



## Item 8.3: 2018 Major Projects Update

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Board of Directors Meeting

ERCOT Public  
February 20, 2018

# Agenda

1

Process

2

2017  
Project  
Delivery

3

2018  
Project  
Delivery

4

Top 6  
Projects

# Project Request Process

## Proposal of New Projects

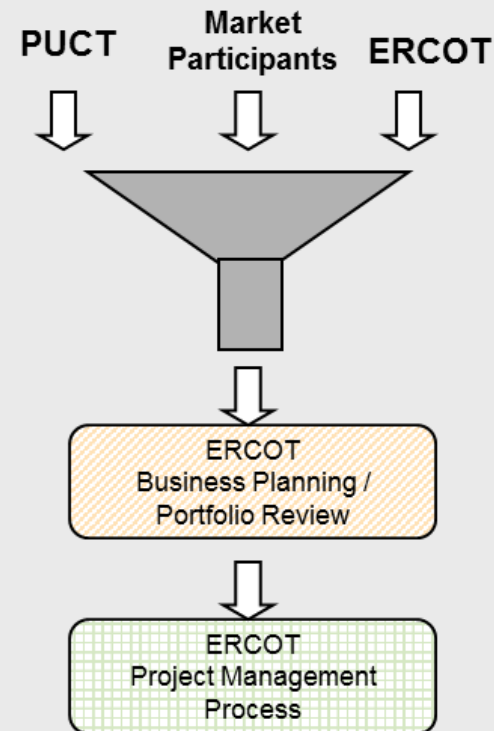
- PUCT Rulings
- Nodal Protocol Revision Requests (NPRRs)
- System Change Requests (SCRs)
- Guide Revision Requests (xGRRs)
- ERCOT Project Requests (PRs)

## Business Planning / Portfolio Review

Overall Management of:  
Portfolio of Projects  
Project Budgets, Priorities & Approvals

## Project Management Process

Management of:  
Project Delivery  
Project Resources, Costs, Timelines



# 2017 Project Delivery

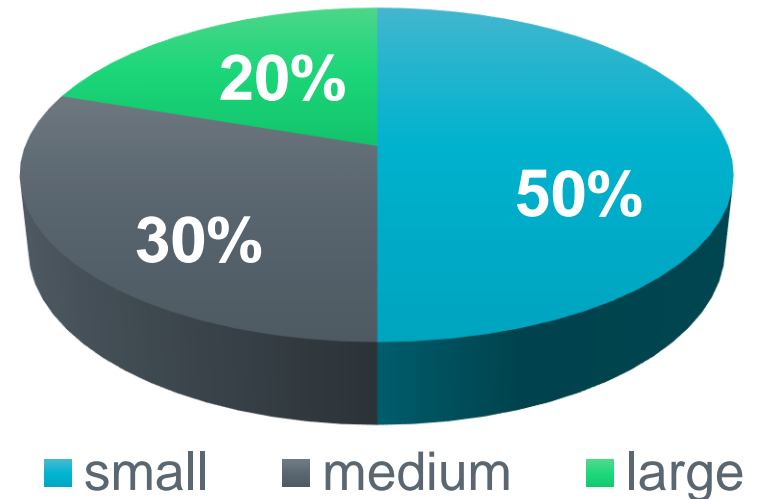
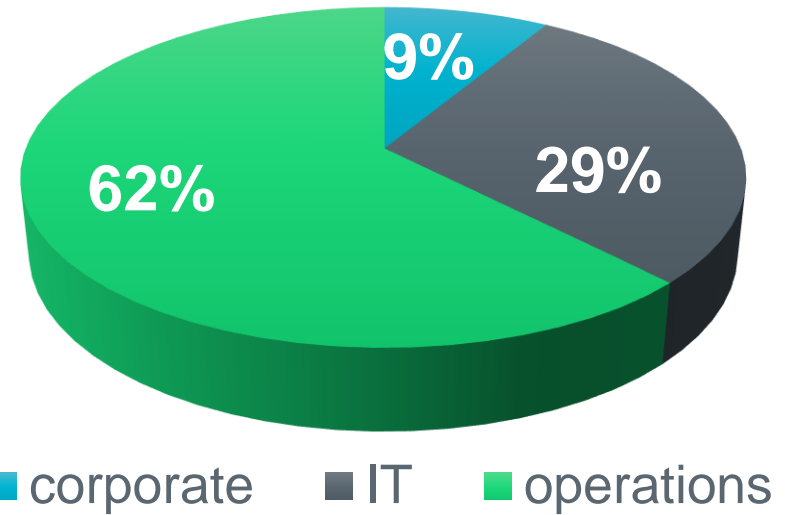
**\$38m** project spend  
(includes DC4)

