PEOPLES NATURAL GAS | PEOPLES TWP

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June 17, 2014

BY ELECTRONIC FILING

Rosemary Chiavetta, Secretary
Pennsylvania Public Utility Commission
P.O. Box 3265
Harrisburg, PA 17105

Re: Joint Application of Peoples Natural Gas Company LLC, Peoples TWP LLC, and
Equitable Gas Company, LLC for All of the Authority and the Necessary
Certificates of Public Convenience (1) to Transfer All of the Issued and
Outstanding Limited Liability Company Membership Interest of Equitable Gas
Company, LLC to PNG Companies LLC (2) to Merge Equitable Gas Company,
LLC with Peoples Natural Gas Company LLC, (3) to Transfer Certain Storage and
Transmission Assets of Peoples Natural Gas Company LLC to Affiliates of EQT
Corporation, (4) to Transfer Certain Assets between Equitable Gas Company, LLC
and Affiliates of EQT Corporation, (5) for Approval of Certain Ownership Changes
Associated with the Transaction, (6) for Approval of Certain Associated Gas
Capacity and Supply Agreements, and (7) for Approval of Certain Changes in the
Tariff of Peoples Natural Gas Company LLC
Docket No. A-2013-2353647, et al.

CUSTOMER SERVICE IMPROVEMENT REVIEW OF PEOPLES- EQUITABLE
DIVISION

Dear Secretary Chiavetta:

Please accept for filing in Docket No. A-2013-2353647, et al., the enclosed Customer
Service Improvement Review submitted on behalf of the Equitable Division of Peoples Natural
Gas Company LLC ("Peoples").

By Order entered November 14, 2013, in the above-referenced docket, the Pennsylvania
Public Utility Commission ("Commission") approved the Joint Petition for Approval of
Settlement of All Issues ("Settlement") filed by all active parties in that case, who were Peoples
Natural Gas Company LLC, Peoples TWP LLC, the Commission's Bureau of Investigation and
Enforcement, the Office of Consumer Advocate, the Office of Small Business Advocate,
Pennsylvania Independent Oil & Gas Association, Dominion Retail, Inc. and Interstate Gas

Supply, Inc., Snyder Brothers, Inc., United States Steel Corporation, and Citizens for Pennsylvania's Future. Among the terms and conditions contained in the Settlement and approved by the Commission was the commitment, set forth in Paragraph 68 under the section heading "Customer Service," that "Peoples will commit to assess and identify areas of necessary improvement to customer service for Equitable customers and submit that analysis to the Commission, OCA, I&E and OSBA within 180 days of closing for their review and comment. This review will additionally outline cost effective systems for improvement of customer service and expected service improvements."

The enclosed Customer Service Improvement Review is the review required by Paragraph 68. Copies of the filing are being supplied to the Office of Consumer Advocate, the Bureau of Investigation and Enforcement, and the Office of Small Business Advocate.

If you have any questions or concerns regarding this matter, please do not hesitate to contact me.

Very truly yours,

Lynda W. Petrichevich

cc: Bureau of Investigation and Enforcement (by U.S. First Class Mail)
Office of Consumer Advocate (by U.S. First Class Mail)
Office of Small Business Advocate (by U.S. First Class Mail)
(w/ enclosures)

CUSTOMER SERVICE IMPROVEMENT REVIEW OF PEOPLES-EQUITABLE DIVISION

Overview

On March 19, 2013, Peoples Natural Gas Company LLC ("Peoples") and Equitable Gas Company, LLC ("EGC"), among other parties, filed a Joint Application with the Commission requesting various necessary approvals, some of which included: (1) the transfer of 100% of the membership interests in EGC to PNG Companies LLC, Peoples' direct parent and an indirect subsidiary of SteelRiver Infrastructure Fund North America LP ("SRIFNA"); (2) the merger of EGC with Peoples, and (3) the operation of the former EGC properties and business as an operating division of Peoples. The Joint Application was docketed at Docket Nos. A-2013-2353647, A-2013-2353649, and A-2013-2353651. The active parties in the case filed testimony, and these parties were able to reach an agreement resolving all issues in the case. On October 7, 2013, a Joint Petition for Approval of Settlement of All Issues ("Settlement") was submitted to the presiding Administrative Law Judge, who entered an Initial Decision on November 1, 2013, approving the Settlement.

