

**EXH. CLW-8
DOCKETS UE-22 ___/UG-22 ___
2022 PSE GENERAL RATE CASE
WITNESS: CAROL L. WALLACE**

**BEFORE THE
WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION**

**WASHINGTON UTILITIES AND
TRANSPORTATION COMMISSION,**

Complainant,

v.

PUGET SOUND ENERGY,

Respondent.

**Docket UE-22 ___
Docket UG-22 ___**

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

CAROL L. WALLACE

ON BEHALF OF PUGET SOUND ENERGY

JANUARY 31, 2022

PHPSE CRM Replacement with DER Enablement
Seeking Initiation Funding
Corporate Spending Authorization (CSA)

Before starting: Contact the Capital Budget team (CSA-TeamMail@pse.com) for any clarification needed and review the [CSA Standard](#) when completing this template.

The sections provided expand / are not limited to one row. **Ensure you provide adequate information and back-up documentation to support your business case.** If a section or item is not applicable, enter N/A; if unknown, enter TBD. The **gray** fields are provided as prompts; do not leave these fields with instructions visible.

Date Submitted:	7/21/2021
Officer Sponsor:	Andy Wappler
Project Director:	Carol Wallace
Responsible Cost Center:	4432

I. Project Overview

Update each section with high level information as applicable, noting any changes from the previous request/Gate.

Business Need: Puget Sound Energy's current CRM system which consists of SAP CRM and WebIC is sunsetting in 2027. The need have an integrated customer experience and to provide excellent customer service employees need to have one source of truth where they have one UI or portal to easily access customer information, perform actions on behalf of customers, to answer customer inquiries, and to sign customers up for programs, services and products. The following components are necessary to maintain our 1st Quartile JD Powers score and to meet our PSE 2030 goals.

To enable simplified usable views for employee's the CRM must be able to access the following core components:

- Customer billing
- Payments
- Dunning/credit
- Move in/out
- Service notifications for meters
- Outage information
- Communications through mail, email, phone, web, IVR, V-IVR

The CRM must access data from SAP ECC core components and provide views specific for customer departments:

- Business Account Services
- Clean Energy Team
- Customer Care Agents
- Customer Construction Agents
- Damage Claims
- Energy Advisors
- Energy Efficiency
- Net Meter Agents
- Performance Billing Agents
- Pole Services
- Support Agents
- Support Employees across PSE

Integrated functionality components are:

- Chatbot/Agent Chat capabilities integration
- Meter Data Integration (MDMS)
- AMI Meter data?
- Ability for rebate processing and invoicing
- Integration with Demand Side Management (Nexant)
- CTI Adapter for voice screen pop and email screen pop
- Documentation submitted by customers to be uploaded from web or employee
- Automated notes generated due to customer or employee actions (move in/out, prior obligation processes trigger automated notes)

Distributed Energy Resources (DERs) are small-scale generators and assets, like rooftop solar panels, batteries and electric vehicle chargers that are located on the distribution system (below the substation level). These tools can help balance energy demand and supply and/or supplement sources of energy generated and transmitted from larger, more traditional utility resources, like hydroelectric dams, that are farther away.

The components of PSE's DER strategy are:

- Achieve PSE 2030 and 2045 Carbon Commitments
- Enhance grid reliability and security
- Support PSE's 'North Star'
- Center equity in design and decision making

PSE's Core DER Principles include:

- Build supporting systems and tools, not just DERs
- Create grid benefit through DER deployments
- Maintain flexibility to adapt to changing technology
- Become trusted experts on DERs for our customers
- Product development is customer and equity centric
- Build cross-company teams of experts to deliver results
- Demonstrate and quantify the lifecycle value of DERs

The Prioritized DERs Include:

Renewable Energy

- Distributed Solar

Capacity

- Battery storage
- Demand response – including C&I and fleet EVs

Demos

- Load shaping
- Use case stacking

To support this strategy the business needs enabling technology investments to support the following areas:

CRM

- Marketing and sales (support customer enrollment)
- Customer support (visibility into enrolled products)
- Program recommendations

Marketing Platform

- Platform for development of customer engagement content and channel management

Proposed Solution:

While SAP has the following enabling technology investment it would involve implementing components of SAP's Cx for Utilities solution

- SAP Marketing Cloud with SAP Analytics Cloud SAP Cloud for Customer (includes SAP Sales Cloud and SAP Service Cloud with the Utilities Contact Center to support Web-IC Replacement) ,
- SAP Customer Data Cloud (foundational to C/4 HANA platform and CRM capabilities)
- Integration - SAP Cloud Platform Integration (foundational to leverage SAP, vendor specific and in-house developed services/APIs)

PSE should consider CRM platforms through an RFP to ensure the proposed solution meets PSE's growing need for flexible customer content, engagement and flexibility for customers and employees.