**162** unique projects  
active in 2017

**88** average #  
active projects

**59** projects completed

**5** # projects with  
dedicated space



Data as of 1/30/2018



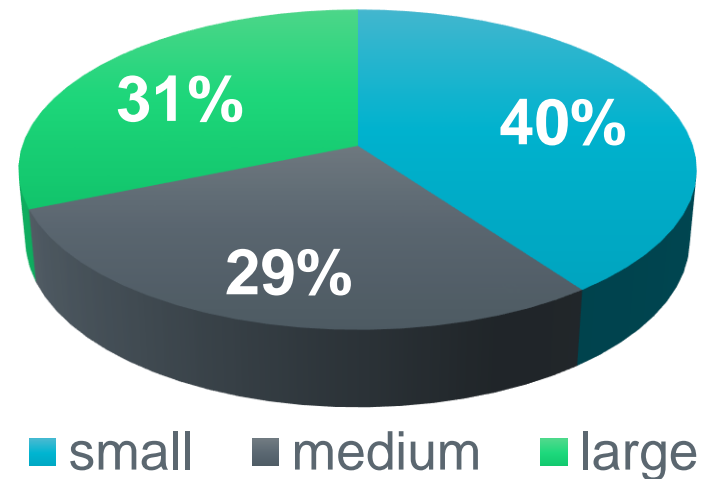
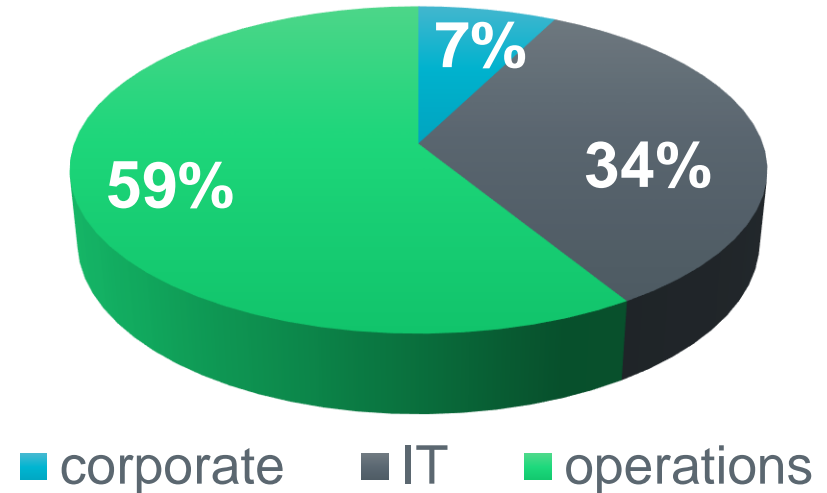
# 2018 Project Delivery

**\$31.5m** project funding  
(includes DC4)

**\$24m** forecasted for the  
top 6 projects

**80** current #  
active projects

**5** # projects with  
dedicated space



Data as of 2/6/2018



# Top 6 Project Highlights

**Credit Monitoring  
& Management  
Refresh**



**Congestion  
Revenue Rights  
Upgrade**



**Data Center  
Refresh (DC4)**



**IT Change  
& Configuration  
Management**



**Identity & Access  
Management**



**Training  
Facility**



# Credit Monitoring & Management (CMM) Refresh

## PROJECT OVERVIEW

Improve the ability to support and maintain the CMM system by upgrading the technology and replacing vendor application components.

