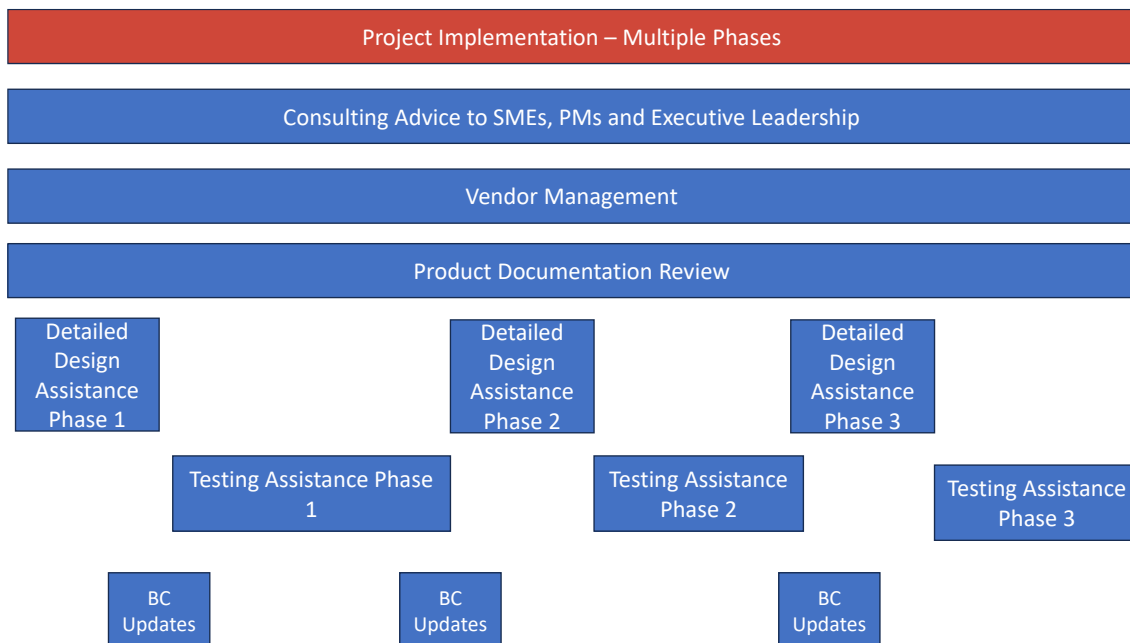


## Advisory Services for Implementation of an ADMS

### Overview of Advisory Services for ADMS Implementation

Distribution utilities will typically only implement a major ADMS/SCADA upgrade or replacement project every 10-15 years, and consequently the specific knowledge and experience gained from past implementations is often not retained within their businesses. DGA’s consultants have been involved in the implementation of these solutions over the last 30 years and therefore have extensive knowledge on the challenges faced in the successful execution of these significant and complex projects.

DGA worked with 'Client-A' during the procurement phase for their ADMS solution incorporating SCADA, DMS, OMS, and field client. This enabled DGA to support the Client during their implementation phase with the benefit of a comprehensive specification, and a clear understanding of the Vendor’s contracted deliverables. During the multi-phase implementation of their project, DGA’s assistance was broken down into the activities shown in the diagram below;



*Figure 1 Overview of DGA Consulting's Assistance on the ADMS Implementation Project*

### Consulting Advice to Subject Matter Experts, PMs and Executive Leadership

DGA’s consultants provided advice on the project for Board Meetings, Steering Committees and Executive Briefings. This included assessments on how the Client’s project was progressing against expectations, and how to overcome some of the challenges that arose including guidance on technical and contract disputes. DGA’s inputs included subject matter expertise on specific requirements as well as broader assistance in describing the key deliverables for an ADMS to a more senior audience.

### Vendor Management (incl. Contract Compliance and Variations)

Even with a clear and comprehensive technical specification, there will inevitably be some disagreements on interpretation of the requirements. DGA was able to assist the Client in the following areas:

- Ensuring that the functional and non-functional requirements were being met.
- Assessing the viability of alternative solutions that would deliver similar functionality where the Vendor could no-longer deliver the contracted requirement.
- Assistance in the negotiation of Contract Variation Orders (incl. additional scope items, changes to key milestone dates, etc.).

### Project Documentation Review

There is a requirement on the Customer to review and agree a large suite of documents produced by the Vendor in their delivery of an ADMS. DGA is experienced in the requirements of project documentation for these types of projects – including High-level and Detailed Designs, Project Management Plan, QA Plan, Master Test Plan, FAT/SAT Test Procedures, Documentation Plan, User Guides and Maintenance Manuals, Release Notes, Test Reports, etc. DGA was therefore able to assist the Client in ensuring there was a sufficient level of detail in each document and verifying that the deliverables were consistent with the requirements and met the contract specifications.

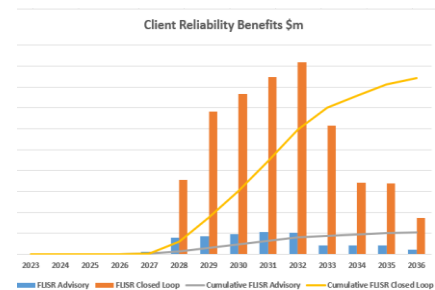
### Participation in Design and Engineering Workshops

The process for implementation of an ADMS requires workshops to understand current and to-be business processes, and to agree the detailed design.

DGA assisted in these workshops in support of the Client. Our role included confirming the Vendor fully understood the requirements, and that the proposed solution from the Vendor met these requirements.

### Review and Updating of Business Case Benefits

At regular points during the project DGA Consulting worked with the Client to review the benefits and refine the timing and magnitude as improved information became available. These updates were provided to the Steering Committee and Board to assist in decisions in progressing subsequent stages of the project and confirming what can be achieved in the early phases. An example of the benefits that could be obtained from one application is shown in the chart opposite.



### Participation in Acceptance Testing and Support during Commissioning

DGA was a key participant in Factory Acceptance Testing and Site Acceptance Testing. During testing, DGA supported the Client’s test team to guide the participants and the testing procedures to ensure compliance with the requirements and to confirm the system performed as expected.

DGA also supported the Client during the pre-commissioning tasks and during the progressive cutover stages from the legacy systems to the new ADMS. This ensured that all critical operational activities were maintained with least disruption, the least amount of duplication or re-work, and the least chance of error.