BEFORE THE
WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION,	
Complainant,	Docket UE-19____
v.	Docket UG-19____
PUGET SOUND ENERGY,	
Respondent.	

SEVENTH EXHIBIT (NONCONFIDENTIAL) TO THE
PREFILED DIRECT TESTIMONY OF

JOSHUA J. JACOBS

ON BEHALF OF PUGET SOUND ENERGY

JUNE 20, 2019

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 JD Power outcomes. More specifically, there are multiple methods of communicating with customers directly throughout the company and minimal ability to proactively communicate with a customer based on their preferred communication channel.
	The DCI-3 Campaign Management and DCI-7 Customer Preference Center projects will be impacted if this project is not completed because the communication channel will not be streamlined and the ability to provide consistent proactive notifications will not be enabled.
	There are currently 30+ separate processes across the PSE enterprise business units to capture preferences and send targeted campaigns or information to customers. The separate processes are not integrated and the ability to track the effectiveness of a campaign is labor intensive and difficult. In addition, there is no central visibility or coordination to the campaigns that have been targeted to a single customer.
Future Vision:	The goal of the project is to enable greater customer self-service adoption by establishing the communication technical infrastructure to create a consistent channel for use by all PSE organizations and the ability to send proactive notifications to customers heading off a phone call to PSE before it occurs. The communication gateway is intended to interrogate the customer's communication channel preferences and deliver communication via the customer identified preferred channel.
	The vision for campaign management is to provide a single point of operational management for executing and tracking the effectiveness of campaigns across the enterprise.
	The benefit is a significantly improved proactive customer experience and a streamlined process for the PSE organization sending and monitoring customer communications.
Proposed Solution:	The project will provide PSE the ability to leverage consistent communication channels when interacting with customers and allow for proactive

communications across all customer preferred channels including but not limited to text, email, and the web. The proposed solution is to leverage and extend the PSE developed communication gateway that was built by the GTZ IWM sub-program to support outage communications. The communication gateway is a foundational project that introduces technology to enable the capture of customer preferences and campaign management. Campaign management will be implemented in Sitecore as part of the DCI-3 Campaign Management project and the associated 30+ business units using disparate processes will have a central point of entry for campaigns along with the tracking across a single customer. Accenture is selected as the System Integrator.

Alternatives Evaluated:	The communication gateway requirements were created and distributed to Sitecore, Adobe and SAP following a formal process facilitated by Procurement. The contributors to the communication gateway 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 Sitecore as the communication gateway. The RFP outcome, recommendation and decision details are documented on the GTZ Main SharePoint site in the RFP library.
	Subsequent to the decision it became cost prohibitive to implement the Sitecore solution as part of this project and it was determined that Sitecore's core capabilities were not intended to act as a communication gateway for all end point communications with customers. As a result the team recommended that the outage communication gateway be extended to include the additional customer communications across the enterprise.
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. The scope of the Customer Data Cleanse and Convert was added to this project in 2nd Quarter, 2018.

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 $12,764,234.
- 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.
- The added scope for Customer Data Cleanse and Convert represents approximately $2MM increase, which was transferred from the Data Management GTZ Sub-program.
- Additional test (Performance, SIT, E2E and UAT) execution and management resources were added due to schedule compression during the final phase of the sub-program delivery.

Capital = $17,754,442 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

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
Retreival 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 Arragngements		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 = $15,497,873 and 2018 O&M = $1,703,474

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

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.

This table represents the entirety of the CI 2017/2018 scope and is included to represent the 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 Enhan- Predct & 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 EXPERNCE 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 CUSTOME	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

January 2018 Update:

Scope:	The solution to fulfill the communication gateway, preference center, and pro-active notification requirements has been finalized and Message Broadcast was selected replacing the initial plan to leverage the outage communication infrastructure. The Outage Communication business rules that were completed as a part of the IWM Quick Win will remain in place and the actual delivery to customers will leverage the capabilities of Message Broadcast as part of this scope. The centralized cross-channel digital deliverables that support the CI Sub-progam functional designs, testing, OCM, training and releases management. The scope that is digital channel specific is included in those projects.
Budget	The estimated capital budget for this project is $16.5 Million as of the December, 2017 11&1 forecast period. Subseqent to 9/8/17 when the SOW was signed with Accenture the itemized costs for the CI Sub-Program were re-allocated to the various projects and update to the 2017 and 2018 allocation resulting in this financial forecast update. The forecast has increased by $1.7Million and this was due to itemized costs and the centralized cross-channel digital deliverables costs. **Capital = $16,509,783 and O&M = $560,826**
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 initiation to planning phase gate to include the roadmap projects DCI-3 Campaign Management, DCI-7 Customer Preference Center and new digital architecture landscape. The communication gateway, preference center and campaign management requirements gathered during planning are included in the scope of this project. The requirement scope includes creating and leveraging the cross-channel backend SAP transactions to facilitate self-service preference center. The outbound calling communication channel was deferred to 2019 but all other communication channels are included, text, email and the web.
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 $12M. The design phase includes the cost for the System Integrator, Software, Infrastructure, Internal PSE Labor and External Consulting labor through project close-out. Capital = $14,608,282, O&M = $560,826
Schedule:	The schedule has been established to deliver on August 2018, which is approximately 7 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

