Grid Mod Portfolio Close Out Plan

09.28.2022
Agenda

- Purpose
- Context
- Considerations
- Roadmap
- Mobilization Chart
- Steps to Closing Individual Projects
- Steps to Closing Grid Mod Portfolio
- Key Takeaways
- Close Out Timeline
- Knowledge Transfer
Purpose

• Provide overview of GM Portfolio Close Out Plan

• Gain support from Executive Sponsors and project teams

• Prepare for transfer of ownership and closure of projects
• As of October 1, 2023:
  – Grid Mod expense funding ends
  – BTO Project Management support stops
    • Program Managers, Business Analysts, Change Managers;
    • Portfolio Manager - Permanent position (currently filled with detail);
    • EIM Program Manager - Temporary authorized position NTE 9.30.2023 (currently filled with detail);
    • GM Director - Temporary authorized position NTE 9.30.2023 (currently filled with detail)
  – GEM Subcommittee sunsets (when appropriate)
Considerations

• **Timeline (1 year out):**
  – Projects scheduled to close out under GEM Subcommittee oversight
    • Provide quarterly update to GEM
    • Additional BTO support (as available)
    • TT/J Prioritization
  – FY24+ projects move to business lines
    • Governance
    • Expense dollar funding
    • Cross agency support
    • TT/J Prioritization
    • Capital Process

• **Internal and external communication goals**
  – Oversight of change management

• **Properly close out portfolio**
  – Knowledge Transfer

• **Close out report**
  – Communications Plan
Grid Modernization Mobilization

Identify
AMS MRU Device Event Reporting – 09.30.2023
Power Ops Log Replacement – 09.30.2023
MCIT – Re-Platforming – 10.01.2024

Define
Agency Enterprise Portal Phase 2 – 10.30.2023
Wildfire Risk Modeling – 08.01.2024

Integrate
46%
Agency Enterprise Portal – 08.10.2022
AGC Modernization – 09.30.2023
AMS Replacement – 07.10.2023
AOP & Reliability Assessment – 12.31.2022
BPA Network Model – 12.31.2023
GBC Replacement – 10.30.2023
Concurrent Losses – 09.30.2023
Data Analytics – 12.31.2022
BM Bid & Base Scheduling – 06.30.2023
BM Settlements Implementation – 09.30.2023
BM Testing Program – 09.30.2023
FDGD – 12.29.2023
Load & Renewable Forecasting – 10.01.2022
Metering Review & Update – 09.27.2024
MCIT – Infrastructure – 06.30.2023
Outage Management System – 06.23.2023
PRADA – 09.30.2023
Sub-Hourly Scheduling on the DC – 01.31.2023

Complete
41%
CTA Implementation – 06.30.2019
EIM Real Time Operations – 08.10.2022
EIM Settlements Scoping – 10.01.2019
EIM Training Program – 08.31.2022
ETRM & MMS Expansion – 05.13.2020
Marketing & Settlements System – 06.30.2018
MCIT – Architecture – 04.22.2020
MCIT – Integration – 09.30.2020
MCIT – Service Management – 04.29.2020
One BPA Outage – 02.28.2020
Outage Tracking System – 09.30.2018
Power Services Training – 12.31.2020
RAS Automatic Arming – 08.11.2021
RC Decision, Planning & Exec. – 07.14.2021
ST Available Transfer Capability – 07.20.2022

Deferred
Real Time Ops Modernization – 09.14.2022

Close Out Steps per IDID process

Sharing for awareness – this process is standardized

Prepare to Complete → Executive Sponsor → GEM → Close Out

- **Deliver to Complete Powerpoint Template** is prepared by Project Team and BTO PM

- **Transfer of Ownership Checklist** is verified and signed by Executive Sponsor of Project, VP/Director of Receiving Business Unit, TT Director/CIO for J for prioritization, and TP VP for capital process.

