



LIPA Headquarters | Uniondale, NY

2025 INTERNAL PROJECT PORTFOLIO



Table of Contents

Executive Summary	3
Overview of LIPA's 2024 Internal Project Portfolio	4
Overview of LIPA's 2025 Internal Project Portfolio	7
Conclusion	10
Appendix A: 2024 Internal Projects Status	11
Appendix B: 2025 Internal Projects	31

A Few 2024 Highlights



Billy Raley, LIPA's Senior Vice President of Transmission & Distribution, accepts the E.F. Scattergood System Achievement Award at the APPA National Conference in June 2024.



John Rhodes, LIPA's Acting CEO, speaks at Hofstra University's "Energizing our Future" event in September 2024.



Gary Stephenson, LIPA's Senior Vice President of Power Supply, and the LIPA team celebrate the launch of Circuit's on-demand electric transportation service for the Brentwood community in October 2024.



Members of LIPA staff visit the South Fork Wind Farm in October 2024.

Executive Summary

The LIPA Board of Trustees provides strategic direction through a set of [governance policies](#) that define LIPA's purpose and vision and set expectations for the outcomes LIPA will deliver for customers in all the major performance areas of a utility.

The Board's strategic direction is prioritized annually among specific activities, costs, and resources in LIPA's Budget, PSEG Long Island's Performance Metrics, and LIPA's Internal Projects. The [2025 Budget](#) and [Performance Metrics](#) are available for review.

LIPA's Annual Internal Project Portfolio contains the projects that LIPA staff undertakes to fulfill the Board's strategic direction. LIPA's internal projects go beyond day-to-day staff responsibilities and include initiatives related to LIPA's direct responsibilities, such as financing, wholesale markets policy, rates and tariffs, and legal affairs, as well as specific initiatives related to the performance management and oversight of the services provided to LIPA by PSEG Long Island, National Grid, and other providers. LIPA's Executive Committee, comprised of its senior management, meets regularly throughout the year and Executive Sponsors monitor progress on the internal projects and reprioritize efforts and resources during the year.

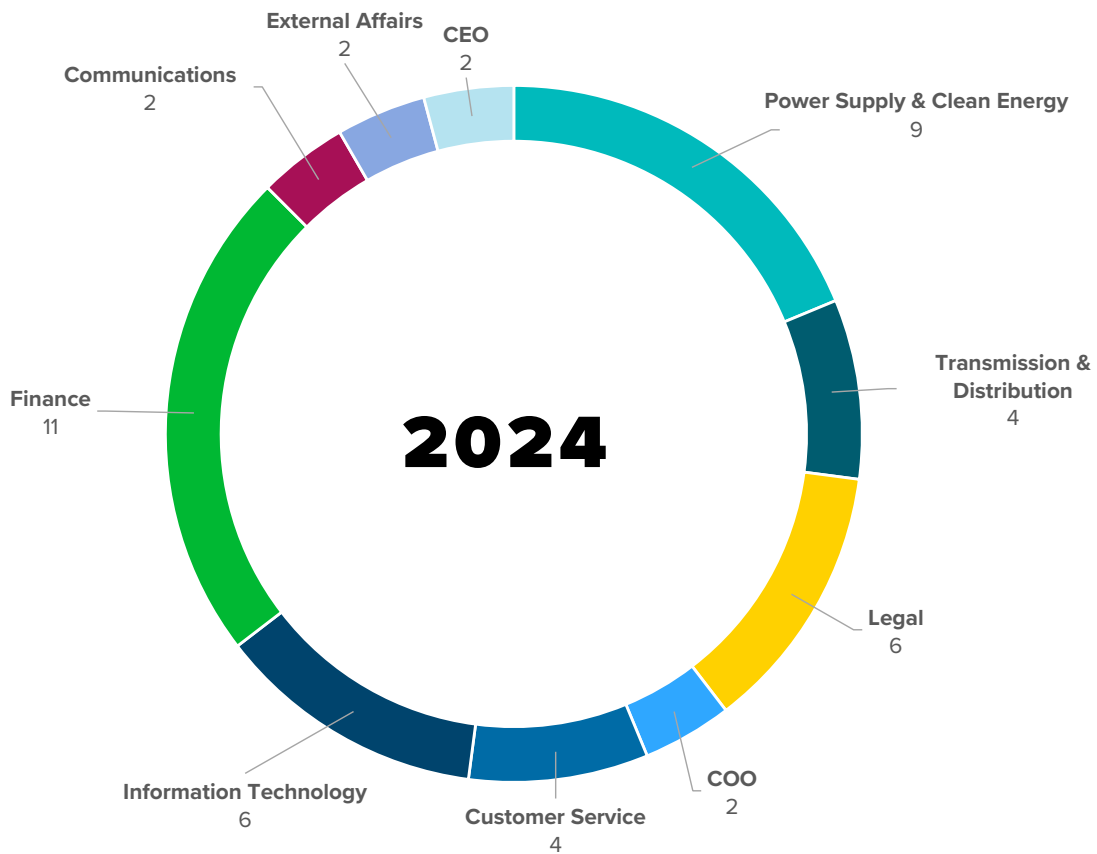
LIPA staff reports to the Board on LIPA's Internal Project Portfolio and details the current year's project portfolio and the status of the previous year's internal projects.

This 2025 Internal Projects Report, describes 2025 internal projects and 2024 accomplishments. **Appendix A** provides the status of each 2024 internal project, and **Appendix B** presents further information on the 2025 internal projects.

Overview of LIPA’s 2024 Internal Projects Status

In 2024, there were **48 projects** designed to advance the delivery of clean, reliable, and customer-first service (see Figure 1). Project work is monitored and adjusted throughout the year under the strategic direction of senior management and executive staff.

Figure 1: 2024 Internal Projects by Function



LIPA staff completed 22 of the 2024 Internal Projects, with 5 projects canceled and 7 deferred for various reasons. The remaining 14 projects were multi-year initiatives that are still in progress, as shown in Figure 2.

Figure 2: 2024 Internal Projects Breakdown

Total Projects	48
Projects Completed	22
Projects In-Progress (Multi-Year/Carryover)	14
Projects Canceled	5
Projects Deferred	7

LIPA management monitored projects throughout 2024 to ensure that projects remained on schedule and met their objectives. Substantial progress was made on all projects, including multi-year and carryover projects.

Highlights of 2024 Projects

Below are selected highlights of the 2024 LIPA Internal Projects. Please see Appendix A for the full list of 2024 projects and accomplishments.

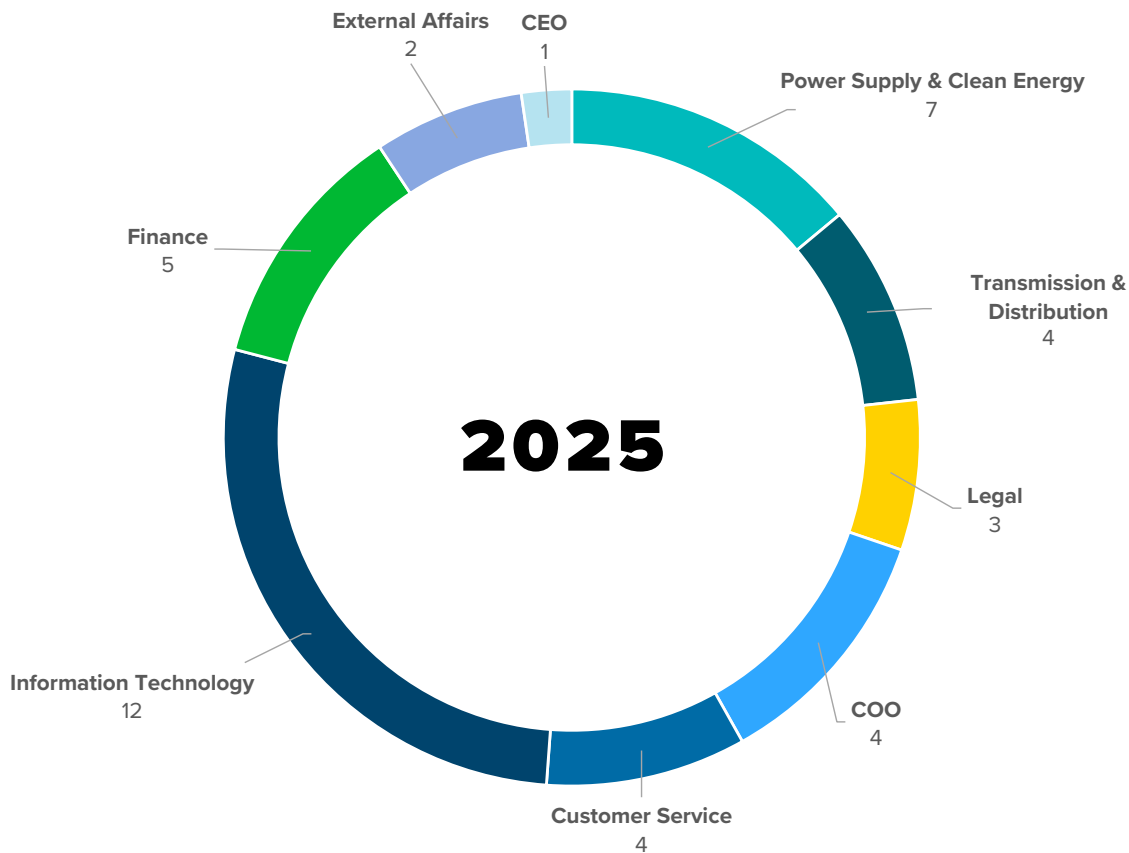
- LIPA worked closely with PSEG Long Island to improve the 2024 Emergency Response Plan. Emergency preparedness is critical for the safe and timely response and restoration of the LIPA system. Developing and using a more streamlined set of response plans will generate significant improvements. LIPA will continue to collaborate with PSEG Long Island to address existing key actions and implement new actions as identified to enhance readiness.
- PSEG Long Island conducted a Climate Vulnerability Study (CVS) in partnership with LIPA and community stakeholders. A Climate Resilience Plan (CRP) was developed and presented to the LIPA Board in Q3 2024. The Climate Resilience Plan (CRP) aims to drive system and operational performance improvements to achieve at least a 15% improvement in Customer Minutes Interrupted (CMI) within 5 years for a storm similar to Tropical Storm Isaias (2020).
- LIPA completed the development of a clean energy dashboard that enables a more robust analysis of clean energy performance while reducing staff time needed to create manual reports and includes abilities to validate the accuracy of investment reporting in disadvantaged communities. Additionally, the dashboard streamlines the reporting process to the New York State Energy Research and Development Authority (NYSERDA) on statewide clean energy and climate justice initiatives.
- LIPA successfully executed its first prepay energy transaction, saving customers approximately \$4 million per year over the term of this contract. LIPA has 5 additional transactions available for execution in 2025 if market conditions provide savings opportunities.

