAT Completion		
Successful Go-Live Readiness for: <ul style="list-style-type: none"> • PSE Business Units • Customers 	Impacted business units are adequately trained, prepared and communicated with regarding the go-live. Customers are communicated with and the new website is available by the go-live date Customer adoption of the new		

Objective	Outcomes / Deliverables	KPIs – Describe; Indicated Leading/Lagging	KPI Data Sources
	self-service capabilities increases		

Project Alternatives Assessment:

Alternative	Pros	Cons	Cost	Duration
CI Digital RFP and Alternative Information				

V. Risk Management

Risk	Likelihood	Impact of Occurrence	How Monitored	Mitigation
Creation and availability of the PSE supported Cloud based Amazon Web Services that meets the Sitecore requirements in time for the development team to begin work on 10/15/17.	Medium	Medium	Weekly Sub-Program Risk Meeting and ongoing Cloud AWS project meetings.	If the implementation plan is not confirmed by 09/30/17 then there are 3 rd parties that can provide the Cloud Services which may be explored.
The availability of productive environments for development, test, QA and pre-prod while coordinating around the Data Center Move and the Enhancement Pack 8 SAP Upgrade	Medium	Medium	Weekly Sub-Program Risk Meeting and the IT organization is working to integrate the CI environment requirements	There are 3 rd parties that can provide pre-production environments and/or PSE can create separate pre-prod environments to support the project activities which may be explored.
The availability of the SAP Multi-Channel Foundation for SAP development by 10/15/17	Medium	Medium	Weekly Sub-Program Risk Meeting and there is a CI project to complete the pre-prod upgrade of SAP MCF.	The short term solution is to share the development environment with the FTIP 2 project.

Risk Register: [Risk Register](#)

VI. High Level Schedule

Line #	Lifecycle Phase	Start	Finish	2016				2017				2018				2019
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
1	Initiation	1/1/2016	12/30/2016	█												
2	Planning	1/2/2017	9/8/2017					█								
3	Design	9/11/2017	10/25/2017									█				
4	Execution	3/1/2018	8/17/2018									█				
5	Close-out	9/3/2018	10/2/2018													█

VII. Supporting Documentation

Cost Estimating and Budget:	<u>Web Capital Forecast is the working file or the 2017 11&1 Forecast in BPC</u>
Business Needs and Alternatives:	<u>Business Requirements and Technology Architecture</u> and <u>Digital RFP Alternatives</u>
Benefits Realization Plan:	<u>CI Benefits Analysis</u>
Project Audit Checklist:	
OCM Sizing Worksheet:	<u>DCI-1 Worksheet</u>

VIII. Original CSA Approvals:

I. Prepared By	Title	Role	Date	Signature
Tina Valdez	Business Delivery Manager	Program Manager	01/26/17	

Approved By	Title	Role	Date	Signature
CI Steering Committee:	Salman Aladin Will Einstein Brian Fellon Matt Marcelia Grant Ringel Jennifer Tada Greg Zeller	Director Sponsors	01/26/17	
Carol Wallace Josh Jacobs		Day to Day Program Directors	01/26/17	
David Mills		Sponsoring Officer	01/26/17	
David Mills Josh Jacobs Carol Wallace	Sponsoring Officer Director Director	Sponsors	09/08/17	SOW signed and CSA reviewed
Josh Jacobs Carol Wallace GTZ Steering Committee:	Salman Aladin Brian Fellon Harry Shapiro Jennifer Tada Greg Zeller	Sponsors and SC	01/17/18	2/6/18 Approved by SC Members

Acknowledgements	Title	Role	Date	Signature
CI Steering Committee:	Salman Aladin Will Einstein Brian Fellon Matt Marcelia Grant Ringel Jennifer Tada Greg Zeller		09/08/17	September version Distributed via Email
		IT		
		Benefit Owner*		

*Benefit Owners must be added to the Approved By section during Execution Phase/Gate.