



Portland General Electric
121 SW Salmon Street • Portland, Ore. 97204
PortlandGeneral.com

May 16, 2019

Public Utility Commission of Oregon
Attn: John Crider
Administrator, Energy Rates, Finance and Audit Division
201 High St., SE, Ste. 100
P. O. Box 1088
Salem, OR 97308-1088

Re: UE-335 PGE 2020 Vision Projects Update

Dear Mr. Crider;

Pursuant to Paragraph 2(d) of the Partial Stipulation dated September 6, 2018, Portland General Electric Company is providing the first of quarterly updates on its 2020 Vision Projects. Upon implementation of PGE's new Customer Information (CIS) and Meter Data Management Systems (MDMS) during the second quarter of 2018, PGE has now successfully implemented all the 2020 Vision projects.

These projects are as follows:

- Work Management System (WMS) Upgrade
- Finance and Supply Chain Replacement Project (FSRP)
- Infrastructure (hardware) and Program Office
- Maximo, Mobile and Scheduling Wave 1 (MMS)
- Maximo for IT
- MyTime time collection system
- Maximo, Mobile and Scheduling Wave 2
- Geographic Information System (GIS) and Graphic Work Design (GWD)
- Outage Management System (OMS)
- Business Intelligence (BI) Systems
- CIS
- MDMS

As we described in UE 215, our 2011 Test Year General Rate Case (GRC), and in subsequent GRCs, 2020 Vision was a 10-year strategy to “implement a set of projects that collectively modernize and consolidate our technology infrastructure. The ultimate purpose of this program is to replace a multitude of existing software applications with fewer ‘enterprise’ applications that provide integrated functionality for PGE’s operations.” Upon replacement of our CIS and MDMS, as part of PGE’s Customer Engagement Transformation (CET) project, we have reduced the number of applications at PGE by approximately 40% since 2009. The key benefits achieved over the course of PGE’s ten-year 2020 Vision project include the following:

- Replacement of obsolete systems - Many of the systems that PGE replaced over the last nine to ten years were in service for so long, they were either no longer supported by the vendor or were about to become unsupported. When systems are no longer supported, upgrades and enhancements are no longer provided by the vendor to meet new requirements, patch security threats, or fix bugs. At that point, PGE would have to perform this work in-house at significant cost and risk.
- Operational efficiencies through the elimination of manual processes and resource optimization – This has allowed PGE to perform more value-added work and a greater volume of work than would have been possible with older, obsolete systems.
- Improved and enhanced customer service – PGE’s 2020 Vision projects have led to improvements in outage restoration times and enhanced customer service offerings that will likely lead to further improvements to PGE’s already high customer satisfaction rating. PGE will also be able to offer more varied pricing options to respond to customer needs.
- Improved asset utilization – with more centralized, standardized, and streamlined supply chain systems, PGE has benefitted from “just in time” inventory practices and consistent, holistic asset management processes.
- Smart grid connectivity – The completion of 2020 Vision projects along with process improvement and standardization have enabled PGE’s ability to implement downstream systems that will use real-time, smart grid information to optimize PGE’s power delivery system (e.g., transformers and other assets).

As stated above, the primary purpose of PGE’s 2020 Vision Project was to replace obsolete systems, modernize, and consolidate our technology infrastructure. PGE has also incorporated financial savings attributed to 2020 Vision projects through numerous general rate cases and corporate budget cycles.¹ As these systems age (with the first tranche of projects completed in 2010) and PGE continues to adapt and respond to changing externalities, continuing to isolate financial savings attributable to 2020 Vision projects becomes difficult if not impossible. The fact is many of the systems PGE replaced would be unable to meet current demands. However, PGE has identified savings of approximately \$1.0 million in the first quarter of 2019, related to CET project efficiencies.

If you have any questions or require further information, please call me at (503) 464-7805.

Sincerely,



Stefan Brown
Manager, Regulatory Affairs

¹ See PGE Exhibit 201, UE 262; PGE Exhibit 707, UE 283; and PGE Exhibit 900, UE 294 for prior incorporated savings.