- Two new customer analytics dashboards were developed, focusing on transactional and outage survey results, to enhance LIPA's understanding of our customers' experience. The dashboards highlight customer feedback scores and use the learnings to define future customer improvements.
- LIPA partnered with PSEG Long Island to develop a process for tracking and creating an inventory of Subscription-Based Information Technology Arrangements (SBITAs) to ensure compliance with the newly effective Governmental Accounting Standard (GASB) No. 96.
- LIPA completed an end-to-end review of the Storm Cost Management and Billing process, assessing organizational design dedicated to storm event cost management, review, and billing. The organizational review included the division of responsibilities among LIPA and PSEG Long Island, staffing, responsibilities, capabilities, policies, practices, and information technology. This review resulted in numerous recommendations for improvements, which are currently in progress.
- LIPA, along with PSEG Long Island, completed the creation of 80 management action plans consistent with the Department of Public Service (DPS) Management and Operations Audit of LIPA and PSEG Long Island Final Report, dated March 22, 2024, consistent with the LIPA Reform Act of 2013. Each project plan articulates specific project objectives, identifies personnel responsible for the implementation, sets forth milestones for completion, and includes cost-benefit and risk analyses, where applicable. Supplemental progress reports will be filed annually with the Board.

Overview of LIPA's 2025 Internal Projects Status

For 2025, **42 projects** have been undertaken by LIPA staff. These projects focus on reliability and resiliency, customer experience, information technology and cybersecurity, clean energy, customer affordability, and fiscal sustainability, which align with the Board's key policy objectives. These 42 projects include 14 multi-year/carryover projects from 2024, 1 project that was deferred in 2023, 4 projects deferred in 2024, and 23 new projects. The distribution of the 2025 internal projects is summarized in Figure 3.

Figure 3: 2025 Internal Projects by Function





LIPA Transmission Tower

Below are some selected highlights of the LIPA Internal Projects scheduled for 2025. For a full list of 2025 projects, please see Appendix B.

Reliability and Resiliency

- Improve the System Average Interruption Duration Index (SAIDI) performance by leveraging new technology technology, optimizing contract agreements, and enhancing the deployment process for alternative restoration methodologies to ensure efficient power restoration.
- Enhance the physical security of LIPA's facilities through new technologies and practices to protect electrical assets and provide resilient and reliable electricity to LIPA customers.
- Develop a drone program for asset inspection (blue sky inspection and damage assessment for storm restoration) to improve the overall inspection process, increase safety, increase inspection speed, and reduce the workforce needed, resulting in cost savings for LIPA customers.

Clean Energy

- Meet LIPA's share of the New York State battery storage goal for 2025 and 2030.
- Implement Long Island's Clean Energy Hub in partnership with NYSERDA and regional partners, to centralize an information hub about LIPA's programs, policies, and activities with consistent messaging and accuracy.
- Develop a tactical plan for electric vehicle (EV) infrastructure to proactively identify the long-term impact of EVs on LIPA's infrastructure to ensure we can plan accordingly to enable the goals of the State's Climate Leadership and Community Protection Act (CLCPA) goals.

Customer Experience and Affordability

- Identify opportunities to improve the efficiency of the Call Center by reducing call handle time, agent call volume, and length of Call Center agent training.
- Obtain Federal Energy Regulatory Commission (FERC) tariff approval for the Offshore Wind Public Policy Transmission Need (PPTN) project to ensure a fair cost to LIPA's customers.
- Develop and execute a strategy to maximize the value of Capacity Resource Interconnection Service (CRIS) rights, which has the potential to generate tens of millions of dollars in value for LIPA customers.

Information Technology and Cybersecurity

- Explore and develop capabilities of using Artificial Intelligence (AI) at LIPA to drive innovation.
- Deploy an Electronic Document and Records Management System to enable a centralized repository for records management.
- Perform penetration testing of LIPA and PSEG Long Island's internal and external network to remediate any vulnerabilities within its Information Technology (IT) infrastructure.

Fiscal Sustainability

- Implement improvements to the Capital and O&M Budget process to streamline processes and enhance insight into operations.
- Build a tracking system to provide timely and accurate compliance with all emerging accounting requirements and regulations to ensure the highest quality financial statements for our internal and external stakeholders.

Conclusion

The LIPA Board of Trustees is committed to providing an excellent utility for our customers on Long Island and the Rockaways. LIPA's 2025 Internal Projects advance the high standards and strategic objectives set by the Board for our customers and provide our stakeholders with a transparent view of our objectives.

Our focus is on improving the product we deliver to our customers – clean, reliable, and affordable electric service to our 1.2 million customers on Long Island and in the Rockaways.



APPENDIX A: 2024 LIPA PROJECT ACCOMPLISHMENTS





Department	CEO
Project Name	WP24-CEO-002 - New Service Provider Contract 2026
Objective	Planning for the end of the Service Provider contract on December 31, 2025, by executing new contracts, including bidding strategy, Request for Proposal (RFP), and contract execution.
Year-End Status	In Progress (Multi-Year)
	In 2024, the LIPA team prepared and launched an RFP for the future service provider, receiving the highest priority and attention from the Acting CEO and LIPA leadership. The LIPA team is working to recommend to the LIPA Board a "new service provider contract" for the term starting in 2026. Once Board approval is obtained, the vendor selection and contract will go to the NYS Attorney General and Office of the State Comptroller for final approval.
Project Name	WP24-CEO-023 - Implement ERM Strategies
Objective	<p>Embed Enterprise Risk Management into Business Processes:</p> <ul style="list-style-type: none"> Utilize internal audit reports to determine if aligned risks are missing mitigation actions and create a feedback loop to monitor the implementation and effectiveness of newly created mitigation actions. Review the business continuity and crisis management planning processes and identify areas where risk information can be integrated and risk criteria can be consistently applied. <p>Incorporate Enterprise Risk Management into Strategic Planning:</p> <ul style="list-style-type: none"> Work with the Strategy group to determine how ERM risk analysis can be further incorporated into the strategic planning process <p>Manage the ERM Process:</p> <ul style="list-style-type: none"> Identify new KRIs while refining the process and reporting mechanisms as needed Improve Measuring the Effectiveness of Mitigation Actions Incorporate lessons learned and improvements to the risk mitigation effectiveness process, and oversee and monitor the progress of PSEG LI's efforts to develop risk mitigation effectiveness plans for additional Tier 1 and 2 risks. <p>Improve the Management of Emerging Risks:</p> <ul style="list-style-type: none"> Facilitate scenario exercises with SMEs on one emerging risk to identify sub-risk areas that enable the identification of better response plans <p>Foster Risk Awareness:</p> <ul style="list-style-type: none"> Increase to three presentations/risk discussions to the F&A Committee annually <p>Engage in Benchmarking for Continuous Improvement:</p> <ul style="list-style-type: none"> Take the Gartner ERM Maturity Assessment and report findings to the F&A Committee
	Year-End Status

Department	External Affairs
Project Name	WP24-CEO-003 - Update Jones Beach Exhibits
Objective	Create engaging and informative exhibits and educational content for the energy side of the Jones Beach Energy & Nature Center. The energy portion of the JBENC should i) educate about electricity basics, ii) inform on hot topics and activities in each area (e.g., clean energy transition, EVs, heat pumps), and iii) provide actionable opportunities for customers to engage with LIPA energy efficiency and beneficial electrification programs. Develop KPIs to measure and monitor project success.
Year-End Status	Canceled
	The Jones Beach Energy & Nature Center (JBENC) project significantly progressed through various design phases. The conceptual design was completed, the schematic design was finalized, and the project budget was initially accepted for \$1 million. However, modifications to align the visitor experience with branding were incorporated, increasing the budget to \$1.5 million. The comprehensive design phase began, and the bid package was developed with specifications and multimedia elements. Two capable firms were identified through the bid process, and coordination with New York State Parks was initiated to ensure the exhibits' technological integration. In mid-2024, the decision was made to cancel the project due to higher-than-expected costs and challenges related to the limited number of competitive bids.
Project Name	WP24-CEO-004 - Community College Partnerships
Objective	Establish certificate program(s) to support LIPA's efforts to expand workforce opportunities and attract qualified, diverse talent.
Year-End Status	Completed
	In 2023, LIPA set out to establish a scholarship program to support LIPA's efforts to expand workforce opportunities and attract qualified, diverse talent. The internal execution of this program was carried over into 2024. However, due to internal limitations related to recruitment and administering the LIPA scholarship program, the LIPA team developed a strategic partnership with the United Way of Long Island to administer and report on LIPA's scholarship program. An MOU was drafted and executed with the United Way to leverage their expertise and existing scholarship programs to ensure that the goals and objectives of LIPA's program are met. The LIPA team will remain engaged with leadership at the United Way to ensure the scholarship program remains on track and that the deliverables outlined in the MOU are executed accordingly.
Department	Communications
Project Name	WP24-CEO-001 - History of LIPA
Objective	Collect materials and develop a narrative of the Long Island electric grid's history.
Year-End Status	Completed
	This project began in 2023, with research, collection, and organization of artifacts to build a basic history timeline of LIPA and its predecessor company, the Long Island Lighting Company, for publication on LIPA's website. The LIPA team gathered a curated collection of historical photos, newspaper clippings, etc., to supplement and support LIPA communications. With limited staff resources, competing priorities, and a change in project managers due to staff turnover, this project's timeline was extended into 2024. As LIPA sought help from an external vendor, additional fact checking and editorial and stylistic compliance from staff were necessary before publication. The history of the Long Island electric grid is vast. As part of LIPA's ongoing communication efforts, the LIPA team will work to weave historical facts where applicable and continue research to create additional engaging historically-based communications.
Project Name	WP24-CEO-047 - Update LIPA's Brand Strategy
Objective	Complete remaining items needed to close out the update of LIPA's brand strategy, including an updated style guide and employee training(s).
Year-End Status	Completed