On November, 14, 2013, the Commission entered an Order approving the Initial Decision and thereby approving the Settlement of all issues in the case. On December 17, 2013, the transaction was closed between the applicants that allowed for the transfer of the EGC natural gas distribution business and its merger into Peoples.

This report will address several of the Settlement terms with emphasis on item number 68 which committed Peoples to assess and identify areas of necessary improvement to customer service for Equitable customers and submit that analysis to the Commission, OCA, I&E and OSBA within 180 days of Closing for their review and comment. Specifically, paragraph number 68 of the Settlement states:

> Peoples will commit to assess and identify areas of necessary improvement to customer service for Equitable customers and submit that analysis to the Commission, OCA, I&E and OSBA within 180 days of Closing for their review and comment. This review will additionally outline cost effective systems for improvement of customer service and expected service improvements.

As a result of that assessment, Peoples proposes to convert Peoples – Equitable Division ("Equitable Division") customers to Peoples' processes and systems and to move the Equitable Division Call Center "in house".

Background/History

Following Peoples' purchase in 2010 by SRIFNA, Peoples initiated a project to improve customer service, which included a large investment in technology platforms. The project was aptly named The Customer Service Improvement Project and targeted improvements in customer care, service, reliability and safety and enhancement of Customer Choice/Retail Competition through improved systems and processes. The Commission order that approved SRIFNA's purchase of Peoples included various metrics to measure Peoples' success.

The Customer Service Improvement Project was based on a comprehensive process to ensure that the entire project was successful as well as cost effective. Peoples evaluated the current customer service levels, existing systems, and potential risks before embarking on the improvement process. Peoples performed the due diligence that was required and expected for these major investments. Peoples designed and issued RFPs so that customers would be provided with the systems and functionality to best meet their needs, while implementing and operating the new infrastructure in a manner that is cost and time effective. Peoples executed the new systems and hired resources to manage these systems. Presently, these major systems and their components are housed and operated from the headquarters location in the City of Pittsburgh.

Peoples employed SAP's latest version of technology products for a gas utility: Customer Relationship Management and Billing, Customer Financial Management, Collaborative Services Management, Energy Data Management, Financial Supply Chain Management, Resource and Supplier Management, Treasury and Risk Management, Environment and Health and Safety. Peoples upgraded the infrastructure and telecommunications voice and data networks that were beyond their "expected useful life" and added systems to support a more effective and efficient call center. In the voice and data networks, upgrades were made to the microwave backbone, fiber was installed, and redundancy was added. In the data center, the servers and equipment were also upgraded and Disaster Recovery plans, systems, and sites were formed.

Last year, Peoples put into service an Agency Portal for easier access to information needed to process Low-Income Home Energy Assistance Program grants and other third-party party assistance for social service agencies and the Pennsylvania Department of Public Welfare. Additionally, in 2012, Peoples implemented a Purchase of Receivables ("POR") program to enhance Customer Choice in our territory. As a result, eleven suppliers have been added to the customer choice program and we have received applications from 12 more new suppliers, some of which are already in the process of testing.

All of these new systems, upgrades, and process changes facilitated Peoples achieving and, in most cases, significantly surpassing previous Customer Service metrics. The success of the Customer Service Improvement Project is demonstrated below.

- In the first full year following the acquisition of Peoples by SRIFNA, Peoples not only surpassed the Commission-approved, 2012 target metric of 70% of the "Calls Answered in 30 Seconds" goal, but also surpassed the 2013 goal of 75% and the 2014 goal of 80% by achieving 81% in the first full year.

