Request IR-1:

In reference to the letter included with the capital application request filed with the Board, Nova Scotia Power Incorporated (NS Power) stated "Technical setup work and business process updates have been completed…"

(a) Please break out the tasks that have been completed and the tasks remaining.

(b) Please identify the items in the Capital Project Detailed Estimate that are now finished and provide the final actual costs.

(c) Please provide a breakdown of the work associated with the budget amounts in 2023, 2024, 2025 and 2026.

Response IR-1:

(a) Please refer to REI IR-16 Attachment 1 for details of tasks that have been completed and the tasks remaining.

(b-c) The Capital Project Detailed Estimate was not broken down by task but rather by project cost element. The actual costs for work completed by year is provided in the table below:

RtR Set Up Project	Actuals				Estimates to Complete	Totals
	2023	2024	2025	Total Actuals	2026	
Labour	$122,016	$94,397	$49,552	$265,965	$179,511	**$445,476**
Contracts		$7,124	$73,227	$80,351	$0	**$80,351**
Consulting	$516,561	$1,943,858	$956,768	$3,417,187	$490,711	**$3,907,898**
Software	$0	$6,461	$13,777	$20,238	$0	**$20,238**
Overheads	$101,978	$43,833	$38,952	$184,763	$108,795	**$293,558**
Interest	$27,286	$114,093	$284,350	$425,728	$232,899	**$658,627**
Contingency				$0	$224,545	**$224,545**
Total	**$ 767,841**	**$ 2,209,766**	**$ 1,416,626**	**$ 4,394,232**	**$1,236,461**	**$5,630,693**

Note: There may be slight variances due to rounding.

Request IR-2:

Please compare the project estimate of $5,644,468 to the $6.4 million estimate for the total required for renewable to retail market development, inclusive of costs to date, forecasted costs, and deferred amounts in Matter M11874 (Letter of Credit proceeding).

Response IR-2:

The difference in these two estimates is that the $5,644,468 is the estimate to establish the technologies, resources and processes related to this implementation and this Matter (M12588). The $1.45 million referenced in M11874 is related to work that was carried out by NS Power in 2016 to establish the RtR Tariffs as part of M06214.

Request IR-3:

Please advise whether any work done to date to implement the Renewable to Retail (RtR) market was affected by NS Power's cybersecurity breach, and if so, whether costs to redo work have been included in the project amount.

Response IR-3:

No work done to date to implement the RtR market was affected by the cyber-attack. While some components of the RtR implementation leverage systems were affected by the cyber-attack, no RtR work done to date was lost. Some RtR components will require redeployment to the restored systems when they are ready; however, no costs for redeployment have been included in the project amount.

Request IR-4:

NS Power states,

> **"The project involves modifying the CIS as well as developing online forms for onboarding and offboarding customers to incorporate the changes anticipated with the activation of the RtR market."**

In Matter M11884, NS Power noted that its Customer Information System (CIS) is over 25 years old and requires modernization to enhance billing processes, automate complex billing calculations and deliver clearer billing statements. NS Power said the replacement of its CIS has been on its investment plan for several years and expects to scope of that project to "include enhancements to enable new tariff designs such as Time of Use (TOU), Critical Peak Pricing (CPP), real-time pricing, and Time Varying Pricing (TVP), and accommodate new programs such as Green Choice." However, NS Power said the timeline for this critical project was delayed after its previous general rate application due to "a strategic shift to prioritize capital investment in reliability initiatives and considerations such as operational, resource, and technical readiness as well as stakeholder readiness."

(a) Please explain in detail how the proposed work to modify NS Power's existing, out of date and unsupported CIS will be impacted by the replacement of the CIS with a modern system.

(b) Please explain in detail whether the expenses associated with the proposed modifications to the outdated CIS would have been necessary, in whole or in part, if NS Power had proceeded with its plan to replace its CIS on the timeline it had planned to when it filed its previous general rate application in 2022.

Response IR-4:

(a) Modifications to the existing Customer Information System (CIS) have already been completed. These enhancements are considered core CIS functionality and will be carried forward as base requirements for any future CIS replacement project.

