PG&E Pathfinder
Gas Distribution GIS
Lessons Learned

July 22, 2015
PG&E Overview

- PG&E incorporated in California in 1905
- Serves about 15M people throughout a 70,000 square-mile service area
- ~ 42,000 miles of gas distribution pipeline
- 4.3M natural gas customer accounts
- Deliver 970 BCF / year
The mission statement for our gas business is to become the safest, most reliable gas utility in the United States. The GIS-centric transformation programs that we are delivering establish the foundation for achieving this goal by delivering data that is **Verifiable**, **Traceable** and **Complete**

Paper records
- CAD maps
- As-Built Diagrams
- Gas Service Cards

GIS maps delivered consistently via
- desktop
- web
- mobile devices
PG&E’s GIS transformation is a complex effort requiring > 1M man-hours across 10+ delivery organization
## Project Timeline

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△ = Software release; Division go-live will coincide with data availability from conversion team.

POC / Pilot

Full Release
Program Team Model

- Clear vision and success criteria
- Timely decision-making
- Strong focus on planning
- Proactive risk-assessment and issue management
- Rigorous change control
- Shared accountability for execution
- Securing critical skills and expertise

Pathfinder team maintained alignment across the program through strong communication at all levels
IT Methodology

- Kickoff meeting with all partner IT teams
- Deployment:
  - Checklist
  - Cutover plan with timings
  - Communication plan
- O&M involvement since initial Pilot
- Plan for multiple releases
- Hybrid agile approach
- Performance Testing
- Building a GIS skillset
- Staff consistency
- Staggered onsite schedules before / after releases
Integration

- SME involvement for critical project milestones
- Weekly standup meetings to reinforce one team across all groups
- Program-level communication
- Differing stakeholder views for asset integration
  - Mappers vs. Asset Strategists
Business Lessons - Data Conversion & Quality

- Phased Conversion/Deployment
- Upfront Source Analysis
- Continuous Improvement
- Internal Audits
Business Lessons – Change Leadership

- Collaboration between Data Conversion and Change Management
- Understand how technology supported / changed processes
- Onsite in-person demonstrations and presentations
- Onsite support to end users after Go-live
- Robust remote support
Business Lessons - Training

- Training Continuity
  - Credibility
  - Understanding of processes

- Training Methodology
  - Centralized
  - Task focused
  - Direct comparison old vs. new
  - Breaking down into sizeable topics
  - Show - Do
Business Lessons – Integrated Team

- Co-Location with IT
  - Collaboration
  - Communication
  - Business Supported Testing
    - Integration
    - Regression
    - User Acceptance Testing (UAT)
Questions & Comments

Thank You for Coming