Project Outcome/Results:

The project will be before the sunset of SAP CRM and WebIC and will align core departments into a customer relationship portal while enabling additional PSE business departments information and processes.

The project will also provide the PSE business with the enabling technologies in the CRM and Marketing space to support the DER strategy.

OCM, Process & Training Impact:

N/A Low Impact Medium Impact Significant Impact

Outline how significant changes from the project will impact people, process improvement or operational training.

Primary ISP Alignment:

Customer [ISP strategy descriptions](#)

Portfolio Description:

Strategic [Capital Allocation Definitions](#)

Project Complexity:

Straightforward and well understood Complex and well understood Complex and not well articulated

II. Key Schedule and Financial Information

Expected Start Date If Funded:	01/2023
Expected In-Service Date:	09/2/2024

High-Level Schedule *Enter Expected # of Years and Months*

Duration				
Planning	Design	Execution	Total Project	Anticipated Closeout date
5 months	6 months	7 months	18 months	11/2023

Initial Estimated Funding % by Phase as of *Click or tap to enter a date.: Enter values to include both O&M and Capital in the cells below for percentage of funding to be used in each phase of the project.*

Initiation	Planning	Design	Execution	Closeout

Initial Grand Total Estimate (contingency included and in \$000s): Contingency Standard	Capital: \$2,700,000	OMRC/Project O&M: \$ (Not including O&M Tail)
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Estimated Five Year Allocation: *Enter values in the cells below for years anticipated, up to five years, plus any expected future years. Change "Year 1, Year 2, etc. to the relevant years for this project. Ongoing O&M begins after project close-out.*

Category:	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Capital (contingency included)	\$672,000	2,028,000				
OMRC / Project O&M			\$	\$	\$	\$

III. Ongoing Benefits

Summary Benefits (see Benefits realization plan for details):	
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Category:	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Ongoing O&M (to be funded by business)	\$	\$	\$	\$	\$	\$
Ongoing O&M (requesting \$'s)	\$	\$	\$	\$	\$	\$
Benefits	\$	\$	\$	\$	\$	\$
Net impact (= Benefits – O&M)	\$	\$	\$	\$	\$	\$
* Payback in Years	Years = Total Costs / Annual Cash Benefits					

* Enter positive amount or Not Applicable

IV. Risk Management Summary

Identify high level risk categories expected for the project. Consider Project Dependency, Project Timing and Resourcing, as well as Regulatory Risk.

Summary of high level risks sentence:	
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V. Phase Gate Change Summary

Use this section for changes from: **Planning to Design, Design to Execution or Execution to Closeout** phases. To have a history of the changes at each phase gate change, **copy/paste the table below above the previous table.**

Phase:	Choose an item
Scope:	Describe the Scope changes since last submission/Phase Gate.
Budget:	Describe the Budget changes since last submission/Phase Gate.
Schedule:	Describe the Schedule changes since last submission/Phase Gate.
Benefits:	Describe the Benefits changes since last submission/Phase Gate.

Prepared by:	Name of person completing document
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VI. CSA Approvals

Add/remove rows as needed in the table below. Email approval is acceptable. To maintain a history of the changes at each phase gate change, **copy/paste the table below above the previous table.** Send to the Capital Budget team at CSA-TeamMail@pse.com. For a project in the Strategic Project Portfolio (SPP) review the [Escalation Criteria](#) for appropriate escalation and approvals.

For guidance on approval authority levels, follow [CTM-07 Invoice Payment Approval Exhibit I Invoice/Payment Approval Chart](#)

Project Phase	Select Phase			
Approved By	Title	Role	Date	Signature
		Choose an item		
		Choose an item		
		Choose an item		
		Choose an item		
		Choose an item		

*Director Sponsor attests that all considered documentation has been approved.

Please direct any questions to either:

1. The Capital Budget team at CSA-TeamMail@pse.com, or
2. The Enterprise Project and Performance Project Practices team at EPP-ProjectPracticesTeam@pse.com