(b) Modifications to CIS to support the RtR market were necessary whether those modifications were made to the current CIS or new CIS solution. Changes to CIS were not extensive and were in line with configuration changes to segregate customer rates as opposed to programmatic customization. These changes will carry through to the new CIS solution, and will not result in incremental costs. Please refer to NSEB IR-7 part (a-c) (iii) for details of the extent of CIS modifications.

Request IR-5:

Please identify all aspects of the proposed updates and enhancements to existing software solutions, the development of new and enhanced business processes and procedures, and enhancements to technology solutions such as the Customer Information System (CIS) and Meter Data Management System (MDMS), that could in any way provide a benefit to NS Power's customers in general or particular rate classes, either currently, or in the future due to changes to NS Power's infrastructure because of decarbonization, electrification, the decentralization of energy resources, the development of innovative rate designs, the enhancement of customer information systems for customers generally, and the customer experience and innovation identified by NS Power in its recent general rate application (M12451, Exhibit N-6, Appendix 7A, s. 1.6, pp. 22-29).

Response IR-5:

As described in NSEB IR-7 part (a-c), the proposed updates and enhancements to existing software solutions, including the development of new and enhanced business processes and procedures, are being implemented solely to serve the RtR market. No benefits will accrue to other NS Power customers, current or future.

Request IR-6:

When will the CIS and the MDMS go into service?

(a) Please elaborate on the new configurations and integrations to manage interval data that is unique to RtR.

(b) Please confirm that these configurations and integrations have been reviewed and agreed to with the Licensed Retail Supplier (LRS).

(i) If not confirmed, why not?

Response IR-6:

Modifications to the Customer Information System (CIS) have already been placed into the CIS production environment and the modifications developed in support of the RtR market will carry forward as business requirements for any future CIS replacement work. Modifications to the Meter Data Management System (MDMS) were also moved into production just prior to project pause. These changes will all go into service prior to the Licensed Retail Supplier (LRS) assuming retail operations.

(a) Please refer to NSEB IR-7, part (a-c) subsections (ii) and (iii), for explanations of the functional requirements for CIS and MDMS, respectively, highlighting why new configurations and integrations are required for these systems to support the RtR market.

For example, CIS, as the system of record for customer information, holds the data field identifying the service provider (i.e. NS Power, LRS 1, LRS 2, etc.) for each customer. This record is passed to MDMS through an integration that allows the MDMS to aggregate meter interval data for the LRS' customers, enabling accurate monthly settlement and billing. As another example, CIS provides MDMS with customer class, a necessary field

for aggregating LRS customer meter interval data so the correct distribution-class loss factor can be applied to the aggregation to account for losses in the distribution system.

(b) Configurations and internal integrations for NS Power's CIS and MDMS platforms have been developed by internal NS Power subject matter experts and consultants with a technical understanding of these core business systems. NS Power has designed interfaces for the exchange of data with the LRS and reviewed the high-level function design with Renewall Energy Inc. (REI) and provided outputs from testing phases for review and awareness. During NS Power's development work, REI's IT systems had not yet been developed. It is anticipated that once the project resumes, the final testing for these NS Power to REI interfaces will be completed, and NS Power will continue to involve REI in that process.

NS Power has reviewed function design at each stage of system development with REI. For example, NS Power reviewed the web form application with REI for Renewable to Retail Customer Transaction Request Applications (RCTRA), the requirements for which are described in section 11.0 of the Licensed Retail Supplier Terms and Conditions.[1]

In addition, NS Power reviewed with REI a functional model for tariff billing calculations as described in section 14.0 of the Licensed Retail Supplier Terms and Conditions to ensure transparency and obtain agreement from REI on the methodology. This review included sample calculations and outputs for the Energy Balancing Service Tariff, Standby Service Tariff, Renewable to Retail Transmission Tariff, and the Open Access Transmission Tariff.

[1] Licensed Retail Supplier Terms and Conditions are available on the NS Power OASIS website at: https://www.nspower.ca/docs/default-source/pdf-to-upload/licensed-retail-supplier-terms-and-conditions9ddeb139f95a403cb62a7feeccb56d7e.pdf?sfvrsn=a7b8731a_0

Request IR-7:

NS Power explained that changes to existing software are necessary for customer billing, metering, interval data collection and aggregation, tariff maintenance, etc. Please explain how these software capabilities are different from the customer information management system and metering data software servicing existing customers.