	The Long Island electric utility has a complicated history. The LIPA business model structure was not clearly understood, and clarity was necessary to properly articulate LIPA's role and value in its customers' lives. The LIPA Brand Strategy project built upon the success seen from the company's changed reputation, which stemmed from years of proactive communications and improved media relations efforts. The LIPA Communications team completed a brand refresh, changing the logo and other digitally designed assets, including a new website, and created a brand "guidebook" with best practices and key messaging to ensure consistency and continuity of the LIPA brand. The project required collaboration and buy-in from many across the organization. Although this project is complete, the LIPA team will continue to build and enhance the LIPA brand with proactive communications strategies and proper enterprise risk management processes.
Department	Finance
Project Name	WP24-FIN-018 - Procurement & SBITA Integration
Objective	Ensure Subscription-Based IT Arrangements (SBITA) contracts are tracked, inventoried, and reviewed for proper accounting treatment.
Year-End Status	Completed
	GASB 96, or Statement No. 96 on Subscription-Based Information Technology Arrangements (SBITAs), became applicable to LIPA in its 2023 annual financial statements. Specific IT subscription contracts are considered long-term fixed obligations and need proper accounting treatment. In 2024, this project was completed to ensure that LIPA correctly stated its obligations in its financial statements to its stakeholders and properly recovered related coverage funds for long-term obligations. As a next step, LIPA will conduct an annual review of information technology subscription contracts to ensure proper recognition.
Project Name	WP24-FIN-022 - O&M & Capital Budget Enhancements
Objective	Craft and implement additional improvements to developing and monitoring the Operating and Capital Budgets for PSEG Long Island and LIPA, including analysis of underlying workload and resource requirements in conjunction with PSEG Long Island. This project builds on prior recommendations and improvements to the budget process and seeks to leverage the new budget system, Enterprise Planning and Budgeting Cloud Service (EPBCS). <ol style="list-style-type: none"> 1. Lessons Learned (Supports PSEG Long Island Performance Metric BS-35) <ol style="list-style-type: none"> a. With PSEG Long Island, conduct a review of the 2024 budget development process and identify "Lessons Learned." b. Develop action items for LIPA and PSEG Long Island to improve the budget process. 2. Capital Project & Budget (Supports PSEG Long Island Performance Metric BS-41) <ol style="list-style-type: none"> a. Conduct a workshop between LIPA and PSEG Long Island to explore with Information Technology (IT) transferring the capital budget administration into EPBCS (or other readily available IT platform) for use by PSEG Long Island's Utility Review Board (URB) process and to support LIPA's Capital Project and Budget approval processes utilizing the PJDs. Develop a Work Plan proposal if an IT solution is selected for the capital budget administration. 3. EPBCS (Supports PSEG Long Island Performance Metric BS-40) <ol style="list-style-type: none"> a. Populate EPBCS with the 2024 Budget detail for the 8-year Plan and utilize it for Budget, Forecasting and Variance Reporting. b. For the 2025 Budget development, use EPBCS instead of any parallel legacy systems for Budget planning.
	Propose improvements to EPBCS utilization and review, monitor, and advise on PSEG Long Island utilization of EPBCS.
Year-End Status	Deferred to 2025

	<p>In 2024, the team completed a preliminary upload of the 8-year financial plan into the EPBCS system. Additional functionality was identified to enhance the system further, including modifying the EPBCS system to replace two databases managed by PSEG Long Island. Lessons learned from the 2024 Budget process were also completed, and the findings were incorporated into the 2025 Budget process.</p> <p>The preliminary system requirements were drafted for a Capital Project Management Information System, and a feasibility assessment of adapting EPBCS to fit the system requirements was completed. The assessment indicated that EPBCS may be able to address some preliminary system requirements. However, key limitations were identified. Furthermore, PSEG Long Island identified additional performance requirements associated with its internal processes. Unfortunately, due to resource constraints with other high-priority initiatives, this work was deferred to 2025, including completing the roll-out of the EPBCS system for LIPA and PSEG Long Island's Operating Budget. In 2025, the project will ramp back up to further enhance and finalize the Capital Project Information Management System requirements to ensure both LIPA and PSEG Long Island's needs are addressed and compare the criteria against existing portfolio management systems currently on the market.</p>
Project Name	WP24-FIN-037 - Conduct a Cost of Service Study
Objective	<p>Understand the costs to serve our customers and provide the basis for rate strategy development and innovative rate design.</p> <ul style="list-style-type: none"> • Aims to fairly allocate the utility's costs of providing service to each rate class, based on the principles of cost-causation • Provides insight into each rate class contribution to total system cost • Shows the alignment between cost structure and rate recovery structure
Year-End Status	<p>Completed</p> <p>In 2024, the LIPA team completed a review of LIPA's most current Embedded Cost of Service (ECOS) and Marginal Cost of Service Studies (MCOS). The review included comparing LIPA's model methodologies to peer utilities and industry best practices. Recommendations for future studies to better inform the Authority's rate and program design were compiled and included in the final reports. The next steps include implementing the recommendations in LIPA's upcoming 2025 ECOS and MCOS studies.</p>
Project Name	WP24-FIN-038 - Offshore Wind Rate Design & Tariff
Objective	Obtain Federal Energy Regulatory Commission (FERC) tariff approval for the Offshore Wind Public Policy Transmission Need (PPTN) project to ensure a fair cost to LIPA's customers.
Year-End Status	<p>Deferred to 2025</p> <p>This project's scope is to design a rate whereby LIPA's customers get their equitable share of cost reimbursement related to PPTN projects. However, in 2024, the project was deferred due to competing priorities and more time needed for research on rate design. The project will be reinitiated in 2025 with the engagement of LIPA's FERC attorney and New York Independent System Operator (NYISO) on LIPA's PPTN rate structure.</p>
Project Name	WP24-FIN-039 - Execute Commercial Rate Design for TOU
Objective	Execute all deliverables in the commercial rate design strategy developed in 2023 - move commercial customers who take service under the legacy Time of Use (TOU) - Large General and Industrial Service with Multiple Rate Periods (Rate code 284, 285, 284M, and 285M) to a modern TOU - Large Demand Metered Service with Multiple Rate Periods (Rate Code 294).
Year-End Status	Deferred to 2025

	<p>The goal of this project is to complete the Commercial Rate Design Strategy developed in 2023, which aims to move commercial customers who fall under the legacy Time-of-Use (TOU), Large General and Industrial Service with Multiple Rate Periods to a modern TOU, Large Demand-Metered Service with Multiple Rate Periods. In 2024, the LIPA team developed a timeline for the rate conversion and updated the tariff to facilitate the conversion of rate codes 284/285 to 294. Outreach to DPS and commercial customer groups was also conducted to obtain feedback. The long-term commercial customer rate design plan was completed and shared with executive leadership for review. However, due to IT resource constraints and the need for gradualism in the rate migration because of high customer impact, this project was deferred to 2025. The next steps include developing and finalizing the Commercial Rate Design, developing a communications plan, integrating the necessary tariff change proposals into the rate tariff change State Administrative Procedure Act (SAPA) process, and presenting the proposal to the LIPA Board of Trustees for approval in December 2025.</p>
Project Name	WP24-FIN-040 - Data Infrastructure for Rates
Objective	Build the data infrastructure for the rates function to (1) better understand LIPA's customers, (2) develop innovative product offerings to meet the growing needs of the clean energy standard, (3) serve the continuous information needs of the rates department, and (4) facilitate the department's succession planning and knowledge transfer activities.
Year-End Status	Deferred to 2026
	This project aims to develop an analytical approach to reviewing customer and rate information to provide better design rates. However, the required data for the portal was not acquired as expected, so the project was deferred. It will be reinstated in 2026 to analyze the status of the data imports and complete the scope of work.
Project Name	WP24-FIN-041 - Storm Cost Management & Billing
Objective	<p>The project is an end-to-end review of business processes at LIPA and PSEG Long Island related to storm event cost management, review, and billing leading to actionable recommendations to be incorporated into a Project Implementation Plan (PIP), the 2024 Work Plan and Performance Metrics, as necessary, to enhance the efficiency, timeliness, and effectiveness of the storm cost management process. The project will include:</p> <ol style="list-style-type: none"> 1. Assessing organizational design dedicated to storm event cost management, review, and billing. Organizational review includes division of responsibilities among LIPA and PSEG Long Island, staffing, responsibilities, capabilities, policies, practices, and IT; 2. Prioritization of the actionable recommendations in a road map; 3. Assessing the adequacy of the PIPs, 2024 Performance Metrics, or Work Plan projects to address the recommendations ensuring a more robust and value-added cost review and related accounting processes.
Year-End Status	Completed
	In 2024, LIPA engaged with a third-party consultant to complete the end-to-end review of the Storm Cost Management and Billing process, which resulted in numerous recommendations for improvements. PSEG Long Island has begun implementing changes considered Phase 1--quick wins. As to the longer-term improvements, since much of the process of storm billing is manual, it was recommended that LIPA and PSEG Long Island look for technology solutions to enhance the process. As such, PSEG Long Island issued an RFP to procure such software, and LIPA participated in several meetings with potential vendors. However, upon further review, LIPA determined it would be best to defer the software implementation.
Project Name	WP24-FIN-042 - Execute Energy Prepay Transaction
Objective	Execution of authorized prepay transactions to reduce power supply costs.
Year-End Status	Completed

	In 2024, LIPA obtained approval from the Office of State Comptroller and Attorney General for prepay energy transactions. The Finance and Power Markets team collaborated to determine the appropriate terms for a contract to execute a successful deal. In late 2024, LIPA successfully completed its first prepay energy transaction, saving customers approximately \$4 million a year during the term of this contract. LIPA has five additional transactions available to execute and will do so in 2025 if market conditions provide a savings opportunity.
Project Name	WP24-FIN-043 - Affiliate Service Remediation Plans
Objective	Develop a blueprint for cost accounting/cost management structure, people, systems, and practices by assessing functions provided by PSEG affiliates and exploring sourcing alternatives (Payroll & Accounts Payable, Treasury, Procurement, Enterprise Risk Management, Miscellaneous Accounting Services, and Legal).
Year-End Status	Canceled
	This project was designed to complement the 2024 performance metric, BS-07: Implement “Affiliate Service Remediation Plan and Transition Plans.” In 2024, PSEG Long Island completed developing and implementing a transition plan for the Procurement Affiliate Services and Cyber Services. However, the remaining scope was not completed. In late 2024, a decision was made to cancel this internal LIPA project and track the remaining scope as part of the 2025 performance metrics, BS-42 and IT-07.
Project Name	WP24-FIN-044 - Insurance Optimization Study
Objective	Complete insurance optimization study of property, casualty, and health care, including examining an owner-controlled insurance program.
Year-End Status	Deferred to 2027
	In 2024, LIPA completed an analysis of Insurance Optimization. However, it was concluded that implementing and completing captive insurance would require legislative changes and authorizations. Due to the cost of obtaining the required changes plus the risk of establishing new legislation during a high change management period, LIPA finance has concluded not to execute captive insurance. LIPA leadership decided to defer this project to a future period for additional cost-benefit analysis.
Project Name	WP24-FIN-045 - Closeout Sandy FEMA Grant Claim
Objective	Provide remaining support for costs to the Division of Homeland Security and Emergency Services (DHSES)/Federal Emergency Management Agency (FEMA) to enable the release of remaining funds to LIPA. Prepare documents necessary to close out the Sandy FEMA claim.
Year-End Status	In Progress (Carryover) During 2024, LIPA filed for and received a progress payment of \$43.4 million. LIPA also applied for permission to utilize \$53 million in Underrun of Funds to mitigate the OH system further and responded to numerous Requests for Information supporting progress payments and restoration and mitigation funds recovered. LIPA provided FEMA/DHSES with a full accounting by circuit of all monies spent under this grant. New York DHSES is in the process of reconciling LIPA’s file to their records. LIPA expects to finalize that reconciliation by the end of January 2025, resulting in the exact value of the Underrun of Funds mentioned above. With the approval of the Underrun of Funds, LIPA will engage with PSEG Long Island to procure materials and labor to install up to 8,500 Trip Savers. This activity will be outlined in the 2025 Management Action Plan.
Department	Information Technology
Project Name	WP24-COO-006 - PSEGLI CMMI IT Appraisal

