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File #: 182466

June 9, 2021

VIA ELECTRONIC FILING


Rosemary Chiavetta, Secretary
Pennsylvania Public Utility Commission
Commonwealth Keystone Building
400 North Street, 2nd Floor North
P.O. Box 3265
Harrisburg, PA 17105-3265

**Re: PA Public Utility Commission v. Columbia Gas of Pennsylvania, Inc.
Docket No. R-2021-3024296**

Dear Secretary Chiavetta:

On March 30, 2021, Columbia Gas of PA, Inc. ("Columbia") filed its Standard Data Requests in the above-captioned proceeding. Attached for filing is GAS-RR-53-Revised on behalf of Columbia. Columbia intends to submit the revised version of GAS-RR-53 for the record in this proceeding. Copies will be provided as indicated on the Certificate of Service.

Respectfully submitted,



Lindsay A. Berkstresser

LAB/kl
Attachment

cc: Honorable Mark A. Hoyer
Certificate of Service

CERTIFICATE OF SERVICE

I hereby certify that true and correct copies of the foregoing have been served upon the following persons, in the manner indicated, in accordance with the requirements of § 1.54 (relating to service by a participant).

VIA E-MAIL

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Date: June 10, 2021

A handwritten signature in cursive script, reading "Lindsay A. Berkstresser". The signature is written in dark ink and is positioned above a horizontal line.

Lindsay A. Berkstresser

Columbia Gas of Pennsylvania, Inc.

Standard Data Request

Revenue Requirements

Question No. RR-053-REV:

Please describe each budgeted or planned cost savings program to be implemented during the historic or future year. Please identify the cost of implementing the program and the anticipated annual savings.

Revised Response (Revised portions are underlined):

In 2020, NiSource launched an initiative called NiSource Next, a multi-year enterprise-wide program designed to deliver long-term, sustainable capability enhancements and cost efficiency improvements. The program is structured to leverage our current scale, utilize technology, define clear accountability with our leaders and employees, and standardize processes to create an organization focused on operational rigor and continuous improvement. The overarching objectives of this program include an unwavering commitment to safety leadership, identifying savings opportunities, efficient and empowered leadership structure, enhanced digital customer service capabilities, and standardizing operations management supported by technology enhancements. Cost efficiencies achieved are expected to offset future inflationary pressure related to O&M costs.

NiSource Next is centered on the following five programs:

- A streamlined organizational structure and clearly defined roles and responsibilities
- Evolution of business services which will provide support to our employees when needed and provide opportunities to consolidate and digitize processes across supply chain, human resources, finance and customer and billing organizations
- Operational work standardization which builds from the operational rigor, risk identification and safety enhancement work underway with our Safety

Columbia Gas of Pennsylvania, Inc.

Standard Data Request

Revenue Requirements

Management System and is intended to ensure we execute work processes the best and safest way

- Enabling field mobility which will provide tools and resources to our employees when and where they are needed – we will deploy enhanced work planning and scheduling tools and provide field employees with the technology and resources they need to allow for a paperless environment, provide all information needed at the job site to support safe execution of work while improving the consistency and quality of records and operational data
- Connected customer experience which will enable us to be responsive to and empower customers by implementing digital and mobile capabilities to drive self-service, decrease call handling times through automation, and empower teams with tools to achieve high productivity in a remote work environment; we will also modernize billing practices and encourage customers to transition to paperless billing while applying analytics to more quickly address customer service needs across multiple channels.

Costs:

The cost of the NiSource Next initiative in the FPFTY is \$2,452,213.

The cost of the NiSource Next initiative in the FTY is \$4,917,687, less \$1,182,600 of non-recurring consulting expense (Exhibit 104, Schedule 2, Page 11 of 20) and \$1,900,000 of severance costs (Exhibit 104, Schedule 2, Page 14 of 20, Line 10), resulting in a net expense of \$1,835,087.

Savings:

The Company has incorporated \$7,380,695 of projected O&M savings related to the NiSource Next in the FPFTY.

The FTY includes \$5,411,555 of projected O&M savings related to NiSource Next.

Columbia Gas of Pennsylvania, Inc.

Standard Data Request

Revenue Requirements

Original Response:

In 2020, NiSource launched an initiative called NiSource Next, a multi-year enterprise-wide program designed to deliver long-term, sustainable capability enhancements and cost efficiency improvements. The program is structured to leverage our current scale, utilize technology, define clear accountability with our leaders and employees, and standardize processes to create an organization focused on operational rigor and continuous improvement. The overarching objectives of this program include an unwavering commitment to safety leadership, identifying savings opportunities, efficient and empowered leadership structure, enhanced digital customer service capabilities, and standardizing operations management supported by technology enhancements. Cost efficiencies achieved are expected to offset future inflationary pressure related to O&M costs.

NiSource Next is centered on the following five programs:

- A streamlined organizational structure and clearly defined roles and responsibilities
- Evolution of business services which will provide support to our employees when needed and provide opportunities to consolidate and digitize processes across supply chain, human resources, finance and customer and billing organizations
- Operational work standardization which builds from the operational rigor, risk identification and safety enhancement work underway with our Safety Management System and is intended to ensure we execute work processes the best and safest way
- Enabling field mobility which will provide tools and resources to our employees when and where they are needed – we will deploy enhanced work planning and scheduling tools and provide field employees with the technology and resources they need to allow for a paperless environment,

Columbia Gas of Pennsylvania, Inc.

Standard Data Request

Revenue Requirements

provide all information needed at the job site to support safe execution of work while improving the consistency and quality of records and operational data

- Connected customer experience which will enable us to be responsive to and empower customers by implementing digital and mobile capabilities to drive self-service, decrease call handling times through automation, and empower teams with tools to achieve high productivity in a remote work environment; we will also modernize billing practices and encourage customers to transition to paperless billing while applying analytics to more quickly address customer service needs across multiple channels.

Costs:

The cost of the NiSource Next initiative in the FPFTY is \$2,452,213.

The cost of the NiSource Next initiative in the FTY is \$4,917,687, less \$1,182,600 of non-recurring consulting expense (Exhibit 104, Schedule 2, Page 11 of 20) and \$1,900,000 of severance costs (Exhibit 104, Schedule 2, Page 14 of 20, Line 10), resulting in a net expense of \$1,835,087.

Savings:

The Company has incorporated \$7,380,695 of projected O&M savings related to the NiSource Next in the FPFTY.

The FTY includes \$4,952,318 of projected O&M savings related to NiSource Next.