(a) If there is no difference, please explain why they are needed for RtR.

(b) Please identify the updates to existing software.

(c) Please explain how each update is unique to the RtR market.

(d) If the changes to existing software will go into service on a piecemeal approach, please provide the list of dates when NS Power plans each software change to go into service.

Response IR-7:

(a-c) The Renewable to Retail Implementation (RtR) Project includes the implementation of updates and enhancements to existing software solutions to enable customer billing, customer information management, metering, interval data collection and aggregation, tariff maintenance, reporting, settlement, and final reconciliation within the RtR market as follows:

(i) Web Forms – New application to support RtR Customer Transaction Request Applications (RCTRA). This new application is developed solely for the RtR Market, providing the following functionality applicable only to this market:

- To initiate customer transfers from NS Power to a Licensed Retail Supplier (LRS);

- To initiate customer transfers from one LRS to another;
- To return an LRS customer to NS Power;
- To provide an LRS with information on an existing NS Power customer; and
- To provide NS Power with updated customer information from an LRS.

(ii) Customer Information System (CIS) – Design, configure, build, test, and deploy changes to NS Power's existing CIS to meet the following requirements, solely for the RtR Market:

- LRS customer identification;
- LRS entity identification;
- LRS rate design (metered and fixed charge updates);
- LRS rate input & validation;
- Bill class to LRS entity mapping;
- Custom bill print for CIS screen only;
- Custom bill post for LRS customers;
- New RTR bill history files;
- Data extracts; and
- Reporting.

(iii) Meter Data Management System (MDMS) – Design, configure, build, test, and deploy changes to NS Power's existing MDMS for the following requirements, solely for the RtR Market:

- To identify LRS;
- To identify Certified Generators specific to the RtR market;
- To identify RtR retail customers;
- To collate RtR retail customer meter data from AMI and MV90 systems;

- To flag RtR customer data to differentiate it from NS Power bundled service customer data;
- To aggregate RtR interval data;
- Ingest other data for tariff calculations including LRS generation curtailment, renewable forecasts, and unmetered load profiles;
- To calculate the tariffs specific to the RtR market;
- Data extracts; and
- Reporting.

(iv) Wind Forecasting Solution – Design, configure, build, test, and deploy a daily integration from NS Power's existing vendor-provided Wind Forecasting Service to the MDMS for provision of LRS generation forecasts, for calculating Open Access Transmission Tariff charges applicable only to the RtR Market.

(d) Web Forms have gone into production to facilitate early fulfillment of data requests for prospective RtR customers as provided for under section 12.0 of the Licensed Retail Supplier Terms and Conditions.[1] CIS configuration and interface changes have gone into production to ensure that LRS go-live is not impacted by any future work on advancing the replacement of CIS and all specific requirements for the RtR Market will be included in such work. Final changes to the MDMS and Wind Forecasting Solution will be placed into production at project go-live.

[1] Licensed Retail Supplier Terms and Conditions are posted on OASIS at the following link: licensed-retail-supplier-terms-and-conditions9ddeb139f95a403cb62a7feeccb56d7e.pdf

Request IR-8:

Please identify the enhancements to existing software.

(a) Please explain how each enhancement is unique to the RtR market.

(b) Please explain why the need to manage metering interval data is unique to the RtR market, such that it requires the implementation of new configurations and integrations for the MDMS.

(i) If the enhancements will go into service on a piecemeal approach, please provide the list of dates that each enhancement is planned to go into service.

Response IR-8:

(a) Enhancements to support the RtR market are required for the existing Customer Information System and the existing Meter Data Management System (MDMS) software systems. Please refer to NSEB IR-7 parts (a-c) (ii) and (iii), respectively, describing the enhancements and how they are unique to the RtR market.

(b) Meter interval data for customers of each LRS must be identified and distinguished from the data in the MDMS for customers of other LRSs and NS Power.