Objective	<p>2022: IV&V of 2022 PSEGLI IT Organizational Maturity Level Metrics IT-1: Doing and IT-2 Managing, including Product Integration, Technical Solutions, Peer Reviews, Process Quality Assurance, Requirement Development and Maintenance, Verification and Validation and Supplier Agreement Management, Risk Management, Organizational Training, Estimating, Monitor and Control, and Planning.</p> <p>2023: Appraisal of PSEG LI IT Department CMMI Maturity Level by a LIPA consultant, in preparation for a CMMI Benchmark Appraisal to be conducted by a LIPA-selected consultant in 2024 Q2. The 2022 IT Organizational Metrics required reaching CMMI Maturity Level 3 in the Doing and Managing categories. The 2023 IT Organizational Metric covers the two additional categories, Enabling and Improving, and any remaining gaps to achieve Level 3 in the Doing and Managing categories.</p>
Year-End Status	<p>Canceled</p> <p>The 2023 CMMI appraisal project was canceled in early 2024 because the Sample Eligible Project (SEP) list was not confirmed in time for the appraisal. Additionally, PSEG Long Island required updates to its internal processes to align with CMMI Version 3 Standards and needed to train its end users accordingly. The 2024 CMMI appraisal has been scheduled in accordance with the 2024 internal project, WP24-COO-032 - 2024 Benchmark Appraisal of PSEG Long Island IT Organization CMMI Maturity Level, and is scheduled to be completed in Q1 2025.</p>
Project Name	WP24-COO-015 - PSEG Long Island Business Continuity and Disaster Recovery Program
Objective	Assessment of PSEG Long Island resiliency program by a LIPA-engaged consultant, per PSEG Long Island Performance Metrics IT-03 and IT-10, to assess gaps and provide recommendations, a roadmap, and 2024 Business Continuity and Disaster Recovery Action Plans.
Year-End Status	<p>Completed</p> <p>LIPA established annual recurring IT System Resiliency metrics (IT-03 and IT-10), which aim to minimize the probability and impact of system failures through well-designed, robust, and thoroughly exercised Disaster Recovery Plans (DRPs) and Business Continuity Plans (BCPs) for critical systems and processes. The metric was not met in 2022 or 2023. Given the importance of making progress towards the objective of developing a resiliency program that ensures that PSEG Long Island can continue to perform its essential functions and deliver core capabilities during and following disruptions to normal operations, LIPA engaged a third-party consultant in 2024 to conduct a holistic assessment of the resiliency program and develop recommendations on the path forward, including action plans with prioritized and achievable improvements. The assessment report was provided to PSEG Long Island in September 2024. PSEG Long Island will complete the actions identified in the report for 2024 and will submit a Project Improvement Plan (PIP) in Q1 of 2025 to outline the plan to complete the report's recommendations. The metric will be carried forward in 2025 to review the progress on the gap closure and ensure that the critical systems are exercised according to a structured plan.</p>
Project Name	WP24-COO-025 - PSEG Long Island Cyber Security Review
Objective	LIPA has established a cybersecurity default metric for PSEG Long Island under the reformed PSEG Long Island contract, effective April 1, 2022, to achieve and maintain a specific National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) level. LIPA has hired a third-party evaluator to independently review PSEG Long Island's cyber readiness relative to the metric.
Year-End Status	<p>Completed</p> <p>LIPA established a cybersecurity default metric for PSEG Long Island under the reformed PSEG Long Island contract, effective April 1, 2022, to achieve and maintain NIST CSF Tier 3. LIPA hired a third-party evaluator to independently review PSEG Long Island's cyber readiness relative to the metric. The assessment work was completed in the first quarter of 2023, and the Final Assessment and Recommendations report was provided to PSEG Long Island in May 2023. A review by an independent consultant was started in Q3 2024 to determine the progress PSEG Long Island made to remediate the findings of the 2023 report. The final assessment report was provided to PSEG Long Island in January 2025.</p>

Project Name	WP24-COO-032 - 2024 Benchmark Appraisal of PSEG Long Island IT Organization CMMI Maturity Level
Objective	CMMI Benchmark Appraisal (Development View) of PSEG Long Island IT Organization CMMI Maturity Level by a LIPA independent consultant per PSEG Long Island Performance Metric IT-01. The IT Organizational Metric requires reaching CMMI Maturity Level 3 (Development View) in 2023, with a Benchmark Appraisal to be conducted in Q2 2024.
Year-End Status	In Progress (Carryover)
	In 2024, the CMMI Appraisal project experienced delays due to security concerns, which brought it to a hold. However, the LIPA team worked closely with PSEG Long Island to resolve those issues, and the project was re-initiated in late 2024. PSEG Long Island provided LIPA with the SEP (Sample Eligible Project) list and is working with the lead appraiser to produce the RGS (Randomly Generated Sample) for the appraisal. The project deadline was extended to 2025, with the final assessment report due on February 28, 2025.
Project Name	WP24-COO-035 - PSEG Long Island Ransomware Readiness
Objective	Conduct a current-state assessment by an independent LIPA consultant of PSEG Long Island's Ransomware Readiness and Response preparedness to assess gaps and provide recommendations and an actionable roadmap for developing and implementing Ransomware Readiness and Response plans to ensure that any suspected or confirmed ransomware incidents are responded to in a consistent, controlled, and effective manner. The evaluation is required by PSEG Long Island performance metric IT-09.
Year-End Status	Completed
	Ransomware can severely impact business processes and leave organizations without the data to operate or deliver mission-critical services. The organizations affected often experience reputational damage, significant remediation costs, and interruptions in their ability to provide core services. In 2024, LIPA established the Ransomware Readiness and Response metric (IT-09). The metric ensures that any suspected or confirmed ransomware incidents are responded to consistently, controlled, and effectively. An independent third-party consultant reviewed and assessed the adequacy of PSEG Long Island in responding to a ransomware incident. The assessment report was provided to PSEG Long Island in June 2024. The assessment report provided observations, identified gaps, and recommendations. The recommendations are organized into an actionable roadmap based on best practices for developing, implementing, and improving PSEG Long Island's ransomware readiness and response plans. PSEG Long Island is working to develop and submit a Project Implementation Plan for LIPA approval to fully implement the ransomware readiness and response roadmap, aligning with the recommended timelines in the assessment report. In 2025, LIPA will engage the services of an independent consultant to review the gap closure artifacts/deliverables and gap closure activities and observe the ransomware response and recovery plan exercise as required by the 2025 (IT-09) performance metric. The scope of this work will be managed in the 2025 LIPA internal project, WP25-IT-034 - PSEGLI Ransomware Readiness.
Project Name	WP24-COO-048 - Crisis Management Plan Improvements
Objective	Complete the deployment of technology to facilitate the War Rooms (Hicksville) operation. Conduct crisis management training and tabletop exercises for crisis management.
Year-End Status	In Progress (Carryover)
	The Request for Proposal (RFP) for procuring AV technology to support the war rooms was successfully completed in 2024. However, after submitting the network cabling and power requirements to PSEG Long Island, the LIPA team was informed that the project requires a licensed engineering firm to assess electrical panel capacity and potentially design a subpanel. A supplemental AC system must also be designed due to insufficient cooling capacity. Both scopes require National Grid's review and approval under their lease, which has impacted the timeline. PSEG Long Island has provided contact information for two recommended electrical engineering vendors familiar with the building's electrical layout. As a next step, the LIPA team will engage one of the recommended vendors to conduct the necessary assessment. Once the evaluation is complete, LIPA will decide whether to upgrade the electrical infrastructure for the location or explore AV hardware options that are less demanding on the existing power capacity.

Department	Customer Service
Project Name	WP24-CC-020 - Advance Customer Analytics
Objective	<ol style="list-style-type: none"> 1. Develop recommendations on how to use Call Center as a Service (CCaaS) analytics tools to enhance performance. 2. Define data and operational statistics for each core function (meter reading, field service, new business, billing, call center, payments, collection) for better insight into operations. Determine if we can measure timely billing based on an actual read and define targets. 3. Develop a LIPA analysis tool for customer transactional survey feedback. Use the learnings to define future customer improvements. 4. Build LIPA analysis tool for operational data.
Year-End Status	<p>Completed</p> <p>In 2024, the Customer Service team developed two new Tableau dashboards, one focusing on transactional and the other on outage survey results. These dashboards enhance our understanding of customers' experience by highlighting customer feedback scores. Key milestones in this project included establishing a process to prepare raw data for Tableau, developing meaningful visualizations, and establishing a cadence for updating and reviewing each dashboard. As a next step, the team will update dashboards monthly when new survey results become available.</p>
Project Name	WP24-CC-021 - Customer Experience & Business Solution Staff Structure
Objective	<ol style="list-style-type: none"> 1. Benchmark against structure, purpose, and KPIs of other LPPC customer organizations with similar functions 2. Solicit PSEG Long Island to develop benchmarking 3. Document the current state, including gaps in benchmarking 4. Solicit PSEG Long Island to document future state of programs 5. Finalize Business Solution and Customer Experience design and organizational structures 6. Approve/release 2024 funds on hold
Year-End Status	<p>Completed</p> <p>In 2024, LIPA and PSEG Long Island completed the benchmarking from peer utilities to formulate best practices on staffing structure and function for two essential groups within the Customer Service organization: Customer Experience and Business Support. The best practices will be used to build out these groups and define expectations and success criteria. However, due to budget constraints in 2025, LIPA decided not to expand the groups as designed and will revisit them in future years.</p>
Project Name	WP24-CC-031 - Assess Call Center Improvement Plan & TOD Impacts
Objective	<ol style="list-style-type: none"> 1. Monitor Time-of-Day (TOD) impacts on the Call Center in 2024. Define criteria to accurately project performance and budgetary needs for 2025 and to release 2024 funds on hold. 2. Determine which staffing model (in-sourced or third party) will be used to support customer contact surges related to the new TOD program. 3. Evaluate the effectiveness of the tiered agent training proposal from the Get Well Plan.
Year-End Status	<p>Completed</p> <p>Throughout 2024, LIPA continued its close partnership with PSEG Long Island to monitor the call center's performance. LIPA assessed the 2024 staffing needs and released on-hold funds to add agent headcount. Additionally, LIPA evaluated the impact of Time-of-Day (TOD) calls on the call center, resulting from the first migration group to support the request to increase headcount in 2025, when the TOD program is planned to scale. It was also decided to staff the increase in TOD volume with employees instead of outsourcing the management to a third party.</p>

