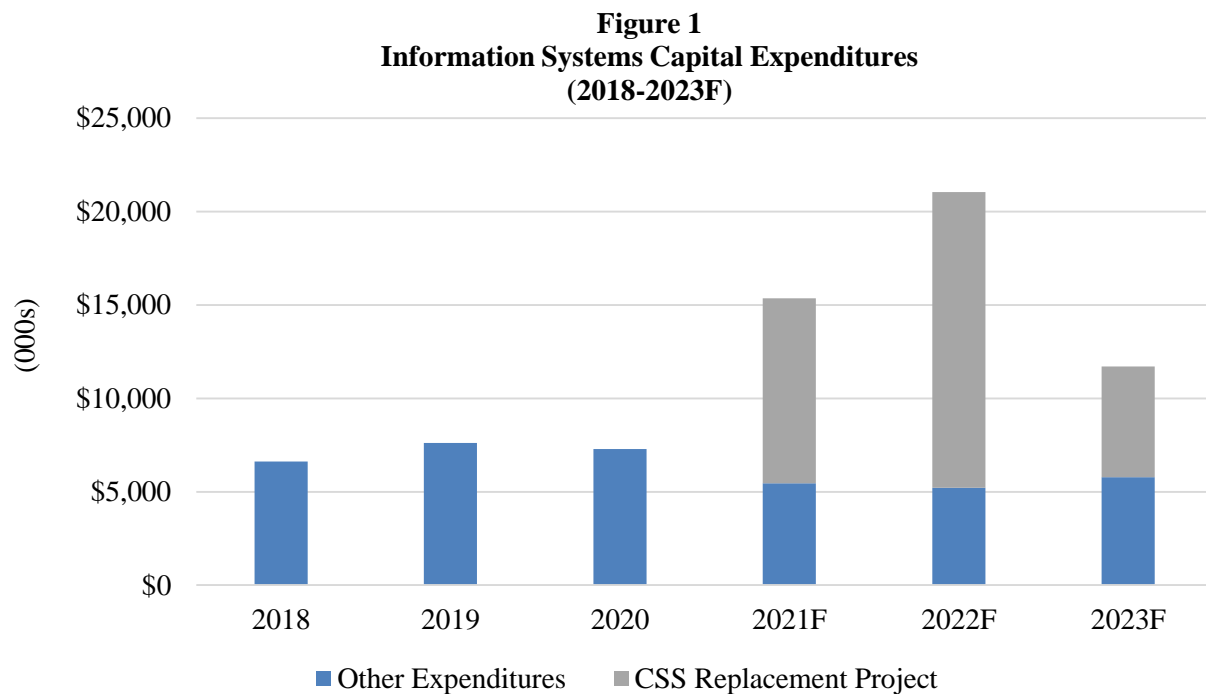


1 **Q. Reference: “2022 Capital Budget Application,” Newfoundland Power, May 18,**
 2 **2021,**

3
 4 **Has Newfoundland Power analyzed the capacity of its internal resources to execute**
 5 **the large volume of Information Systems projects that are ongoing or have been**
 6 **proposed, including the ongoing Customer Service System Replacement project? If**
 7 **such analysis has been completed and has indicated a need for additional resources**
 8 **(internal or external), please provide Newfoundland Power’s plan and associated**
 9 **costs to address those needs.**

10
 11 **A.** Yes, Newfoundland Power has analyzed the capacity of its internal resources to execute
 12 its Information Systems projects.

13
 14 Figure 1 provides annual capital expenditures for Information Systems over the period
 15 2018 to 2023F.



16 Excluding the *Customer Service System (“CSS”) Replacement* project, the volume of
 17 planned capital expenditures for other Information Systems is less than in previous years.
 18 Existing resource capacity will therefore be sufficient to execute other Information
 19 Systems capital projects over this period.

1 Capacity requirements for the *CSS Replacement* project are above Newfoundland
2 Power's normal resource requirements. The need for additional capacity to execute this
3 project was analyzed and included as part of the Company's *Customer Service Continuity*
4 *Plan* provided with its *2021 Capital Budget Application*.

5
6 A distinct project team has been established to execute the *CSS Replacement*
7 project. This team includes senior resources from the Company's Customer Relations
8 and Information Technology departments. Resources have been backfilled to ensure
9 continuity in these departments. For example, the Company has backfilled the positions
10 of Applications Analyst and Enterprise Architect within its Information Technology
11 department.

12
13 Resources will be augmented for the *CSS Replacement* project as it enters the
14 implementation phase. This is consistent with the resourcing model contained in the
15 Company's *Customer Service Continuity Plan*.¹ For example, temporary resources will
16 be hired that are skilled in quality assurance for large projects and additional developers
17 for components such as data conversion.

18
19 Consistent with its plan, Newfoundland Power is also utilizing third-party expertise to
20 execute the *CSS Replacement* project. Gartner Inc. has been hired as a procurement
21 advisor to provide expertise in vendor selection.² This includes the procurement of third-
22 party implementation services to execute the project.

23
24 This approach to executing the *CSS Replacement* project will ensure existing resource
25 capacity will be sufficient to execute other Information Systems capital projects.

¹ For information on project resourcing, see the *2021 Capital Budget Application, Volume 1, Customer Service Continuity Plan, Attachment A*, page 22.

² For information on the scope of work for the procurement advisor, see response to Request for Information CA-NP-052.