In addition, the calculation of billing determinants for the suite of tariffs applicable to the LRS is unique to the RtR market and more complex than tariffs applicable to NS Power bundled service customers. For example, the calculation of billing determinants for the RtR Market Energy Balancing Service (EBS) Tariff involves performing a calculation for each hour of the billing month. The load interval metering data for each customer of the LRS is aggregated by customer class, and the class total is incremented by a class-specific distribution loss factor to account for losses experienced when the LRS' energy is delivered

through the NS Power distribution system. The hourly loss-adjusted customer-class totals are then aggregated to determine the total load being served by the LRS in that hour. Likewise, the generator hourly interval data for each of the LRS' generators is reduced by the generator specific loss factor to account for losses as the generated energy is transported through the transmission system. The hourly generator loss-adjusted value for each generator is aggregated to determine the total energy generated by the LRS' generators for that hour. The LRS' aggregate load is then compared against its aggregate generation. Any shortfall in energy generated is supplied by NS Power under the Top-up provisions of the EBS tariff and charged accordingly. Any excess energy generated is absorbed by NS Power under the Spill provisions of the EBS tariff and credited accordingly.

Similar derivations of hourly load and generator interval data are required to determine billing determinants for the Standby Service Tariff, the Renewable to Retail Market Transition Tariff, and the Open Access Transmission Tariff. It is the complexity of the suite of RtR tariff calculations, and the volume of data involved that necessitate the implementation of new configurations and integrations for the MDMS.

(i) Please refer to NSEB IR-7 part (d).

Request IR-9:

Please explain how the systems are made scalable and the associated costs of that scalability.

(a) Please explain why a scalable system is required.

(b) Does NS Power intend to fully recoup the cost of the scalable system from the single LRS or will the costs of that scalability be incurred as more LRS enter the market?

Response IR-9:

NS Power has worked to ensure the overall solution design and required system changes were designed to be able to accommodate the onboarding of additional Licensed Retail Suppliers (LRSs) and to subsequently mitigate the potential to become costly from both an implementation and operational support for all parties. These were guiding principles in discussing solution options and did not impact configuration or development efforts.

The systems supporting the RtR market were made scalable through initial requirements gathering exercises and the design processes. Scalability was considered in the following areas:

- Potential quantity of LRSs;
- Potential quantity of customers subscribed by each LRS;
- Number of generators owned or contracted by each LRS;
- Potential volume of customer on-boarding requests upon initiation of the LRS service offering; and
- Computational capacity of the Meter Data Management System (MDMS) to perform the monthly RtR settlement and billing calculations for the RtR suite of tariffs.

The associated cost in terms of designing systems to be scalable is low and not considered material. The computational capability of the MDMS has been tested and determined to be capable of

supporting the volume of customers expected to be subscribed by the current LRS. The MDMS architecture is such that additional computational capability can be added in the future, if required, when additional customers and/or additional LRSs join the RtR market.

(a) A scalable system is required to accommodate a range of possibilities of the emerging RtR market in terms of the number of LRSs that could arise beyond the current LRS, the number and classes of customers that each LRS could subscribe, the quantity and capacity of renewable generators that each LRS may construct or contract with, and the ability to scale computational capability of the MDMS as the computational requirements may increase with the quantity of subscribed customers.

(b) Yes, NS Power intends to recoup the cost of the implementation from the single LRS, but the cost of scalability incorporated in the design of the software systems is low and not considered material. Should new LRS(s) join the RtR market in the future, resulting in the need for incremental MDMS computational power resulting in additional cost, that cost would be allocated to the new LRS(s).

Request IR-10:

Why did NS Power establish a dedicated RtR Project Implementation team before the LRS was granted its interconnection requests?

(a) Please explain the start date of February 2023

(i) Why was an application not brought forward for approval sooner?

Response IR-10:

(a) The project start date of February 2023 arises from a history of discussions between the LRS and NS Power. In 2021, Roswall Developments Inc. (Roswall) engaged in discussions with the Nova Scotia Power System Operator (NSPSO) about the requirements, processes, and application procedures to receive Renewable to Retail (RtR) tariffed services from NS Power. These discussions continued periodically over time. A subsidiary of Roswall, REI, subsequently applied for and was awarded the first retail supplier licence on October 26, 2021. Following this milestone, Roswall continued to engage in regular discussions with the NSPSO about application procedures and sought clarification on items of interest from the 2015-16 RtR proceeding. These discussions continued to the end of 2022. Concurrently, in 2022, NS Power began preparing high level scope requirements and estimates to facilitate setting up an implementation project to serve this new market.