- Peoples was 50% better than the approved metric for "Abandonment Rate" by attaining 3% vs. the requirement of < 6.0%. Again, Peoples surpassed the 2013 goal of 6% as well as the 2014 goal of 5%.

- Peoples exceeded the 6 and 12 month Meter Read estimate requirement of <.25% for 6 months and <.03% for 12 months, by achieving .11% for 6 months and .02% for 12 months.

- The Commission requirement for the number of customer disputes not issued a report within 30 days is <3%. Peoples surpassed that goal by attaining 0%.

- Peoples surpassed the national average for Call Center turnover rate of 30%, by attaining 8%. This allows Peoples to better serve customers with experienced representatives, saves on the cost of training, and enables a more efficient Call Center operation.

- Peoples summarized its performance compared to the Commission-approved metrics in an exhibit submitted in the EGC acquisition case as Exhibit No. RAD–1 at Joint Applicants Statement No. 7. A copy of Exhibit No. RAD-1 is attached.

Moreover, as a further result of the newly implemented systems and process improvements, Peoples' customer satisfaction ratings increased considerably. When SRIFNA initially acquired Peoples, customer satisfaction rankings were near the bottom of all Pennsylvania gas utilities. However, these measures have progressed to the upper tier and continue to improve as detailed below.

- Customer satisfaction with "ease of reaching the company" improved from 80% in 2009 to 89% in 2013, surpassing the industry average.

- Customer satisfaction with the automated phone system improved from 66% in 2009 to 78% in 2013, surpassing the industry average.

- Customer satisfaction with the "ease of using our automated system" improved from 70% in 2009 to 81% in 2013, surpassing the industry average

- Customer satisfaction with "choices of automated phone system" improved from 72% in 2009 to 82% in 2013, surpassing the industry average.

- Customer satisfaction with Time to reach" from 74% in 2009 to 87% in 2013, surpassing the industry average.

In conjunction with all of the new systems, upgrades, and process improvements, Peoples also supported an initiative to move all of the Information Technology and Customer Service work back to the Commonwealth of Pennsylvania. Prior to Peoples' acquisition by SRIFNA, Peoples' call center functions were handled by an outsourced vendor located in North Carolina. Peoples established an "in house" Call Center in Pittsburgh, thus creating over 200 jobs in its service territory. An "in house" Call Center in Pittsburgh provides practical benefits that include customer reassurance and opportunity for more in depth training. When a customer is trying to explain where they live for a "move in-move out", discuss a disconnection, or explain exactly where they think a leak may be, it is so much more helpful and assuring when the Call Center Representative is familiar with the area, the weather, and the community. Along with that, each Call Center Representative attends a six week training program that includes opportunities to accompany field workers so they can understand first-hand how the field work is done, to spend time with dispatch, to learn about meters and meter reading. They are educated on

the entire service delivery process from "well head" to "burner tip". The training concludes with hands-on experience in the Customer Care and Billing Systems.

The cost and benefits of these IT and manpower changes were included as part of the Peoples 2012 rate case at Docket R-2012-2285985. No party opposed the cost structure or objected to the manpower changes. As a result, Peoples intends to leverage this investment and provide further economies by replicating this process for the Equitable Division customer service and billing functions.

EQUITABLE'S PERFORMANCE PRIOR TO ACQUISTION

The table below compares Equitable's historic performance to the target performance established in the acquisition settlement. The improvement area to be targeted exists in the call center performance as indicated by the top 3 metrics as listed below.