Project Name	WP24-CC-049 - Meter Inventory Management Redesign
Objective	<ol style="list-style-type: none"> 1. Determine the feasibility of selling excess meters back to L&G based on optimal inventory levels and financial benefit. 2. Prudent decision. 3. Validate the methodology and inputs used for determining reordered points and 18-month scheduled needs. 4. Confirm capital-labor and meter purchase plan and inventory reorder points are based on the revised AMI workload.
Year-End Status	<p>Completed</p> <p>The goal of this carryover project was to complete the outstanding deliverable from the 2023 internal project, which was to determine the next steps for the excess meter inventory. In early 2024, it was decided that the excess meter inventory would remain with the vendor until warehouse space was made available.</p>
Department	COO
Project Name	WP24-COO-009 - IV&V Framework Development
Objective	Effectively employ performance management mechanisms and standards for deliverables and performance metrics.
Year-End Status	<p>In Progress (Carryover)</p> <p>Early in 2024, the decision was made to pull the Request for Quote (RFQ) to hire a vendor to audit the existing metric validation process and conduct the audit internally. During the internal audit, recommendations were made to streamline the process and ensure standardization of the validation process across the organization. The internal audit report with recommendations was completed and presented to the Executive Committee for approval. Using the recommendations from the audit report, the Performance Management team completed the documentation of the improved process, documented a standard operating procedure (SOP) to share with LIPA staff, and developed a mechanism for capturing the metric validation artifacts. In 2025, the Performance Management team will complete the development of training materials outlining the improved metric validation process and deploy them to LIPA staff and the service provider. Internal tracking dashboards will be developed to ensure proper validation steps are followed. This project is scheduled to wrap up in Q1 2025.</p>
Project Name	WP24-COO-010 - Develop Strategic Roadmaps
Objective	Develop 5-year Strategic Roadmaps that advance the Board Policies for Power Supply, Clean Energy Programs, and Business Services (Human Resources, Procurement, External Affairs and Communications, and Legal).
Year-End Status	<p>Deferred to 2026</p> <p>In 2024, the LIPA team developed the 5-year Strategic Roadmaps for Power Supply, Clean Energy, and Business Services. The team developed the discovery report that captured the strategic priorities and performance gaps, interviewed external industry experts to identify critical trends and best practices, determined the recommended priorities and business improvement initiatives for each scope area, and completed an implementation roadmap with critical milestones. This project was put on hold and deferred to 2026 due to the upcoming expiration of the current OSA in 2025. In 2026, LIPA leadership will review and refresh the combined 5-year Strategic Plan and Roadmap in partnership with the next service provider to ensure the Strategic Plan aligns with LIPA's vision for the future.</p>

Department	Legal
Project Name	WP24-LEG-011 - Complete the LIPA/LILCO Merge
Objective	Merge the subsidiary Long Island Lighting Company into the parent company, to eliminate confusion and administrative work.
Year-End Status	In Progress (Multi-Year)
	In 2024, LIPA's Finance and Legal teams worked together to obtain the required consent to complete the merger of LILCO into LIPA. Obtaining the consent needed from some counterparties necessitated extensive negotiations, which were successfully completed by the end of the year. In 2025, the LIPA team will work to obtain the remaining consents and perform related, contractual, administrative, and regulatory steps to complete the merger and make effective amendments to the general resolution.
Project Name	WP24-LEG-016 - Management Audit Implementation
Objective	Ensure the Department of Public Services (DPS) management audit report is factually accurate, and management action plans appropriately address the auditor's recommendations.
Year-End Status	Completed
	LIPA and PSEG Long Island completed the creation of 80 management action plans consistent with the Department of Public Service ("DPS") Management and Operations Audit of LIPA and PSEG Long Island Final Report, dated March 22, 2024, consistent with the LIPA Reform Act of 2013. LIPA staff and PSEG Long Island worked together to produce plans to implement each of the individual audit recommendations. Each project plan articulates specific project objectives, identifies personnel responsible for the implementation, sets forth milestones for completion, and includes cost-benefit and risk analyses, where applicable. LIPA and PSEG Long Island continue collaborating with DPS staff to evaluate each implementation plan, incorporate lessons learned and future input from DPS, and modify plans as necessary. The implementation plans may also be altered due to additional information obtained during execution. Supplemental progress reports will be filed annually with the Board.
Project Name	WP24-LEG-017 - Standard Consulting Agreement Update
Objective	Create a privileged source document that identifies alternative contract terms that have been deemed acceptable to LIPA and approved by the AG and OSC to minimize the time it takes to negotiate the terms of LIPA's standard consulting agreements.
Year-End Status	Completed
	The goal of this project was to update LIPA's standard consulting agreement. In 2024, the entire contract was thoroughly reviewed and updated to clarify provisions, ensure they all work well together, and confirm that the revised language will most likely be acceptable to counterparties, NYS OSC, and AG. The project team also worked closely with LIPA's cybersecurity team to adopt data protection and breach notification provisions into the standard contract. Once the updated draft of the contract was completed, it was reviewed by outside counsel, who provided further proposed revisions. Notable updates to insurance and indemnification provisions, confidentiality, data protection, and ownership of data were included. The input from outside counsel was incorporated into the contract. In Q3 2024, LIPA's standard RFP instructions were reviewed and updated to inform bidders that exceptions to LIPA's standard contract must be specified, include proposed alternative language, and clarify that no changes are allowed to the NYS-required Appendices. Lastly, a document of alternative contract provisions was developed that LIPA can agree to on a case-by-case basis, which has been approved or should be agreeable to the NY AG and OSC. While the project is now complete, the development of this document will continue on an ongoing basis.

Project Name	WP24-LEG-027 - LIPA Procurement Enhancements
Objective	Increase competition in LIPA procurements, improve efficiency in procurement processes, and enhance the value of LIPA's procurements.
Year-End Status	In Progress (Multi-Year)
	LIPA researched procurement procedure manuals and commenced the development of its own manual to outline the lifecycle of procurements from identification of the need, to the awarding of a contract, to the regulations of such contracts. LIPA also developed a marketing plan to increase competition for its procurements, developed a dashboard to track the status of procurement activities, and developed a form to evaluate and track vendor performance. These activities are expected to be completed in the first half of 2025.
Project Name	WP24-LEG-028 – PSEG Long Island Procurement Lifecycle Review
Objective	Identify and implement improvements to procurement processes and procedures to enhance value and improve the efficiency of PSEG Long Island's procurements.
Year-End Status	Completed
	In 2024, the LIPA team partnered with Ernst & Young and PSEG Long Island to develop a transition plan to create a standalone procurement affiliate organization dedicated to LIPA's business needs. The goal was to maintain the continuity of existing PSEG Long Island procurement processes and invest in organizational enhancements required for improved value creation. Phase 1 was completed in May 2024 and consisted of transitioning PSEG Long Island's existing resources dedicated to LIPA, as well as new Supplier Management hires, to a standalone affiliate without altering the organizational structure. Phase 2 was completed in December 2024, which included setting up a pilot Category Management team and dedicated sourcing and contracting specialists with the Operations team to support value creation for high-impact spend categories. These enhancements are expected to generate annual savings for LIPA.
Project Name	WP24-LEG-051 - Compensation Benchmarking Study
Objective	Complete a consultant-led benchmarking study to support LIPA's efforts to attract and retain quality talent by ensuring competitive compensation. Compensation benchmarking helps control labor costs and highlights pay inequities.
Year-End Status	In Progress (Carryover)
	A competitive RFP process was completed, and the contract was awarded to Willis Towers Watson (WTW), an experienced and recognized leader in this space. A project plan and schedule were prepared, and project work was initiated in Q3 2024 after a schedule delay due to competing priorities. WTW prepared a data request (e.g., job data, employee data, survey match information, organization charts, job documentation, etc.) which LIPA completed. WTW reviewed the current legacy job architecture (e.g., job levels, job families, etc.) and built an understanding of the organization. Training/customization sessions were conducted with the LIPA project team to customize the framework to align with LIPA's business and organizational structure using WTW's Career Map methodology. Mapping sessions to map LIPA jobs to the framework were completed in Q4 2024. WTW is preparing a summary report of outcomes and will facilitate a validation session with the LIPA project team and will hold one additional session with leaders to calibrate leveling across the organization. This project will carry over into 2025 and continue on Market Analysis and developing salary structures, including a review of the LIPA incentive program. This project is scheduled to be completed at the end of Q2 2025.

Department	Transmission & Distribution
Project Name	WP24-T&D-024 - Effective Use of CUE Library
Objective	Through the development of a PIP and execution of stated PIP deliverables, demonstrate improved visibility and accuracy of unit costs, estimating, budgeting, and cost tracking of T&D work efforts.
Year-End Status	Canceled
	In 2024, the NorthStar Management Audit recommendations were issued. They included an action plan (Rec# 36 X-7) for PSEG Long Island to define and report project management performance measures focusing on cost estimation, earned value, and schedule management effectiveness. The scope of this management action plan includes a complete, comprehensive review of the CUE library, which is a duplicative effort of this internal LIPA project. Based on T&D's recommendation, this internal LIPA project was canceled. This project's scope will be managed within the scope of work for PSEG Long Island management action plan Rec# 36 X-7.
Project Name	WP24-T&D-029 - Physical Security Enhancements
Objective	Develop and implement a physical security program, administrative and technical controls, and technologies based on industry best practices to enhance the utility's physical security posture. Implement new technology that improves compliance with regulatory agency requirements regarding the physical security of facility access for control centers, substations, and operation centers.
Year-End Status	In Progress (Multi-Year)
	This multi-year project aims to develop and implement physical security enhancements at LIPA facilities. In 2024, upgrades were completed to three additional Tier 1 substations, bringing the total to eight. Efforts at some facilities progressed slowly because they required the landlord's cooperation. However, increased senior leadership involvement proved beneficial in improving this matter. Weekly meetings with subject matter experts and monthly meetings with senior leadership are being held with LIPA and PSEG Long Island. Status updates, plans, and schedules are provided, discussed, and refined across all aspects of this effort. In 2025, plans are set to complete design work for the next tier of substation upgrades.
Project Name	WP24-T&D-030 - Climate Resiliency Plan
Objective	<p>The Climate Resilience Plan (CRP) should drive system and operational performance improvements to achieve at least a 15% improvement in Customer Minutes Interrupted (CMI) within 5 years for a storm similar to Tropical Storm Isaias. LIPA will track actions and report back to the Board on progress. The CRP should include:</p> <ol style="list-style-type: none"> 1. Policy, procedures, and system design criteria updates, as needed, to accommodate climate change impacts. 2. Asset-specific plans and resource needs to adapt to climate change, with projections of investments and CMI benefits by year. <p>Desired End State: LIPA Board adoption of the CRP.</p>
Year-End Status	Completed
	PSEG Long Island developed the Climate Vulnerability Study (CVS) and Climate Resilience Plan (CRP) including LIPA's involvement and oversight and community stakeholder input. PSEG Long Island presented them to the LIPA Board in Q3 2024. The project experienced some delays, and the schedule had to be readjusted at several points to accommodate the actual workload, stakeholder availability, and the LIPA Board schedule. LIPA is not bonded to state law (PSL 66(29)) that requires investor-owned utilities to produce CVS/CRPs to be completed every 5 years, or more frequently if needed, by the Public Service Commission (PSC). However, LIPA is expected to voluntarily follow a similar schedule for an updated study and plan. September 2028 is the next filing date, based on the PSC filing schedule and 5-year update cadence. LIPA will continue to monitor PSC case number 22-E-0222 for any updated requirements.