Early in 2023, the NSPSO began to establish a dedicated project team to work on implementation activities with REI as the sole Licensed Retail Supplier (LRS) in anticipation of REI initiating service in the RtR market. In May 2023, the NSPSO Implementation Project Team initiated biweekly meetings with REI operational resources. Shortly after beginning the implementation project and biweekly meeting cadence, REI indicated their plans to commence operations with a small number of customers in Summer 2023 and requested the NSPSO Implementation Project Team to expedite development of

interim and manual business processes to achieve a state of readiness which would support REI in its plan to initiate small-scale operations through the purchase of third-party renewable energy outside of their own interconnection development plans. NS Power paused work on the technical solution component of the project and began work on this request (Phase 1) of the overall implementation project. Shortly following the team completing this Phase 1 request in August 2023, REI notified the NSPSO Project Team that their plans for the small-scale operations were not moving forward. The NSPSO Implementation Project Team then re-focused efforts on the development of technology-enabled and scalable business processes, procedures, software tools, and staffing requirements (Phase 2) to meet REI's expected commercial operation date of November 2024, their expected customer volume, and the potential for additional LRSs in the market.

Throughout this process, the NSPSO Implementation Project Team worked toward the implementation of solutions to support all aspects of interfacing services between NS Power and LRSs. This implementation is intended to be scalable to suit additional potential LRSs who may enter the RtR market consistent with the existing NS Power Licenced Retail Supplier Terms and Conditions.

(i) A capital application was not brought forward sooner as project scope continued to evolve through meetings with REI indicating their desire to initially onboard a small number of customers through external purchase of energy from a third party generator, followed by a subsequent indication from REI estimating large volumes of customer information requests and subsequent expected customer onboarding to the LRS along with shifting CODs. Also contributing to the delayed filing were related efforts by NS Power to understand the mechanisms for cost recovery of expenditures made by NS Power in developing software systems and business processes in support of the RtR market, including the proceeding brought before the Board requesting that REI be required to provide security for costs incurred (Matter M11874).

Request IR-11:

On page 2, NS Power states that it "conducted detailed requirements gathering and scoping based on areas of impact and mechanisms that will need to be in place to facilitate the transition of customers and the onboarding of the first LRS in the RtR Market." Please describe the best practice examples that NS Power scoped to under "impact and mechanisms" for customers and describe how these practices are different relative to the process used for existing customers terminating their service.

Response IR-11:

NS Power uses detailed business process mapping to elicit business requirements under the Project Management Institute Professional Business Analysis methodology as well as the Project Management Body of Knowledge (PMBOK), both of which are industry standard project management methodologies. NS Power employs the same project management methodologies for detailed requirements gathering and scoping, regardless of those requirements supporting business processes for NS Power customers or for customers departing NS Power service for the RtR market.

As a point of clarification, the sentence quoted above was not intended to be taken in isolation; the point being made is that NS Power has conducted detailed requirements gathering, intended to be in reference to the entire "Why do this project this way?" section of the capital justification.

Request IR-12:

Please explain why the current reporting tools are insufficient or ineffective to accommodate customers leaving NS Power's service and moving to RtR?

Response IR-12:

The current reporting tools are not insufficient or ineffective; rather, the current reporting catalog needs to be enhanced to accommodate the anticipated transactional reporting for the five new tariffs to support the RtR market and the new settlement process that will be undertaken between NS Power and the LRS(s). This enhanced reporting is required to accommodate the complexity of information needed to support the RtR market as described in NSEB IR-6 (a), NSEB IR-7 (a-c), and NSEB IR-8. As the RtR market is new, there are no pre-existing reports to support inquiries related to high volumes of aggregated data and their interrelated financial transactions.

Request IR-13:

Please separately identify the internal and external stakeholders and describe the incremental business intelligence report development to handle "stakeholder information requirements."

(a) What is the purpose of referencing those in this capital application if they will be developed using existing tools?