Settlement Metric	2013 Actual	Settlement Target
% Calls Answered in 30 secs.	82.60%	82.00%
Busy Out Rate	0.03%	0.00%
Call Abandonment Rate	3.00%	3.00%
% Dispute Not Issued Within 30 Days	0.00%	0.00%
% Bills not rendered once every billing period	0.00%	0.01%
% of meters not read in 6 months	0.00%	0.15%
% of meters not read in 12 months	0.00%	0.02%

 IMPROVEMENT PLAN

Peoples' plan is to convert the Equitable Division customers to the existing Peoples' processes and systems to leverage this major investment that has produced such meaningful and successful results. As discussed above, since the implementation of the Customer Service Improvement Plan, Peoples has met and surpassed the Commission-approved goals. Peoples also plans to move the Equitable Division Call Center "in house". This will then result in merging the billing, payment and call center functions. This aspect of the plan also addresses and satisfies the Settlement requirement at paragraph 79 which states:

> Services that are currently performed for Equitable outside of the Equitable service area
> in Pennsylvania, such as call center support, customer billing and payment and customer
> relations, will be returned to the Peoples service area within 5 years.

To implement the combining of the Equitable Division into the Peoples' platform, a short term and a long term plan have been developed. The short term plan began at the time of acquisition and will continue through July 1, 2015. Its focus is maximizing performance with the inherited processes and systems of the Equitable division while working to get them ready for conversion to a combined platform. The Equitable Division has a pre-existing contract with NCO, an outside vendor that operates

the Call Center for Equitable Division customers. Peoples is in the process of or has completed the following actions with NCO to improve Customer Service:

- Currently negotiating a new contract with NCO to improve the metrics of the current EGC agreement which was transferred in the acquisition. The current agreement requires only 80 percent of the calls to be answered in 30 seconds which is below the metric set in the acquisition settlement of 82%. The contract abandonment rate is currently set at 5% and it must be 3% per the settlement. The newly negotiated contract will target our settlement metrics.

- Requested reporting changes and frequency of the reports and /or updates be enhanced so that Peoples may have a better view of performance and faster reaction times to issues.

- Required NCO to correct their IVR as it was holding calls and incorrectly logging transfers.

- Completed several field visits to NCO and had Peoples staff onsite during the acquisition cutover.

- Made significant changes to the Call Center Service Representatives résumés and are working to optimize the Peoples work force so that every efficiency is gained when the systems are merged.

- Designed the plan to add additional capacity (Ports) in preparation of the combined Call Center.

- Developed plan to add additional PBX shelves and IP telephony to support the additional Call Center Agents.

In parallel with the short term plan, Peoples has begun work on the long term project which is targeted for completion around July 1, 2015. The long term project will convert the Equitable Division customers to Peoples SAP Customer Care and Billing System. SAP is the most widely used software in the utility industry and is scalable. Peoples is also working on converting the information systems on Equitable Division field customer service trucks to the newer version of Ventyx, which is the mobile data system, and combining the GIS systems to provide comprehensive maps for use by field personnel . Finally, Peoples will be bringing Equitable Division customers onto Peoples' Call Center platforms such as the IVR and Work Force Management systems. These tasks are all in preparation for Peoples ultimate plan to operate a single Call Center "in house". As part of this, Peoples will be bringing 30 to 35 Call Center jobs "in house."   Presented below is the high level project plan indicating the phases of this project during each month of the development.

EGC SAP CR&B Project	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014				Pre-Prep	Pre-Prep	Pre-Prep	Blue Print	Blueprint	Blueprint	Realization	Realization	Realization
2015	Realization	Realization	Realization	Final Prep	Final Prep	Final Prep	Go Live					

Please see further detail in Exhibit A attached.

Peoples is also pursuing a change to the administration of the CAP program for Equitable Division customers that is more like the administration of Peoples CAP Program. The proposed change, which will be further defined in the Universal Service Plan to be filed on July 15, 2014, would entail partnering with Dollar Energy Fund ("DEF") to administer the CAP Program for Equitable Division customers. Through this approach, the Equitable Division customers will benefit from improved referrals, not just to Peoples' programs, but to other programs as well. Peoples' commitment to this aspect of the CAP Program is identified in the Settlement at paragraph 74 and set forth immediately below.

