

Exhibit No: _____
Issue: Blanket Work Orders
Witness: Edward "Ted" Joseph
Puszek III
Type of Exhibit: Direct Testimony
Sponsoring Party: Spire Missouri Inc.
Case No.: GO-2022-
Date Testimony Prepared: December 23, 2021

SPIRE MISSOURI INC.
CASE NO. GO-2022-
DIRECT TESTIMONY
OF
EDWARD JOSEPH PUSCZEK III
DECEMBER 23, 2021

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Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS.

A. My name is Edward “Ted” Joseph Pusczek III, and my business address is 700 Market Street, Saint Louis, Missouri 63101.

Q. WHAT IS YOUR PRESENT POSITION?

A. I am the Manager of Business Support for Spire Missouri Inc. (“Spire” or “the Company”).

Q. PLEASE STATE HOW LONG YOU HAVE HELD YOUR POSITION AND BRIEFLY DESCRIBE YOUR RESPONSIBILITIES.

A. I have been the Manager of Business Support for Spire Missouri since January 2019. In my current position I am responsible for leading the Business Support team across Spire’s footprint to analyze business data and processes to enhance the use of our enterprise work and asset management systems to help the company achieve its goals.

Q. PLEASE BRIEFLY DESCRIBE YOUR PREVIOUS PROFESSIONAL EXPERIENCE.

A. I have been at Spire for my entire 20-year professional career. Prior to becoming the Manager of Business Support, I served as the Manager of Construction Engineering for three years. In that capacity my group was responsible for designing the ISRS replacement projects in Missouri. Also, I served in various roles throughout my career within the Engineering and Measurement Departments, including Supervisor of Construction Engineering, Assistant Superintendent of Measurement, and Compliance Engineer. In these roles, I did everything from managing various compliance programs to designing new business and replacement projects. Lastly, I was a team member on several of the large system integration projects

1 where I learned all aspects of the business processes and how the systems interact with each
2 other.

3 **Q. WHAT IS YOUR EDUCATIONAL BACKGROUND?**

4 A. I received my Bachelor of Science in Chemical Engineering from the University of Missouri
5 - Columbia.

6 **Q. HAVE YOU PREVIOUSLY FILED TESTIMONY BEFORE THE MISSOURI
7 PUBLIC SERVICE COMMISSION (“COMMISSION”)?**

8 A. No.

9 **PURPOSE OF TESTIMONY**

10 **Q. WHAT IS THE PURPOSE OF YOUR DIRECT TESTIMONY?**

11 A. The purpose of my Direct Testimony is to discuss how Spire has improved its blanket work
12 order procedure as to the Company’s Infrastructure System Replacement Surcharge (“ISRS”)
13 Projects, including incorporating recommendations from the Staff of the Missouri Public
14 Service Commission (“Staff”) in the Company’s previous ISRS filings.

15 **BLANKET WORK ORDERS**

16 **Q. PLEASE EXPLAIN WHAT BLANKET WORK ORDERS ARE AS RELATED TO
17 SPIRE’S ISRS.**

18 A. Spire’s blanket work orders are used for recurring, small jobs of a similar nature and short
19 duration. Some of Spire’s blanket work is eligible for recovery under ISRS. Charges to
20 blanket work orders are closed monthly as additions to plant in-service assets. ISRS
21 eligible blanket work includes items such as service replacements related to civic
22 improvement projects, leak and corrosion repairs, and capital replacements of ISRS eligible

1 materials. ISRS eligible blanket work order items consist largely of unplanned work that
2 is not tied to a specific ISRS project but is ISRS eligible.

3 **Q. WHAT RECOMMENDATIONS DID STAFF HAVE REGARDING SPIRE'S**
4 **BLANKET WORK ORDERS IN PREVIOUS ISRS CASES?**

5 A. In File No. GO-2020-0230, Staff found that the level of detail related to Spire's blanket
6 work orders needed improvement and recommended that the Company modify its blanket
7 work order procedure to provide more documentation or limit the number of projects
8 included in the blanket work orders. Staff's memorandum stated, "Spire is unable to
9 provide Staff with documentation to support the blanket work orders beyond a brief text
10 description of each task charged to a blanket work order." It is my understanding that the
11 lack of detail made it difficult to determine which projects included in the blanket work
12 orders were ISRS eligible.

13 **Q. HAS THE COMPANY MADE CHANGES TO ITS BLANKET WORK ORDERS IN**
14 **RESPONSE TO STAFF'S RECOMMENDATIONS?**

15 A. Yes. In May 2021, the Company engaged in an ISRS process improvement workshop with a
16 primary focus on the Company's blanket work orders. Through the workshop the Company
17 was able to identify areas where it could improve the Company's information input process
18 to enhance the identification and detail related to ISRS work. The key areas of improvement
19 were: (1) developing a standard definition of what was ISRS recoverable under the Missouri
20 ISRS statute; (2) simplified upfront blanket work order identification process (ISRS vs Non-
21 ISRS) through job plan consolidation; and most importantly, (3) enhancing our ISRS
22 qualifying reporting process to utilize our asset management system and other variables to
23 easily indicate if the work done is ISRS eligible. Ultimately, this enhanced process will enable

1 the Company to provide more detailed documentation to further support the ISRS eligibility
2 of its blanket work orders.