(b) Please describe the work that the Project team will undertake or has undertaken to develop reports using existing tools.

(i) What are these existing "tools" that are used to create the reports?

(ii) When will these reports start being used?

Response IR-13:

The internal and external stakeholders and their anticipated incremental business intelligence reporting requirements are provided as follows. Reporting requirements are expected to align with the example reports provided.

Internal Stakeholders:

- Load and Revenue – reports on load served in the RtR market to assess impacts on Company load and revenue forecasts.
- Regulatory – as required, reports on RtR market load including energy and/or demand served under the RtR suite of tariffs.
- Customer Care – day-to-day and monthly summary reports on customers transitioning to the RtR market and customers returning to NS Power service.

- Customer Billing – reconciliation and settlement reports.

External Stakeholder(s):

- Licensed Retail Supplier (LRS) – number of customers by rate class in the billing period, aggregated Distribution Tariff charges, chargeable customer service work performed by NS Power and billed to the end customer via the LRS, historical load interval data for prospective retail customers, etc.
- Nova Scotia Energy Board – reports describing customer uptake and level of activity in the RtR market.

Internal business user data extraction reports:

- LRS Raw Interval Data Report for a specified date range
- NS Power Raw Interval Data report
- Reporting of input variables
- Reconciliation and settlement reports
- Aggregation variables used for Billing Determinant (BD) calculation
- Calculation of BD for the Energy Balancing Service Tariff
- Calculation of BD for the RtR Transition Tariff
- Calculation of BD for the Standby Service Tariff
- Calculation of BD for the Open Access Transmission Tariff
- Development of Draft LRS Invoice Report

(a) Although these reports are being developed utilizing existing tools, they are new incremental workflows and reports that are being created. The purpose of referencing them in this submission is because the labour associated with defining, building/configuring, testing, and implementing these new reports is within the scope of this Renewable to Retail Implementation project.

(b) The project team will scope business reporting requirements, design a set of draft reports for review, and then implement the resulting reports within an enterprise reporting tool.

(i) The existing tools used for developing these reports is a mix of PowerBI and Tableau.

(ii) It is expected that the new reports developed for this project will begin being used coincident with the LRS assuming retail operations. However, NS Power anticipates that some of the reports may be used in the lead up to retail operations to supply the LRS with customer information including historical usage data for prospective customers as provided for under section 12.0 of the Licensed Retail Supplier Terms and Conditions.[1]

[1] Licensed Retail Supplier Terms and Conditions are available in the NS Power OASIS website at the following link: https://www.nspower.ca/docs/default-source/pdf-to-upload/licensed-retail-supplier-terms-and-conditions9ddeb139f95a403cb62a7feeccb56d7e.pdf?sfvrsn=a7b8731a_0

Request IR-14:

Please confirm, or explain otherwise, that the contracts and consulting services for this project were procured through a competitive Request for Proposals process.

(a) Please provide details on the competitive procurement process.

(b) Please provide copies of the RFP submission from each respondent complete with the detailed pricing submissions.

Response IR-14:

(a) The Renewable to Retail Implementation Project has leveraged existing Master Services Agreements (MSAs) for all Consultants working on this project. MSAs are multi-year contracts that have been established through NS Power Procurement processes. These MSAs ensure a pre-approved pipeline of services can be procured quickly if a suitable match is available. An RFP was executed for the MDMS solution to ensure the vendor selected would be the most suitable to carry out the specific solution development requirements.

(b) Please refer to Partially Confidential Attachment 1, which outlines results of the RFP for the MDMS Implementation Vendor procurement. Five vendors were invited to participate in the RFP, and two vendors filed complete submissions and were qualified for scoring.