Proposed Budget Year(s):	2017-2018
Expected In-Service Date:	09/01/2018
Initial Estimate:	Capital: $2,973,028
	O&M: $222,658

Cost Estimate Maturity Score:

Score: **Class 3 - Baseline Budget Ready**

Cost Estimation Classification Document:

Project_Cost_Estimat e_Classifications Comi

Updated Estimate for Total Project Cost:

Phase Name:	Design		Contingency %	0%		
Cost Type	Capital		OMRC	Opex**		Total
Cost (without contingency)	$	17,754,442	$ 1	$	-	$ 17,754,443
Contingency (auto-calculated)*	$	-	$ -	$	-	$ -
Total (auto-calculated)	$	17,754,442	$ 1	$	-	$ 17,754,443
TOTAL ANNUAL CASH BENEFIT	$	92,551	IF APPLICABLE			
PAYBACK IN YEARS (auto-calculat	191.83		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 annual cash benefit forecasted is 10,927 calls reduced at $8.47 per Customer Contact Center Call Costs, which is included in the total $92,551 above.

Estimated Five Year Allocation:

Category:	2017	2018	2019	2020	2021
Capital (incl. contingency)	$ 4,990,208	$12,764,234	$0,000.00	$0,000.00	$0,000.00
OMRC	$212,808	$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	$92,551	$92,551	$92,551

Cash Benefits by Department:

Department Name	2017	2018	2019	2020	2021
CCC	$0,000.00	$0,000.00	$92,551	$92,551	$92,551

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
- Operational Efficiency with Paper Reduction and Coordinated Campaign Management
- IT Decommission Costs

Cash on Cash Single Payback: .005

IV. Project Description and Objectives

Project Description:	The project includes the extension of the outage communication gateway capabilities, creation of a consistent customer preferences solicitation and introduction of the centralized campaign management. In addition, the project will assess the 30+ active customer preference processes to determine the migration and decommission strategy.
	Self-service transactions supported :
	- Report outage - View bill - Pay bill - Check usage - Update account profile - Manage communication preferences - Start Stop Transfer
	Make payment arrangements The project includes: the associated program/project management; organizational change; training; benefit business case; enterprise business process; Sitecore website, SAP and integration application management; and decommissioning the old processes and tools.
	o

ISP Alignment:

ISP Objectives, Mandatory and/or Corporate Risk	Strategy *Abbreviated **ISP strategy descriptions***	Benefit Description *Benefit, measurement and/or scorecard affected*
Financial	☒ Five-Year Strategic Plan ☐ Maximize long-term value ☐ Grow core business ☐ Grow new business	Monetization of: - Call Reduction - Self-Service Operational Savings - Non-Call Operational Savings
Customer	☒ Execute the Customer Experience Intent Statement ☐ Recognition of PSE role in community ☐ Customer preparedness & safety ☒ Ideal customer behaviors ☐ Listen & dialogue with customers	Introduce a consistent customer experience to obtain customer communication preferences ultimately driving ideal customer behavior and meet customer expectations for self-service..
Process and Tools	☒ Streamline processes to drive effectiveness and efficiency ☐ System reliability and integrity ☐ Safety and security of systems, information and assets ☒ Extract and leverage value from existing technology and assets ☐ Optimize product/service portfolio consistent with long-term strategy	Streamline the campaign management process and provide central tracking capability. Leverage the investment made in the outage communication quick win, SAP and Sitecore.
People	☐ Develop/Retain best employees ☐ Ownership, innovation and continuous improvement	
Safety	☐ 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 communication gateway, customer preferences and campaign management with the identified scope.	Go-Live by August 31, 2018		
Implement OCM including training	Business Units are knowlegable 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 a positive direction.		
Implement Successful Testing	No Defect Severity 1 or 2 upon UAT completion		
Successful Go-Live Readiness for: • 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 customer communcation preference center and ability for the business to manage and monitor effectiveness of targetted campaigns is available by the go-live date.		
Decommission the 30+ customer preference processes and PSE is utilizing the campaign management process.	Achievable plan for the business units to decommision the individual campaign processes and gathering of customer preferences.		

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 3rd parties that can provide the Cloud Services which may be explored. 01/2018 - Mitigated
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 3rd 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. 01/2018 - Mitigated

Risk Register: Risk Register

VI. High Level Schedule

Line #	Lifecylce 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	2/28/2018													
4	Execution	3/1/2018	8/17/2018													
5	Close-out	9/3/2018	9/28/2018													

VII. Supporting Documentation

Cost Estimating and Budget:	[Comm Gateway Capital Forecast is the working file or the 2017 11&1 Forecast in BPC](#)
Business Needs and Alternatives:	[Business Requirements and Technology Architecture](#) and [Digital RFP Alternatives](#)
Benefits Realization Plan:	[CI Benefits Analysis](#)
Project Audit Checklist:	
OCM Sizing Worksheet:	Step1_Change_Chara cteristics_W2 DCI-8.pdf

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		GTZ 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		Sponsors	01/17/18	

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.