Project Name	WP24-T&D-050 - Enhance PSEG Long Island Emergency Response Plan, Business Continuity Plans and Functional Exercises
Objective	Make targeted improvements to PSEG Long Island's Emergency Response Plan, Emergency Response Implementation Procedures, Business Continuity Plans, and Functional Exercises to enhance emergency preparedness.
Year-End Status	Completed
	Emergency Preparedness is key for the safe and timely response and restoration of the LIPA systems after an event. Developing and using a more streamlined set of response plans will generate significant improvements. In 2024, the LIPA team collaborated with PSEG Long Island to completely revamp the 2024 Emergency Response Plan. The LIPA Executive Committee conducted a page-by-page review of the updated plan. Upon approval, the revised plan was submitted to the NYS Department of Public Services on December 16, 2024.
Department	Power Supply & Clean Energy
Project Name	WP24-PCE-012 - Meet LIPA's Share of State Battery Storage Goal for 2025 and 2030
Objective	Complete the procurement and permitting of LIPA's battery storage RFP to meet 2025 storage goals and a New York State Research and Development Authority (NYSERDA) procurement option for the 2030 storage goal.
Year-End Status	In Progress (Multi-Year) This multi-year project began in 2023 to complete the procurement and permitting of LIPA's battery storage RFP to meet 2025 storage goals and the NYSEDA procurement option for the 2030 storage goal. In 2024, LIPA obtained Board approval for two of three battery energy storage system (BESS) projects: Kings Highway (79 MW) and Shoreham (50 MW). However, the Kings Highway and West Babylon storage permitting are experiencing delays and cannot proceed with permitting and construction due to local battery storage moratoriums. The next steps include submitting the Kings Highway and Shoreham contracts to the AG and OSC for approval. LIPA expects to complete the West Babylon BESS contract (50 MW) in the first half of 2025.
Project Name	WP24-PCE-013 - Plan for CRIS Rights and Power Supply Agreement Extension Beyond 2028
Objective	Develop and execute a strategy to maximize the value of Capacity Resource Interconnection Service (CRIS) rights, including negotiations with National Grid. Identify desired changes in terms and rate formula. Prepare for the Power Supply Agreement (PSA) negotiations with National Grid.
Year-End Status	Deferred to 2025 This multi-year project kicked off in early 2024 to determine whether to disaggregate the PSA into separate contracts for individual plants/units or services. After extensive discussions with PSEG Long Island, it was determined that PSEG Long Island would not support commencing negotiations with National Grid related to either an extension of the PSA or a transfer of CRIS rights from any National Grid facility to LIPA. The decision was made to defer this project until 2025. LIPA will continue to work with PSEG Long Island as it seeks to reverse this decision and work with PSEG Long Island to determine a project plan and schedule to complete this scope of work.
Project Name	WP24-PCE-014 - Large Generator (>20MW) Interconnection Status Tracking System with NYISO and Transmission Owners
Objective	Enable LIPA and PSEG Long Island management visibility into the status of interconnection requests within the NYISO queue, including actions pending by relevant parties (developer, PSEG LI, NYISO). Review and implement business process improvements.
Year-End Status	In Progress (Multi-Year) In 2024, LIPA completed revisions to the NYISO interconnection process and developed the initial dashboard. Input data format and content changes between the initial and final implementation were a temporary roadblock. However, the integration with the NYISO Portal is in process, and NYISO has begun collecting interconnection requests for the transitional Phase I study. The team will continue to work on integrating new data input and dashboard output. This project is scheduled to wrap up in Q2 2025.

Project Name	WP24-PCE-019 - Develop an EV Infrastructure Tactical Implementation Strategy
Objective	<p>Translate the Electric Vehicle (EV) (Light Duty Vehicle, Medium Duty Vehicle, Heavy Duty Vehicle) roadmap to blend into forecasting and system planning processes in terms of:</p> <ol style="list-style-type: none"> 1. Sales and peak demand forecasting 2. System planning (geospatial and temporal) 3. Associated investments <p>Develop the strategy and roadmap for managed charging.</p> <p>Assumption: The 2024 EV metric PS&CE-14 is supposed to develop market and stakeholder segmentation and identify potential locations for EVs.</p>
Year-End Status	<p>In Progress (Carryover)</p> <p>LIPA collaborated with PSEG Long Island functional unit Directors and Managers to co-develop the project approach and align the scope of work with the 2024 EV metric, PS&CE-14. A consultant was onboarded to assist with project execution. All LIPA service territory fleets and their locations were identified, a fleet survey to gather fleet information was completed, and grid modeling was completed with different critical assumptions. Project execution will continue into 2025. Fleet interviews will be conducted, and survey and interview insights will be shared with LIPA. Modeling will be completed to identify the load impact of potential fleet EV adoption. LIPA will work with PSEG Long Island to integrate the project outputs to run system planning analysis (from the substation to downstream) on some critical circuits per the metric agreement.</p>
Project Name	WP24-PCE-026 - Long Island Clean Energy Hub
Objective	<p>Define LIPA's vision and objectives for the Long Island Clean Energy Hub and coordinate its implementation with NYSERDA, PSEG Long Island, and regional partners.</p> <ol style="list-style-type: none"> 1. Establish LIPA's point of contact for the Energy Hub and the milestone payment schedule. 2. Analyze Energy Hub Key Performance Indicators (KPIs) and deliverables to execute milestone payments. 3. Assess the effectiveness of PSEG Long Island and the Energy Hub in driving 40% of disadvantaged communities' target (35% minimum).
Year-End Status	In Progress (Multi-Year)
	<p>LIPA meets regularly with NYSERDA, Clean Energy Hub, and PSEG Long Island staff to coordinate messaging and delivery of clean energy initiatives. In 2024, LIPA established a Memorandum of Agreement (MOA) with NYSERDA to coordinate LIPA's contribution to the Long Island Clean Energy Hub, designed to help coordinate clean energy offerings for all customers, focusing on disadvantaged communities. However, issues related to specific MOA language required a lot of back-and-forth between LIPA and NYSERDA, which delayed the agreement's execution as the team worked through those issues. The first key milestone for 2024 was the delivery and approval of the Regional Assessment and Barriers Analysis (RABA), which was finalized. This project will continue into 2025. The Hub will provide the Equitable Engagement Plan at the end of January 2025, guiding the outreach strategy.</p>
Project Name	WP24-PCE-033 - Clean Energy Reporting Objectives
Objective	<ol style="list-style-type: none"> 1. Develop a LIPA dashboard to improve monitoring of the trends and results for PSEG Long Island's beneficial electrification goals for heat pumps and explore the feasibility of integrating EV reporting into the dashboard. 2. Establish the IV&V process of quantitative metrics using the new dashboard to confirm the PSEGLI scorecard reporting for performance metrics and the NYSERDA clean energy dashboard submissions for accuracy. 3. Validate the accuracy of the annual reporting of DAC results to NYSERDA.

Year-End Status	Completed
	LIPA developed a clean energy dashboard that allows LIPA to process and visualize raw data from PSEG Long Island to support verification of metric performance and achievement of heat pumps, energy efficiency, and electric vehicle charger installations. The dashboard enables more robust analysis on clean energy and climate justice initiatives while reducing staff time needed to create manual reports and includes abilities to validate the accuracy of investment reporting in disadvantaged communities. While the dashboard is complete, it will undergo periodic maintenance and monthly data updates.
Project Name	WP24-PCE-034 - Plan for New Power Supply and Fuel Management Contract Beginning January 2026
Objective	<p>Issue RFP to retain a Power Supply and Fuel Management service provider for the Front, Middle, and Back Office functions to:</p> <ol style="list-style-type: none"> 1. Manage LIPA's wholesale power supply requirements in the New York Independent System Operator (NYISO), Pennsylvania-New Jersey-Maryland Interconnection (PJM), and Independent System Operator-New England (ISO-NE) markets, including the purchase and sale of energy, capacity, and ancillary services to serve our approximately 1.2 million customers. 2. Manage the fuel supply necessary for the oil and gas-fueled generating facilities under contract to LIPA and handle day-to-day purchases and sales. 3. Manage LIPA's hedging program to mitigate volatility in power and fuel costs.
Year-End Status	In Progress (Multi-Year)
	<p>The contract for Power Supply Management and Fuel Management (PSM/FM) with PSEG Energy Resources and Trade, LLC (ER&T), our current service provider, expires on December 31, 2025. ER&T manages LIPA's wholesale power supply requirement in the NYISO, PJM, and ISO-NE markets, including purchasing and selling energy, capacity, and ancillary services. This project aims to issue a Request for Proposals (RFP) to retain a PSM/FM service provider for the Front, Middle, and Back Office functions beginning in January 2026.</p> <p>In 2024, the LIPA team successfully issued an RFP to several potential bidders, conducted a pre-bid meeting to answer any questions, carefully evaluated all proposals, and selected The Energy Authority (TEA) as the proposed service provider. The team worked diligently to draft the vendor's contract and negotiate changes. The vendor selection was presented to the LIPA Board of Trustees for approval on December 18, 2024. The next steps include submitting the vendor selection to OSC and NYS AG for approval, providing an executed contract to the vendor, and vendor onboarding. The estimated completion date for this project is April 2025.</p>

Project Name	WP24-PCE-036 - Commercial Storage Incentive Plan
Objective	Develop a Commercial "Community Storage" program. The main objectives for 2024 are to 1) develop a draft written plan, 2) brief and obtain feedback from NYSERDA, DPS, and PSEG Long Island, and 3) finalize the written plan and prepare for a 2025 rollout.
Year-End Status	Canceled
	In early 2024, it was determined that rather than implement a separate LIPA project for retail storage, LIPA committed to providing \$4.1M of funding in a joint initiative with NYSERDA, the state agency authorized by the Public Service Commission, to implement a statewide program for retail storage. The committed funding amount represents LIPA's "load ratio share" of the cost of the statewide program for 2024 - 2026. The LIPA Board approved an agreement with NYSERDA covering LIPA's agreed commitment. This project was canceled, and the scope of work was added to a related 2024 internal project, "WP24-PCE-012 - Share of State Battery Storage Goal." This allows the project team to focus on one project with all deliverables that must be completed.
Project Name	WP24-PCE-046 - Integrated Resource Plan - Phase II
Objective	Complete the Integrated Resource Plan and obtain Board approval.
Year-End Status	Completed
	This is a carryover project, and much of its scope was completed in 2023. In 2024, the project team held in-person and virtual presentations and public comment sessions in Nassau, Suffolk, and Rockaway counties. LIPA External Affairs briefed key stakeholders and obtained supportive quotes to include in the IRP Summary Guide and Board materials. The IRP's Final Board approval was obtained in March 2024.