- **Deliver to Complete Checklist** is approved by Grid Mod Director
  - Move to Complete briefing requires GEM Approval
  - Update Action and Decision Log

- **Project Closeout Checklist** is approved by Grid Mod Director
  - Schedule Project Closeout presentation to GEM within 90 days
  - Final Closeout Brief to GEM
Steps to Closing Grid Mod Portfolio

As projects are closed, it is necessary to close out Grid Modernization as a program. The BTO will lead the GEM through the program close out throughout FY23. Program close out will include:

- **Analyze** portfolio performance analysis
- **Obtain stakeholder approval** for closure
- **Execute transition/close-out** or portfolio and constituent projects
- **Conduct post-review** meeting for lessons learned
- **Report lessons learned and best practices** for organizational improvement
- **Archive documents** for repository and preparation for internal audit
- **Recognition** of project teams successes
- **Adopt and operationalize Lessons Learned for future initiatives**
- **Publish GM Close Out Report**
Key Takeaways

By end of FY23,

1. Projects will complete or transfer to a business line, per individual project plans

2. Those projects requiring resources in FY24 and beyond will shift to business line prioritization for resources (staffing, funding, oversight)

3. Decision made on GEM Subcommittee (sunset when appropriate – once sunsetted, there will be no cross agency decision forum)
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Conduct Portfolio Analysis</td>
<td>10.03.2022</td>
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<tr>
<td>Provide Portfolio Analysis Update</td>
<td>11.30.2022</td>
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<tr>
<td>Conduct After Action Reviews - Lessons Learned and Best Practices</td>
<td>03.01.2023</td>
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<tr>
<td>Brief Transition Plans to GEM</td>
<td>03.01.2023</td>
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<tr>
<td>Execute Transition Plans</td>
<td>03.01.2023</td>
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<tr>
<td>Begin Transfer of Ownership</td>
<td>03.01.2023</td>
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<tr>
<td>Complete Transition Plans</td>
<td>02.15.2023</td>
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<tr>
<td>Decision to sunset GEM Subcommittee</td>
<td>08.30.2023</td>
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<tr>
<td>Complete Transition Plans</td>
<td>06.28.2023</td>
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<tr>
<td>Target - Complete Project Closeouts</td>
<td>06.28.2023</td>
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<tr>
<td>Target - Complete Transfer of Ownership to Business Line</td>
<td>06.28.2023</td>
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<tr>
<td>Archive Documentation and Recognize Teams</td>
<td>09.27.2023</td>
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<tr>
<td>Brief Draft Portfolio Close Out Report</td>
<td>09.27.2023</td>
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<tr>
<td>Portfolio Close Out Complete</td>
<td>09.30.2023</td>
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**Timeline:**
- 2023:
  - 1st QTR: Conduct Portfolio Analysis
  - 2nd QTR: Provide Portfolio Analysis Update
  - 3rd QTR: Conduct After Action Reviews - Lessons Learned and Best Practices, Brief Transition Plans to GEM
  - 4th QTR: Complete Transition Plans, Decision to sunset GEM Subcommittee
- 2024:
  - 1st QTR: Target - Complete Project Closeouts
  - 2nd QTR: Target - Complete Transfer of Ownerships to Business Line

**Portfolio Closeout process map** [link]
Knowledge Transfer

• Purpose: Transition of duties and responsibilities from BTO and contract staff to BPA staff in business lines

• Process to ensure mission assurance:
  – Identifying the work that the BTO staff, MSC and CFTE are currently doing (EIM Program Management team by mid September)
  – Identifying the relevant BPA positions that would need to undertake the work (EIM Program Management team by early October)
  – Codify work in the performance plan and in position description if appropriate (Impacted Supervisor by late October)
    • Where necessary, this may include a new position, new PD and/or hiring action
  – Mentoring and/or cross training the occupant of the business line position (BTO staff, MSC and CFTE by late February)
  – Validate that the occupant of the business line position can perform the assigned work to standard (Impacted Supervisor by mid March)
Questions?