> *Peoples will manage Equitable's CAP Program similar to that of Peoples in that it will partner with an agency that: (a) can substantially increase the number of intake sites; (b) is an administrator of utility CAP programs for the electric distribution companies ("EDCs") or natural gas distribution companies ("NGDCs") in their territory; (c) recruits and partners with multi-service agencies; and, (d) uses a case management system to track and monitor referrals and enrollments into utility programs.*

Peoples' strategy is to achieve optimal customer service improvements, similar to those realized after SRIFNA acquired Peoples in 2010 and to continue to improve the Customer Service metrics as demonstrated over the last few years. This will enable Peoples to build a stronger utility that will be better positioned to serve the customers and the community. In order to reach that end, Peoples agreed in the Settlement at paragraph 66 to:

> *[C]ommit to achieve and maintain the following levels of performance in the following customer service metrics in each of the next five years for Peoples and Equitable divisions:*
>
> (a) *percent of calls answered within 30 seconds of at least 82%,*
>
> (b) *busy out rate of no more than 0.25%,*
>
> (c) *call abandonment rate that is no higher than 3% for 2014, 2015 and 2016 and 2.5% for 2017 and 2018,*
>
> (d) *percent response within 60 minutes to emergency calls of at least 98.5% for 2014, 2015 and 2016 and 99% for 2017 and 2018.*
>
> (e) *Peoples TWP agrees to extend for an additional two years commencing January 1, 2014 the customer service metrics from the Joint Settlement of the SteelRiver acquisition of Peoples TWP, at Docket No. A-2010-2210326 which are [shown below]:*
>
> 1. *Call Center: % calls answered w/in 30 seconds – 80%*
>
> 2. *Call Center: Average Busy-out Rate – Below 0.5%*
>
> 3. *Call Center: Average Call Abandonment Rate - $\leq$ 5%*

4. *# of Customer disputes not issued a report within 30 days – no more than 3% of total number of disputes filed*

5. *% of Meters not read as required by 56.12 (4) (ii)-6 mos.) and (iii)-12 mos. – Not read in 6 months - .17% and Not read in 12 months – 0.02%*

6. *Gas Safety Response Time – 98% in 60 minutes, with a minimum standard of arriving on-site 90% of the time within 60 minutes for each district*

7. *Percent of bills not rendered once every billing period – 0.01%*

Peoples committed to improve Customer Service when SRIFNA purchased Peoples, and has cost effectively met or exceeded the goals established by the Commission as a condition of that acquisition. This same expertise and enthusiasm is being applied to the Equitable Division Customer Service and towards meeting the goals of this Settlement Agreement. Peoples is committed to continuously improving Customer Service and is dedicated to supporting the communities of Western Pennsylvania.