APPENDIX B: 2025 LIPA INTERNAL PROJECTS





Department	CEO	
Title	WP25-CEO-002-Execute New Service Provider Contract	
Objective	Planning for the end of the Service Provider contract on December 31, 2025, by executing new contracts, including bidding strategy, Request for Proposal (RFP), and contract execution.	
Status	Carryover	
Board Policy	Strategic Planning and Performance Management	
Business Benefit	Ensure continuous and reliable service for our customers.	
Risk If Not Executed	Long Island Power Authority (LIPA) could be without a service provider once the PSEG Long Island contract ends in 2025.	
Executive Sponsor	John Rhodes	
Project Manager	Alex Pozdnyakov	
Deliverables	Negotiate terms and conditions with finalist(s) and select proposal	02/21/25
	Transition Plan -- request a front-end transition plan from the selected provider	02/28/25
	Prepare package for LIPA's Board of Trustees (BOT) and obtain approval	03/11/25
	Seek Attorney General (AG) and Office of the State Comptroller (OSC) approval of contractor(s)	06/05/25
Department	External Affairs	
Title	WP25-EA-060-Battery Storage Engagement	
Objective	Educate and train key stakeholders on the benefits of battery storage. This will help eliminate opposition to future projects, allowing LIPA to gain momentum as additional projects are proposed and attempts are made to meet 2030 Climate Leadership and Community Protection Act (CLCPA) goals.	
Status	New	
Board Policy	Clean Energy and Power Supply	
Business Benefit	As New York State and LIPA continue to explore innovative energy solutions, it is critically important that we educate key stakeholders about battery storage technologies and the associated benefits. Education about battery storage technologies fosters a better understanding of their capabilities and promotes additional usage. When people are informed about how battery storage can enhance energy efficiency and reliability, they are more likely to embrace these systems in their homes and businesses. As awareness and acceptance of battery storage technologies grow, so will the demand. An informed public is better equipped to engage in dialogue about energy policies. By educating key stakeholders, we can create advocates for renewable energy solutions and battery storage and influence local and national policies that support our business interests.	
Risk If Not Executed	Town Battery Storage moratoriums are currently in effect in 11 of the 13 Towns on Long Island. Without a significant effort to educate key stakeholders on battery storage, we will continue to face opposition that could impact our ability to meet 2030 CLCPA goals. Battery storage is vital to the future of clean energy.	
Executive Sponsor	Tom Locascio	
Project Manager	Gaspere Tumminello/Jeanine Dillon	
Deliverables	Draft a comprehensive schedule for meeting sessions with stakeholders	01/24/25
	Develop a Public Outreach Presentation	02/14/25
	Explore all options concerning fire departments and training, including identifying staff to oversee battery storage events, training the fire departments, hiring our firefighters to address events, etc., and present options to the Vice President (VP) of Corporate Affairs for approval	02/21/25
	Develop training for firefighters	05/02/25

	Conduct public outreach sessions to educate the public on battery storage	06/27/25
	Present training content to the VP of Corporate Affairs and gain approval	06/30/25
	Implement the approved option and train firefighters on battery storage safety	12/31/25
Title	WP25-EA-066-CLCPA Video Training	
Objective	Educate staff on CLCPA goals, so they are better equipped to assist the State in reaching its goals.	
Status	New	
Board Policy	LIPA's Purpose and Vision	
Business Benefit	There are significant business benefits to training LIPA staff on the New York State Climate Leadership and Community Protection Act (CLCPA). As we navigate the evolving energy landscape, ensuring our team is informed and equipped will be crucial to LIPA's long-term success and meeting New York State's CLCPA goals. This video training is a strategic step toward a sustainable energy future, leading to improved compliance, better decision-making, and enhanced community engagement. It will empower staff to explore innovative energy solutions and embrace new technologies from a business and personal perspective.	
Risk If Not Executed	A lack of CLCPA education for LIPA staff could impact LIPA's ability to engage stakeholders on this issue. This will lead to business decision-making that does not align with the State's mission, impacting LIPA's ability to meet CLCPA goals.	
Executive Sponsor	Tom Locascio	
Project Manager	Jeanine Dillon	
Deliverables	Conduct research, draft training video script, and produce training slide deck	08/15/25
	Obtain approval to move forward with video training production	09/05/25
	Produce Training Video	10/31/25
	Obtain approval on training video	11/28/25
	Roll out Video Training to LIPA staff	12/19/25
Department	Finance	
Title	WP25-FIN-021-O&M & Capital Budget Enhancements	
Objective	<p>Craft and implement additional improvements to developing and monitoring the Operating and Capital Budgets for PSEG Long Island and LIPA, including analysis of underlying workload and resource requirements in conjunction with PSEG Long Island. This project builds on prior recommendations and improvements to the budget process and seeks to leverage the new budget system, Enterprise Planning and Budgeting Cloud Service (EPBCS).</p> <ol style="list-style-type: none"> 1. Lessons Learned (Supports PSEG Long Island Performance Metric BS-35) <ol style="list-style-type: none"> a. With PSEG Long Island, conduct a review of the 2024 budget development process and identify "Lessons Learned." b. Develop action items for LIPA and PSEG Long Island to improve the budget process. 2. Capital Project & Budget (Supports PSEG Long Island Performance Metric BS-41) <ol style="list-style-type: none"> a. Conduct a workshop between LIPA and PSEG Long Island to explore with Information Technology (IT) transferring the capital budget administration into EPBCS (or other readily available IT platform) for use by PSEG Long Island's Utility Review Board (URB) process and to support LIPA's Capital Project and Budget approval processes utilizing the PJDs. Develop a Work Plan proposal if an IT solution is selected for the capital budget administration. 3. EPBCS (Supports PSEG Long Island Performance Metric BS-40) <ol style="list-style-type: none"> a. Populate EPBCS with the 2024 Budget detail for the 8-year Plan and utilize it for Budget, Forecasting and Variance Reporting. b. For the 2025 Budget development, use EPBCS instead of any parallel legacy systems 	

	for Budget planning. c. Propose improvements to EPBCS utilization and review, monitor, and advise on PSEG Long Island utilization of EPBCS.	
Status	Carryover	
Board Policy	Fiscal Sustainability	
Business Benefit	Builds on the budget improvement progress to date and complements PSEG Long Island performance metrics. Identifies improvement opportunities, strengthens the Capital Budget process by creating a more automated process with less manual intervention, and aims to ensure the new EPBCS budget system is fully embraced and utilized by all stakeholders.	
Risk If Not Executed	Suboptimal allocation of financial resources and setting the budget - and rates - at the wrong levels. This could result in an under-investment in the electric system or higher rates than necessary.	
Executive Sponsor	Donna Mongiardo	
Project Manager	Jenn Udell	
Deliverables	Capital Budget: Implementation of the plan for the Capital Budget Management System in conjunction with IT and PSEG Long Island	02/07/25
	Migrate Access Database to Hyperion (EPBCS)	03/28/25
	Complete Security and Configuration	03/31/25
	Integration between EPBCS, Dynamics, and SAP	06/30/25
	Implement Budget Briefing Book in Hyperion (EPBCS)	06/30/25
	Develop training materials for new systems and processes and provide training to staff	09/30/25
Title	WP25-FIN-037-Offshore Wind Rate Design & Tariff	
Objective	Obtain Federal Energy Regulatory Commission (FERC) tariff approval for the Offshore Wind Public Policy Transmission Need (PPTN) project to ensure a fair cost to LIPA's customers.	
Status	Carryover	
Board Policy	Customer Value, Affordability & Rate Design	
Business Benefit	Realize fair cost recovery for capital invested in the Offshore Wind PPTN project on behalf of LIPA's customers.	
Risk If Not Executed	Risk of not being able to recover the otherwise recoverable costs attributable to the Offshore Wind PPTN project, resulting in excess cost to LIPA customers.	
Executive Sponsor	Donna Mongiardo	
Project Manager	William Wai	
Deliverables	Engage Department of Public Services (DPS) Staff and other potential stakeholders for tariff discussion and obtain feedback	06/30/25
	Develop a Filing Plan	08/01/25
	Roll the tariff proposals in the rate tariff change SAPA process	09/17/25
	Post tariff change proposal memo to the public for comment	09/17/25
	Develop a 2026 work plan to include in the Board presentation	11/21/25
	Obtain public comment, including hosting public hearings	11/27/25
	Process public comments	12/04/25
	Present tariff change proposal to the BOT for approval	12/18/25
	Work with New York Independent System Operator (NYISO) for informational filing in FERC	12/29/25

Title	WP25-FIN-038-Execute Commercial Rate Design for TOU	
Objective	Execute all deliverables in the commercial rate design strategy developed in 2023 - move commercial customers who take service under the legacy Time of Use (TOU) - Large General and Industrial Service with Multiple Rate Periods (Rate code 284, 285, 284M, and 285M) to a modern TOU - Large Demand Metered Service with Multiple Rate Periods (Rate Code 294).	
Status	Carryover	
Board Policy	Customer Experience; Customer Value, Affordability & Rate Design	
Business Benefit	Aligning LIPA's commercial rate design with industry practice enhances grid utilization, reduces peak demand, and allows customers to reduce their energy bills.	
Risk If Not Executed	Keep customers in the legacy TOU rates.	
Executive Sponsor	Donna Mongiardo	
Project Manager	William Wai	
Deliverables	Develop and finalize the Commercial Rate Design	06/30/25
	Develop Communications Plan	09/03/25
	Roll the necessary tariff change proposals in the rate tariff change State Administrative Procedure Act (SAPA) process	09/17/25
	Post tariff change proposal memo to the public for comment	09/17/25
	Develop a 2026 work plan to include in the Board presentation	11/21/25
	Obtain public comment, including hosting public hearings	11/27/25
	Process public comments	12/04/25
	Present tariff change proposal to the BOT for approval	12/18/25
Title	WP25-FIN-051-Develop Tracker for New GASB and Potential Impact on LIPA Disclosure Requirements	
Objective	Build a tracking system to allow a timely understanding of the financial or disclosure implications of any potentially new Governmental Accounting Standards (GASB).	
Status	New	
Board Policy	Fiscal Sustainability	
Business Benefit	Provide timely and accurate compliance with all emerging accounting requirements and regulations to ensure the highest quality financial statements for our internal and external stakeholders.	
Risk If Not Executed	Incomplete financial statement presentation or disclosures leading to an audit finding.	
Executive Sponsor	Donna Mongiardo	
Project Manager	Rich Tinelli	
Deliverables	Develop a new Smartsheet listing GASB pronouncements and upcoming draft discussion for pronouncements	06/30/25
	Develop a standardized memo to document GASB impact and required business and process updates	08/29/25
	Implement quarterly meetings to assess and discuss required actions to ensure compliance with emerging GASBs	09/30/25
Title	WP25-FIN-053-Develop a Plan for Standby Rate Update	
Objective	Ensure transition to a fair and justified rate structure for applicable customers and communicate effectively to these customers.	
Status	New	
Board Policy	Customer Value, Affordability & Rate Design	
Business Benefit	Customers are appropriately charged and discontinue any subsidy.	