RFP-11/2023-187 C - Renewal to Retail Tariff Aggregation

Scoring Summary

Active Submissions

	Total	A - Technical Evaluation	A-1 - Adherence to RFP requirements	A-2 - Ongoing support availability and service levels	A-3 - Speed and efficiency of implementation (or project) plan, availability, and delivery	A-4 - Experience in the industry and relevant and specific expertise and competence and capacity of proposed project team / key personnel	A-5 - Provided references/testimonials from previous client implementationsProvided references/testimonials from previous client implementations	A-6 - Technology, processes, infrastructure	A-7 - Solution maintenance and support services	A-8 - Management involvement and commitment	A-9 - Bonus - Solution-specific features which may exceed minimum requirements noted in Attachment A	B - Corporate Risk	B-1 - Cyber Security / Vendor Assessment	B-2 - Insurance / Certifications	B-3 - 3rd Party Attestation
Supplier	[redacted]														

Request IR-15:

In reference to the Capital Project Detailed Estimate on page 4 of 6:

(a) What is the role of the Finance Business Analyst to the RtR Project Implementation team? And explain their involvement in the updates and enhancements of the CIS and MDMS.

(b) Please explain the difference between the Tariff Forecasting and Billing SME and the Load & Revenue Forecasting roles and how they are supporting the CIS and MDMS.

(c) What is the difference between the Program Manager, the Business Support Manager and the Project Manager (consultant)?

(d) Why does this project require a Design Engineer?

(e) Why does NS Power consider it necessary to contract three Business Analysts and a Lead Engineer and a Project Manager along with its own regular labour?

(f) Please explain the roles under Consulting for MDMS Module Updates and MDMS Extended Functional Support and CIS Development/enhancements.

(i) How are these unique functions that cannot be performed by other Project team members?

(ii) If these are not roles, but are services, why are they categorized as Consulting and not as software or materials?

Response IR-15:

(a) The Finance Business Analyst participates in workshops related to designing mechanisms that ensure segregation of costs between NS Power and the RtR line of business to help enable post-go-live tracking related to potential annual or cost recovery amounts that may be required. This resource was not involved in updates or enhancements to CIS or MDMS.

(b) The Load and Revenue forecasting subject matter expert participates in the design of the Licensed Retail Supplier (LRS) billing process and mechanisms to verify individual RtR tariffs. This includes the capture of billing determinant Meter Data Management System (MDMS) meter interval data by both LRS generation sources and customer load. The Tariff Forecasting & Billing subject matter expert contributes to the design for billing of the LRS and their customers within the Customer Information System (CIS) to ensure bill accuracy and entry into NS Power financial records.

(c) The Program Manager completed the initial high-level scoping of the RtR Implementation Project in 2022, completed initial estimates, and executed the project initiation steps to formalize the implementation project and onboard the Project Manager. The Program Manager maintains financial tracking, procurement, and accounts payable responsibilities throughout the project. The Project Team reports to the Program Manager. The Business Support Manager participates in requirements gathering, scoping, and initial solution design. They also oversee Information Technology (IT) resource requirements to manage resource availability that aligns with the implementation project needs, schedule, and transition to operations. The Project Manager (consultant) manages all other aspects of the project implementation.

(d) “Design Engineer” is the title of the vendor resource who designed system-to-system interfaces.

(e) This implementation project requires complex overall design, integration between systems and multiple business units along with extensive training of resources to serve this line of business. Some resource time is required less than others depending on the function of the resource. For example, the Sr. Business Analyst worked with the Program Manager to execute initial scoping and project initiation activities. This resource transitioned off the project once the full project team was established and project activities were well underway. The Lead Engineer participates as a Subject Matter Expert when and as necessary to guide and inform on complexities related to items such as the design, calculation, and application of tariffs. This resource is not a full-time member and participates only when necessary while the remaining business analysts and Project Manager are full time members of the implementation team.

NS Power will contract various external resources to perform specific functions when there is either a need for specialized expertise or a lack of available resource capacity internally. For this project, there was both a need for specialized expertise and a gap in internal resource availability.

(f) The MDMS Module Updates captures the consulting resource time associated with identification, documentation, and development of enhancements required for MDMS with the MDMS Extended Functional Support representing resource time related to testing support throughout the MDMS User Acceptance Testing (UAT) cycle. CIS Development/enhancements is consulting resource time to program the required CIS changes.

(i) As noted in part (e) above, NS Power contracts external resources to perform specific functions when there is either a need for specialized expertise or a lack of available resource capacity internally. For this project, there was both a need for specialized expertise and a gap in internal resource availability.

(ii) These are specialized roles performed by external consulting resources.