CR&B Project_v4_REVIWED VERSION02122013

ID	Task Name	Start	Finish	Resource Names
1	**EGC CR&B Project**	**Tue 4/1/14**	**Mon 7/6/15**	
2	**Project Preparation Phase**	**Tue 4/1/14**	**Mon 6/30/14**	PMO
3	**Pre-Prep**	**Tue 4/1/14**	**Mon 6/30/14**	
4	Verify Data Sources	Tue 4/1/14	Tue 4/1/14	EGC + PNG IT
5	Define Key Data Quality Criteria	Mon 4/28/14	Fri 5/2/14	EGC + PNG IT
6	Perform Data Quality Proofing	Thu 5/1/14	Fri 5/30/14	EGC + PNG IT
7	Generate Report and Stakeholder Review	Mon 6/9/14	Fri 6/20/14	EGC + PNG IT
8	Correct and Mediate	Mon 6/23/14	Mon 6/30/14	EGC + PNG IT
9	Create SharePoint Site and Templates	Mon 5/26/14	Fri 6/6/14	EGC + PNG IT
10	Project Charter Prep and Sign off	Mon 5/26/14	Mon 6/2/14	PMO
11	Implementation Team Org Chart	Mon 6/2/14	Mon 6/9/14	PMO
12	High Level Project Plan	Mon 6/2/14	Fri 6/6/14	PMO
13	**Workshop decks Updates (Plan Workshops)**	**Mon 6/23/14**	**Fri 7/11/14**	**Functional Leads + IT**
14	Review and Update Workshops and PDD's	Mon 6/23/14	Fri 7/11/14	Functional Leads + IT
15	Workshops Schedule Preparation	Mon 6/23/14	Fri 7/4/14	PMO
16	**Technical Activities**	**Mon 6/23/14**	**Fri 6/27/14**	**PMO+Basis**
17	Land Scape Requirements/Request	Mon 6/23/14	Fri 6/27/14	PMO+Basis
18	**Multi-company Impact Analysis**	**Mon 6/23/14**	**Mon 7/14/14**	**Technical Team**
19	PNG Hard Code	Mon 6/23/14	Mon 7/14/14	
20	EGC Profit Center Coding	Mon 6/23/14	Mon 7/14/14	
21	KY, WVA separate Company Coding	Mon 6/23/14	Mon 7/14/14	
22	**Business Blueprint Phase**	**Mon 7/14/14**	**Fri 10/31/14**	
23	PNG + EGC Kick Off Meetings (Business and IT)	Mon 7/14/14	Fri 7/18/14	PMO
24	**Conduct Business Workshops Sessions**	**Mon 7/21/14**	**Fri 10/31/14**	**Functional Leads + IT**
25	Payments	Mon 7/21/14	Fri 10/31/14	
26	Conversion	Mon 7/21/14	Fri 10/31/14	
27	Billing/Rates	Mon 7/21/14	Fri 10/31/14	
28	CAP	Mon 7/21/14	Fri 10/31/14	
29	Warranty Service Program	Mon 7/21/14	Fri 10/31/14	
30	EAM	Mon 7/21/14	Fri 10/31/14	
31	**Conversion Mapping Sessions**	**Mon 8/11/14**	**Fri 10/31/14**	**Conversion Team**
32	Readi to SAP	Fri 10/31/14	Fri 10/31/14	
33	**Set Up the new SAP Clients (Landscape)**	**Mon 9/29/14**	**Fri 10/10/14**	**Basis**
34	Conversion	Mon 9/29/14	Fri 10/10/14	
35	Integration Test 1 and 2	Mon 9/29/14	Fri 10/10/14	
36	**Change Management**	**Mon 7/1/13**	**Mon 7/6/15**	**PMO**