- Phase 1A – Implement NPRRs 648, 683, 743, 760, and 800 on current platform
- Phase 1B – Implement modern architecture, user improvements, & NPRRs (519, 620, 660, 741, 755)
- Phase 2 – Automate financial transfer business processes
- Phase 3 – Credit & treasury efficiencies, NPRRs 484(Phase 1b) and 829

## DETAILS

**Budget:** \$4.7M

**2018 Forecast:** \$1.9M

**Phase 1A Go-Live:** Effective Feb 7, 2018

**Phase 1B Go-Live:** Execution Phase, planned go-live Dec 2018

**Phase 2 Go-Live:** Planned start March 2018

**Phase 3 Go-Live:** To be planned

## BENEFITS

**Risk:** supported platforms, modern architecture, enhanced security

**Efficiency:** maintenance and software support, elimination of unused elements and unnecessary complexity, process automation, improved user interfaces, market efficiencies (NPRRs)



# Congestion Revenue Rights (CRR) Upgrade

## PROJECT OVERVIEW

Improve the ability to support and maintain the CRR system by upgrading the user interface framework and its related components to current versions.

## DETAILS

**Budget:** \$2.4M

**2018 Forecast:** \$0.3M

**Go-Live:** TBD-2018 (delayed)

**Challenges:** increased defect resolution and reset cycles

**Mitigation:** vendor adding roles and resources

## BENEFITS

**Risk:** supported platform, modern architecture, enhanced security

**Efficiency:** maintenance and software support, improved user interfaces

# Data Center Refresh (DC4)

## PROJECT OVERVIEW

Support reliability through replacement of aging technology that is approaching end-of-life and support (network, telecommunications, servers and storage).

## DETAILS

**Budget:** \$48M (funded through fee request in 2015), \$36M spent, forecasting under-run

**2018 Forecast:** \$7.8M

**Go-Live:** various – 3 of 11 projects, remaining projects tracking to schedule throughout 2018

## BENEFITS

**Risk:** supported platforms, modern architecture, enhanced redundancy, enhanced security

**Efficiency:** maintenance and software support, improved user interfaces

**Performance:** improved performance in data processing

*DC4 project completion demonstrating  
benefits in all categories*

# IT Change & Configuration Management Phase 2

## PROJECT OVERVIEW

Modify the current change and configuration management applications to resolve known limitations and inefficiencies. Simplify configuration management through a centralized system for tracking and reporting on all data center assets.

## DETAILS

**Budget:** \$3.8M

**2018 Budget:** \$1.3M

**Go-Live:** TBD- Q4 2018 (delayed)

**Challenges:** data model and integration complexity, resource constraints

**Mitigation:** additional planning and resources

## BENEFITS

**Risk** – minimize dependencies on manual processes, ensure consistent configurations across data centers, provide single source and consistent reporting, and improve operational awareness

**Efficiency** – eliminate unnecessary dependencies, handoffs, and steps

# Identity & Access Management

## PROJECT OVERVIEW

Replace current Identity Management system with new Identity Management system, following best practices for a centralized repository for all identities, account lifecycle management, provisioning, de-provisioning, auditing, certification and monitoring, Single Sign On, and Federation capabilities allowing for quick connectivity to external applications.

## DETAILS

**Budget:** \$5.8M

**2018 Forecast:** \$3.1M

**Go-Live:** Q1 2019 (IM maturity roadmap through 2020)

## BENEFITS

**Risk:** supported platform, modern architecture, enhanced security, improved data integrity, and improved operational awareness

**Efficiency:** simplified, streamlined, user-friendly process and tools

# Training Facility

## PROJECT OVERVIEW

Build a facility on the Taylor campus to accommodate annual Black Start Training and Operator Training Seminar (OTS), as well as additional simulator and classroom training opportunities for ERCOT and market participant operators.

## DETAILS

**Budget:** \$11M

**2018 Forecast:** \$9.9M

**Occupancy-Ready:** Dec 2018

## BENEFITS

**Efficiency:** improved training experience for operators, mitigation of facilities constraints, eliminate need for hotel rental and employee travel for multi-week OTS, development of collaboration space for projects and other business needs in existing space (made available by moving training to a separate facility)

# Training Facility



ERCOT Training Center  
02/02/18



# Closing Comments

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