



# ADVANCED METERING INFRASTRUCTURE SYSTEMS IMPLEMENTATION PROJECT

Energy Solution by ReWire





## CASE STUDY: ADVANCED METER INFORMATION SYSTEMS IMPLEMENTATION PROJECT

### INTRODUCTION

Client is a Northeastern Utility that serves about 2 million electric and gas customers.

Our client ("Utility") is one of the top performing utilities in the nation. They are focused on matching their peers focused on matching its peers in terms of grid modernization through adoption of advanced metering systems and IT infrastructure that will support the realization of these goals.

As the Utility's customers become more knowledgeable, they're beginning to expect near real-time visibility into their energy usage. This translates into choices in their energy provider and preferred time-of-use rates allowing them to reduce energy costs. Ultimately, they want access to new markets and services, and the 'clean' energy options that reduce their carbon footprint.

It is clear that customer expectations will continue to grow as these expectations become the new normal.

Leading utilities across the country are implementing innovative technology including Smart Platforms updating processes, and training employees to meet the needs of their customers and other stakeholders while laying the groundwork for realizing benefits from the Smart Grids of the future.

### BENEFITS INCLUDE

- Enhanced consumer energy choice and control for all customers.
- Improved Utility Operations, outage detection and response.
- Incentivizing consumers to reduce usage by providing real-time information on cost and demand.
- New innovative rates and programs for consumers.
- Enables energy prosumers by facilitating fast switching, supporting potential peer-to-peer markets.
- Reduced carbon emissions.
- Long-term enablement of renewable energy projects.
- More robust energy efficiency effort.

# PROJECT GOALS

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## The design process has four main goals:

- The Client's goal is to establish a business and technology operating model that will enable consumer, municipal, and utility smart energy features also known as 'Use Cases'.
- The core of this project is the implementation of a Smart Platform featuring Advanced Metering Infrastructure ("AMI"), comprised of about 2 million electrical "smart" meters, with integrations and enhancements to existing electrical systems.
- The initial deployment will be the implementation of roughly 2 dozen foundational and advanced Use Cases that will maximize the value of the Smart Platform.
- The Smart Platform will be the primary component of the newly Upgraded Grid that underpins the Utility's transition towards a future that benefits all stakeholders.

# THE REWIRE SOLUTION

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ReWire is fulfilling the Project Manager role and is responsible for awarding the AMI 3rd party System Integrator RFP and managing the deployment of the 22 Advanced Use Cases.

## ReWire's project management responsibilities are to:

- Work closely with the Project Team to understand the project's overall business proposition and scope, goals/objectives, stakeholders, planned benefits and constraints.
- Develop a project management plan that will be agreed upon by the Project Team and act as the guide through the life of the project, including cost management, schedule management, risk/issues management, stakeholder/communication/org change management, quality management, scope management and overall project organization.
- Develop project cost estimates and refine throughout the life of the project working with the Controller using standard and industry leading methods.
- Develop a clear, feasible, project plan working with the Scheduler and project team along with gaining commitment of resources and planned buy in from all affected stakeholders.
- Support Information Systems (IS) and the Project Team on all business cases, develop funding requests and approval steps with funding bodies and financial departments.
- Facilitate stakeholder and governance communication by establishing proper governance and define clear expectation across all areas of responsibility.
- Lead the project team through all stages of execution of the project plan and direct all project activities to ensure progress on schedule, budget and achievement of planned business case benefits.
- Work with the Controller and Scheduler through the life of the project to gain insight on the project health and potential risks and project decisions that need to be made to ensure successful delivery of the project.
- Evaluate and proactively manages individual project risks and contingency every week at minimum.
- Lead and control the development of specification, quality, configuration, and quantity of deliverables of the project.



## During AMI Information System Implementations, the Project Manager will:

- Lead the project team through all stages of execution of the project plan and directs all project activities to ensure progress to schedule, budget and planned business case benefits
- Facilitate stakeholder and governance communication
- Work with the Controller and Scheduler through the life of the project to gain insight on the project health and potential risks and project decisions that need to be made to ensure successful delivery of the project
- Evaluate and proactively manages individual project risks and contingency every week at minimum
- Complete all control gates designated by the IT PMO
- Lead and control the development of specification, quality, configuration, and quantity of deliverables of the project
- Comply with all IT PMO standard processes and methods
- Keep a project artifact repository in the designated location throughout the life of the project for audit by the IT PMO
- Provide all standard project health status reporting per standard cadence set by the IT PMO and any project governing body designated for the project
- Continually evaluate progress and predict and mitigate problems with quality, cost, schedule and risk

## REWIRED RESULTS

- The AMI Information System RFP process began in December of 2021. The System Integrator award was made in June of 2022 with implementation started on time in July.
- ReWire is currently part of the team managing the AMI Information System Implementation project, along with the 3rd System Integrator.
- The Advanced Meter Information Systems Implementation Project is on track and scheduled for completion by the end of 2024.