CR&B Project_v4_REVIWED VERSION02122013

ID	Task Name	Start	Finish	Resource Names
37	**Issues Management**	Mon 7/21/14	Mon 7/6/15	**PMO**
38	Introduction to Process Meeting with Team	Mon 7/14/14	Mon 7/6/15	PMO
39	Weekly Status Meetings on Issues	Mon 7/14/14	Mon 7/6/15	PMO
40	Stakeholder Management	Mon 7/14/14	Mon 7/6/15	PMO
41	**Communications**	**Mon 7/14/14**	Mon 7/6/15	**PMO + Communications**
42	**Conversion Chronicle for Employees**	**Mon 7/14/14**	**Mon 7/6/15**	PMO + Communications
43	CC1: Intro to Project	Mon 7/14/14	Fri 7/18/14	
44	CC2: Milestone 1 Report	Mon 10/27/14	Fri 10/31/14	
45	CC3: Milestone 2 Report	Mon 3/2/15	Fri 3/6/15	
46	CC4: Milestone 3 Report	Mon 6/29/15	Fri 7/3/15	
47	CC5: Milestone 4 Report	Mon 7/20/15	Mon 7/20/15	
48	CC6: Training Update	Mon 5/4/15	Fri 5/8/15	
49	CC7: Cutover Report	Tue 7/7/15	Tue 7/7/15	
50	**Customer Communication**	**Mon 6/22/15**	**Tue 6/30/15**	**PMO + Communications**
51	Bill Inserts	Mon 6/22/15	Tue 6/30/15	
52	Web Portal	Mon 6/22/15	Tue 6/30/15	
53	**Perform Training Assessment**	**Mon 7/1/13**	**Fri 10/31/14**	**PMO+Training**
54	Evaluate how RICEFW impacts training	Mon 9/1/14	Fri 10/31/14	Functional Leads
55	**Identify training needs**	**Mon 9/1/14**	**Fri 10/31/14**	**PMO+ Functional Leads +Training**
56	SAP	Mon 9/1/14	Fri 10/31/14	
57	Non-SAP	Mon 9/1/14	Fri 10/31/14	
58	Verify trainee roles/ responsibilities/ training needs	Mon 9/1/14	Fri 10/31/14	
59	**Material development**	**Mon 9/1/14**	**Mon 3/2/15**	**PMO + Training**
60	Identify gaps in training material	Mon 9/1/14	Mon 3/2/15	
61	Develop/ update training material	Mon 9/1/14	Mon 3/2/15	
62	Review of training material	Mon 9/1/14	Mon 3/2/15	
63	Business signoff of training material	Mon 9/1/14	Mon 3/2/15	
64	**Training Class Logistics**	**Tue 3/3/15**	**Fri 3/20/15**	**PMO + Training+ IT**
65	Develop training class schedule	Tue 3/3/15	Fri 3/20/15	PMO + Training
66	Secure training resources (rooms/ equipment)	Tue 3/3/15	Mon 3/9/15	IT
67	**Realization Phase**	**Mon 10/20/14**	**Tue 3/31/15**	
68	**Create Functional Specifications**	**Mon 10/20/14**	**Tue 3/31/15**	**Functional Leads**
69	Obtain sign-off from business	Mon 10/20/14	Tue 3/31/15	
70	**Create Technical Specifications**	**Mon 10/20/14**	**Tue 3/31/15**	**Technical Team**

CR&B Project_v4_REVIWED VERSION02122013

ID	Task Name	Start	Finish	Resource Names
71	Obtain sign-off from Technical leads	Mon 10/20/14	Tue 3/31/15	
72	**Set Up the new SAP Clients**	**Fri 1/16/15**	**Fri 1/30/15**	Basis Team
73	Conversion	Fri 1/16/15	Fri 1/30/15	
74	Integration Test 1 and 2	Fri 1/16/15	Fri 1/30/15	
75	Parallel Billing	Fri 1/16/15	Fri 1/30/15	
76	Stress Test and Batch	Fri 1/16/15	Fri 1/30/15	
77	Training	Fri 1/16/15	Fri 1/30/15	
78	**Identify the RICEFWs**	**Mon 10/20/14**	**Fri 10/31/14**	Functional Leads
79	New Functional GAPS	Mon 10/20/14	Fri 10/31/14	
80	Multicompany	Mon 10/20/14	Fri 10/31/14	
81	Conversion	Mon 10/20/14	Fri 10/31/14	
82	Batch	Mon 10/20/14	Fri 10/31/14	
83	Integration	Mon 10/20/14	Fri 10/31/14	
84	**Build**	**Mon 11/3/14**	**Mon 2/2/15**	
85	**Configuration**	**Mon 11/3/14**	**Mon 2/2/15**	Functional Leads
86	Configuration Conversion related	Mon 11/3/14	Mon 2/2/15	
87	Configutation not Conversion related	Mon 11/3/14	Mon 2/2/15	
88	**RICEFW Development**	**Mon 11/3/14**	**Mon 2/2/15**	
89	Reports	Mon 11/3/14	Mon 2/2/15	
90	Intefaces	Mon 11/3/14	Mon 2/2/15	
91	Conversion Programs	Mon 11/3/14	Mon 2/2/15	
92	Enhancements	Mon 11/3/14	Mon 2/2/15	
93	Forms	Mon 11/3/14	Mon 2/2/15	
94	Workflows	Mon 11/3/14	Mon 2/2/15	
95	**Conversion Development**	**Mon 11/3/14**	**Mon 2/2/15**	
96	Extraction Programs	Mon 11/3/14	Mon 2/2/15	
97	Transformation Programs	Mon 11/3/14	Mon 2/2/15	
98	Upload Programs	Mon 11/3/14	Mon 2/2/15	
99	Upload Objects	Mon 11/3/14	Mon 2/2/15	
100	Matching Reports	Mon 11/3/14	Mon 2/2/15	
101	**Functional Unit Test**	**Mon 11/3/14**	**Mon 2/2/15**	Functional Leads + Technical Team
102	Fixes to defects	Mon 11/3/14	Mon 2/2/15	Technical Team
103	**Test Definition**	**Mon 1/12/15**	**Fri 1/30/15**	PMO + Functional Leads
104	Integration Test Scenarios definition	Mon 1/12/15	Fri 1/30/15	
105	Parallel Test Strategy definition	Mon 1/12/15	Fri 1/30/15	
106	Mocks Strategy definition	Mon 1/12/15	Fri 1/30/15	