3 **Q. WHAT CHANGES WERE MADE TO THE BLANKET WORK ORDER PROCESS?**

4 A. The biggest improvement to the blanket work order process was increasing the accuracy of
5 Spire's personnel when creating a work order to ensure work is designated in the correct
6 blanket work order buckets (ISRS vs Non-ISRS). Due to the design of the Company's system,
7 the determination of ISRS eligibility must be made up front during the planning stages before
8 the work is completed in the field. This improvement in accuracy was first accomplished by
9 developing a standard definition of what is ISRS eligible under the new ISRS statute. Next,
10 we consolidated our list of job plans that can be selected into a more manageable number and
11 standardized the nomenclature based on our standard ISRS definitions to make it easier for
12 the end user to select based on the work to be completed.

13 **Q. PLEASE DESCRIBE WHAT A JOB PLAN IS.**

14 A. A job plan is an out-of-the box tool in Maximo, which is a work and asset management system,
15 that can be added to a work order to build the work plan for shorter duration jobs of similar
16 size and scope. For example, a job plan adds the financial blanket project, expected duration,
17 crew type, work type and tasks to be completed for the specified job. A job plan is required
18 on all work orders that meet the blanket work order criteria. This allows for faster and more
19 consistent work order creation, as well as providing the proper information needed for
20 planning and scheduling. Once the work order goes into approved status, the work order can
21 be scheduled and assigned to a crew to be worked. At that point, any labor, tools or materials
22 charged to the work order will flow through the financial systems to that blanket project
23 associated with the Maximo work order.

1 **Q. PLEASE EXPLAIN HOW SPIRE CONSOLIDATED ITS JOB PLANS AS PART OF**
2 **THE IMPROVEMENT PROCESS.**

3 A. During the ISRS process improvement workshop, the team evaluated the current capital
4 (ISRS/Non-ISRS) job plan list to determine the main drivers for the high volume. The team
5 determined that the main driver was due to the of the large number of capital (ISRS/Non-
6 ISRS) blanket projects utilized in Missouri for replacement work. There were separate capital
7 (ISRS/Non-ISRS) blanket projects set up for conditions such as material and size of the pipe
8 installed as well as the County the work was completed in. After discussing with our
9 Operational Accounting group, it was determined that additional information can be retrieved
10 from existing reporting and we were able to standardize and consolidate the list of capital
11 projects for main/service replacement work down to four per operating unit. This alone
12 allowed us to drastically cut the number of job plans needed. Also, we were able to eliminate
13 a lot of duplicate and obsolete job plans after a thorough review with the team. Business
14 Support was tasked as being the process owner of job plans moving forward. Therefore, my
15 team modified the security and put business rules in place to ensure proper management
16 moving forward.

17 **Q. WHAT ELSE HAS THE COMPANY DONE TO ENSURE THE ISRS ELIGIBILITY**
18 **OF ITS BLANKET WORK ORDERS?**

19 A. I think the most important improvement Spire made to the process was the new report that
20 was developed for blanket work orders to determine ISRS eligibility. The new report makes
21 it easy to filter all the blanket work orders (ISRS vs Non-ISRS) completed for a defined period
22 and determine whether the work order should qualify, or not, for ISRS eligibility based on the
23 work that was completed in the field. We added an ISRS indicator field on the report (Civic

1 Improvement, Leak, Copper Pigtail, or Other Eligible Material) that will populate based on
2 information on the work order and data pulled from the asset management system.

3 This report allows us to easily identify work that should not be ISRS eligible but showed up
4 as ISRS eligible blankets, as well as show us work that should have been ISRS eligible but
5 got charged to non-ISRS blankets. Simply put this means that, under the new reporting,
6 blanket work orders that are ineligible and should be removed from the ISRS filing will now
7 be removed prior to being included in the initial report.

8 **Q. HOW HAVE THESE CHANGES IMPROVED THE COMPANY'S BLANKET WORK**
9 **ORDERS FOR DETERMINING ISRS ELIGIBILITY?**

10 A. Spire has tightened up the process for assigning the work into the correct blanket project
11 buckets through the job plan consolidation and has made it easier for the field technicians to
12 correctly identify work being performed versus having to dictate if the work being performed
13 should be ISRS eligible or not. Furthermore, the new reporting should make it easier to
14 identify and sort completed work that should qualify for ISRS recoverability. The Company
15 will continue to review and improve this process moving forward, with the input of Staff and
16 the Office of Public Counsel.

17 **Q. IN YOUR OPINION, HAS THE COMPANY ADDRESSED STAFF'S CONCERNS**
18 **REGARDING THE INFORMATION SUPPORTING SPIRE'S BLANKET WORK**
19 **ORDERS?**

20 A. Yes.

21 **CONCLUSION**

22 **Q. DOES THIS CONCLUDE YOUR DIRECT TESTIMONY?**

23 A. Yes, it does.

**BEFORE THE PUBLIC SERVICE COMMISSION
OF THE STATE OF MISSOURI**

In the Matter of Spire Missouri Inc.'s)
Request to Implement an Infrastructure)
System Replacement Surcharge for the) File No. GO-2022-
Company's Missouri Service Areas)
)

AFFIDAVIT

STATE OF MISSOURI)
CITY OF SAINT LOUIS) SS.
)

Edward "Ted" Joseph Puszczek III, of lawful age, being first duly sworn, deposes and states:

1. My name is Edward "Ted" Joseph Puszczek III. I am Manager of Business Support for Spire Missouri Inc. My business address is 700 Market Street, Saint Louis, Missouri 63101.
2. Attached hereto and made a part hereof for all purposes is my direct testimony on behalf of Spire Missouri Inc.
3. Under penalty of perjury, I declare that the foregoing is true and correct to the best of my knowledge and belief.

/s/ Ted Puszczek
Edward "Ted" Joseph Puszczek III

12/23/21
Date