CR&B Project_v4_REVIWED VERSION02122013

ID	Task Name	Start	Finish	Resource Names
107	Regression Test Scenarios definiton	Mon 1/12/15	Fri 1/30/15	
108	**Test Execution**	**Tue 2/3/15**	**Tue 3/31/15**	Functional Leads + Technical Team
109	**Integration Test Cycle 1**	**Tue 2/3/15**	**Fri 2/20/15**	Functional Leads + Technical Team
110	Perform Integration Test Cycle 1	Tue 2/3/15	Fri 2/27/15	
111	Corrections Integration Test 1	Mon 2/23/15	Fri 2/27/15	
112	**Integration Test Cycle 2**	**Mon 3/2/15**	**Fri 3/13/15**	Functional Leads + Technical Team
113	Perform Integration Test Cycle 2	Mon 3/2/15	Fri 3/13/15	
114	Corrections Integration Test 2	Mon 3/16/15	Fri 3/20/15	Technical Team
115	**Final Preparation**	**Wed 4/1/15**	**Tue 6/30/15**	
116	Cut Over Plan Preparation	Wed 4/1/15	Thu 4/30/15	PMO + Functional Leads+ Business
117	**Mock 1**	**Wed 4/1/15**	**Mon 4/27/15**	PMO + Functional Leads+ Business
118	Client Preparation	Wed 4/1/15	Mon 4/27/15	
119	Conversion & Matchings	Wed 4/1/15	Mon 4/27/15	
120	Processes Test	Wed 4/1/15	Mon 4/27/15	
121	**Mock 2**	**Mon 5/4/15**	**Wed 6/3/15**	PMO + Functional Leads+ Business
122	Client Preparation	Mon 5/4/15	Wed 6/3/15	
123	Conversion & Matchings	Mon 5/4/15	Wed 6/3/15	
124	Processes Test	Mon 5/4/15	Wed 6/3/15	
125	**Conduct Training Classes**	**Mon 5/4/15**	**Fri 6/26/15**	Training
126	Front Office Training	Mon 5/4/15	Fri 6/26/15	
127	Back Office Training	Mon 5/4/15	Fri 6/26/15	
128	Make-up classes	Mon 5/4/15	Fri 6/26/15	
129	**User Acceptance Testing**	**Wed 6/4/14**	**Fri 6/13/14**	Functional Leads+ Business
130	Final Fixes	Mon 6/16/14	Fri 6/20/14	Technical Team
131	**Go live**	**Fri 7/3/15**	**Mon 7/6/15**	CR&B Team-All
132	Cut Over Plan Execution	Fri 7/3/15	Sun 7/5/15	
133	Go-Live	Mon 7/6/15	Mon 7/6/15	
134	**Post go-live support for users**	**Tue 7/7/15**	**Mon 8/31/15**	Training+Pmo
135	Identify Refresher Training Needs	Tue 7/7/15	Mon 8/31/15	