Risk If Not Executed	Customers are not changing behaviors because of inappropriate charges.	
Executive Sponsor	Donna Mongiardo	
Project Manager	William Wai	
Deliverables	Develop and finalize the Commercial Rate Design	06/30/25
	Develop Communications Plan	09/03/25
	Roll the necessary tariff change proposals in the rate tariff change SAPA process	09/17/25
	Post tariff change proposal memo to the public for comment	09/17/25
	Develop a 2026 work plan to include in the BOT presentation	11/21/25
	Obtain public comment, including hosting public hearings	11/27/25
	Process public comments	12/04/25
	Present tariff change proposal to the BOT for approval	12/18/25
Department	Information Technology	
Title	WP25-IT-007-LIPA Deployment of Document and Records Management System	
Objective	<p>Phased implementation of an electronic document and records management platform for lifecycle management of LIPA documents and simplified management, retention, and disposition of records in compliance with NYS and federal requirements, including a common platform with PSEG Long Island in accordance with the Second Amended and Reinstated Operations Services Agreement (OSA).</p> <p>Wave 1 (Completed in 2023):</p> <ul style="list-style-type: none"> Complete, test, and go live on a pilot for Board documents, procurement, and Project Implementation Plans (PIPs) by the end of 2022. <p>Wave 2 (2025 Scope):</p> <ul style="list-style-type: none"> Phased LIPA departmental deployments, including (i) Operationalization of the pilot Procurement deployment, (ii) Migration of the legacy Alchemy system/invoice management, and (iii) Phase 1 deployment for PSEG Long Island Performance Metric documents. IT and Legal to commence work to (i) develop an approach and scope to expand the Electronic Document and Records Management System (EDRMS) to include PSEG Long Island maintained records and (ii) develop PSEG Long Island Performance Metrics related to utilizing the LIPA EDRMS. 	
Status	Carryover	
Board Policy	Information Technology and Cyber Security	
Business Benefit	The business benefit is that this will be a centralized repository for records management and procedures for records storage, retention, and final disposition that PSEG Long Island will use to upload documents.	
Risk If Not Executed	If not executed, LIPA will not meet the management authority requirements, and we will not have a central repository to store documents for retention purposes.	
Executive Sponsor	Greg Flay	
Project Manager	Sidney Shelton	

Deliverables	Update internal records management policy	03/28/25
	Review the current state of the EDRMS system	03/31/25
	Gather requirements based on audit recommendations	05/30/25
	Complete a technical assessment and design	06/27/25
	Complete system configuration and design implementation	09/30/25
	Complete Quality Assurance and User Acceptance Testing of the system	12/01/25
	Conduct End User Training	12/01/25
	EDRMS System Go-live	12/31/25
Title	WP25-IT-015-PSEG Long Island Business Continuity Assessment	
Objective	Assessment of PSEG Long Island resiliency program by a LIPA-engaged consultant, per PSEG Long Island Performance Metrics IT-03 and IT-10, to assess gaps and provide recommendations, a roadmap, and 2024 Business Continuity and Disaster Recovery Action Plans.	
Status	New	
Board Policy	Transmission & Distribution Operations; Information Technology and Cyber Security	
Business Benefit	Make progress towards ensuring that PSEG Long Island can continue to perform its essential functions and deliver core capabilities during and following disruptions to normal operations, including the unplanned partial or complete loss of one or more critical systems and/or infrastructure.	
Risk If Not Executed	PSEG Long Island's ability to deliver services during and following disruptions (planned and unplanned) may be hampered.	
Executive Sponsor	Greg Flay	
Project Manager	Brian Rudowski	
Deliverables	Issue and Execute Task Order [Executed Task Order]	02/14/25
	Project Planning and Initiation [Planning and Initiation Artifacts]	03/20/25
	Gap-Closure Assessment Execution - Discovery, Observation, and Assessment Phases [Notification of completion]	12/15/25
	Deliverable Review and Exercise Witnessing as per PIP [Results of reviews/witnessing]	12/31/25
	Complete and submit the draft gap-closure assessment report/recommendations [Draft report]	12/31/25
	Develop final gap-closure assessment and recommendations and submit an integrated final report and management readout [Final Report and Readout]	01/30/26
Title	WP25-IT-031-Conduct 2024 Benchmark Appraisal of PSEG Long Island IT Organization CMMI Maturity Level	
Objective	Capability Maturity Model Integration (CMMI) Benchmark Appraisal (Development View) of PSEG Long Island IT Organization CMMI Maturity Level by a LIPA independent consultant per PSEG Long Island Performance Metric IT-01. The IT Organizational Metric requires reaching CMMI Maturity Level 3 (Development View) in 2023, with a Benchmark Appraisal to be conducted in Q2 2024.	
Status	Carryover	
Board Policy	Information Technology and Cyber Security	
Business Benefit	Tropical Storm Isaias exposed critical deficiencies in PSEG Long Island's implementation and management of IT systems. The 5-Year Roadmap includes several large and complex IT projects that carry strategic and technical design risks. The Organizational Maturity initiative will advance PSEG Long Island's capability to implement IT projects on time, on budget, of sufficient quality, and aligned with objectives, guided by industry-standard assessment models.	
Risk If Not Executed	IT projects will continue to be hampered by avoidable delays, cost overruns, and a lack of alignment with objectives and requirements. Systems will continue to be at higher risk of flaws that result in negative customer impacts or failure to deliver the expected benefits.	

Executive Sponsor	Greg Flay	
Project Manager	Sidney Shelton	
Deliverables	Complete assessment planning	01/31/25
	Complete assessment of the current state	02/14/25
	Complete and submit the final assessment report	03/14/25
Title	WP25-IT-034-PSEG Long Island Ransomware Readiness	
Objective	Conduct a current-state assessment by an independent LIPA consultant of PSEG Long Island's Ransomware Readiness and Response preparedness to assess gaps and provide recommendations and an actionable roadmap for developing and implementing Ransomware Readiness and Response plans to ensure that any suspected or confirmed ransomware incidents are responded to in a consistent, controlled, and effective manner. PSEG Long Island performance metric IT-09 requires the evaluation.	
Status	New	
Board Policy	Information Technology and Cyber Security	
Business Benefit	Ensure that PSEG Long Island is positioned to respond to and recover from a Ransomware incident effectively.	
Risk If Not Executed	PSEG Long Island could have a higher risk of significant negative impacts in the event of a Ransomware incident.	
Executive Sponsor	Greg Flay	
Project Manager	Brian Rudowski	
Deliverables	Issue and Execute Task Order [Executed Task Order]	01/31/25
	Project Planning and Initiation [Planning and Initiation Artifacts]	02/17/25
	Exercise Witnessing as per PIP [Observations]	12/15/25
	Deliverable Reviews as per PIP [Results of reviews]	12/31/25
	2025 Summary Report	12/31/25
Title	WP25-IT-047-Crisis Management Plan Improvements	
Objective	Complete the technology deployment to facilitate the War Room (Hicksville) operation. Conduct crisis management training. Conduct tabletop exercises for crisis management.	
Status	Carryover	
Board Policy	N/A	
Business Benefit	Enhance LIPA's readiness in the event of a crisis.	
Risk If Not Executed	LIPA is less prepared in an emergency.	
Executive Sponsor	Greg Flay	
Project Manager	Brian Rudowski	
Deliverables	Design and conduct a scenario-based tabletop exercise to train the team	04/01/25
	Complete the process of operationalizing the War Room	04/01/25
	Finalize the implementation of technology	04/01/25
Title	WP25-IT-052-Penetration Testing and Vulnerability Assessment of LIPA	
Objective	Perform penetration testing of the LIPA's internal and external network, perform the configuration review of the LIPA's hosts and network devices, and develop recommendations to remediate the identified vulnerabilities. This review will cover all LIPA IT systems, data, communications networks, applications, or devices and the data contained within such systems owned, leased, licensed, utilized, or accessed by LIPA. This is a Board policy requirement.	
Status	New	

Board Policy	Information Technology and Cyber Security	
Business Benefit	This is a Board policy requirement as LIPA is required to identify and remediate any vulnerabilities within its IT infrastructure.	
Risk If Not Executed	Increased risk of cyber security events.	
Executive Sponsor	Greg Flay	
Project Manager	Brian Rudowski	
Deliverables	Request for Quote (RFQ) Documentation Completed, Issue Task Order	04/11/25
	Review proposals & interview vendors	04/24/25
	Vendor selected and contract awarded	05/02/25
	Kickoff completed, and Return on Equity (ROE) finalized	05/14/25
	Initial setup completed for testing	06/03/25
	Execute discovery and assessment	07/08/25
	Complete and submit the draft penetration testing report	07/22/25
	Develop final gaps report for PSEG Long Island to remediate and complete management readout	08/01/25
	Assign resources and track remediation progress	08/14/25
	Final remediation report	11/07/25
Title	WP25-IT-062-Conduct 2025 Review of PSEG Long Island Cyber Security	
Objective	LIPA has established a cybersecurity default metric for PSEG Long Island under the reformed PSEG Long Island contract, effective April 1, 2022, to achieve and maintain a specific National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) level. LIPA has hired a third-party evaluator to independently review PSEG Long Island's cyber readiness relative to the metric.	
Status	New	
Board Policy	Information Technology and Cyber Security	
Business Benefit	This assessment aims to determine whether PSEG Long Island has complied with the cyber security default performance metric, reducing the risk of a cyber security event.	
Risk If Not Executed	PSEG Long Island may have a greater risk of experiencing a cyber security incident.	
Executive Sponsor	Greg Flay	
Project Manager	Brian Rudowski	
Deliverables	RFQ Documentation Completed, Issue Task Order	05/28/25
	Vendor interviews completed	06/11/25
	Vendor selected and contract awarded	06/16/25
	Complete planning and timeline	08/15/25
	Execute discovery and assessment	09/26/25
	Complete and submit the draft assessment report of PSEG Long Island Cybersecurity posture utilizing the NIST-CSF framework	10/17/25
	Develop final recommendations for PSEG Long Island to achieve NIST-CSF and submit integrated final report and management readout	11/14/25
Title	WP25-IT-067-LIPA Intranet Redesign	
Objective	Redesign the LIPA intranet sites for each department according to the business requirements, with features such as navigation, user experience, content updating, maintenance, etc.	
Status	New	
Board Policy	N/A	

Business Benefit	The redesigned site will allow end users to post their own content, improve user navigation and experience, and more.	
Risk If Not Executed	Supporting each department's LIPANet sites would be a heavy lift for the IT department. Also, if the redesign is not implemented, each department will lose the ability to manage and control its own site.	
Executive Sponsor	Greg Flay	
Project Manager	Rajesh Katanguru	
Deliverables	Solution concept and technical assessment	03/28/25
	Develop functional and technical requirements	03/31/25
	Determine Project Scope	04/30/25
	Requirements Sessions with Business Areas	07/31/25
	Create mockups of the site as per business requirements	08/29/25
	Develop Sites as per approved business requirements	11/28/25
	QA the developed sites	12/12/25
	User Acceptance Testing	12/12/25
	Go Live & Training	12/31/25
Title	WP25-IT-071-Penetration Testing and Vulnerability Assessment of PSEG Long Island	
Objective	Perform penetration testing of the PSEG Long Island's internal and external network, perform the configuration review of the PSEG Long Island's hosts and network devices, and develop recommendations to remediate the identified vulnerabilities. This review will cover all PSEG Long Island IT and OT systems, data, communications networks, applications, or devices, and the data contained within such systems owned, leased, licensed, utilized, or accessed by PSEG Long Island. This is a DPS Audit recommendation.	
Status	New	
Board Policy	Information Technology and Cyber Security	
Business Benefit	Per the 2022 Management Audit recommendation, LIPA is required to oversee the Penn testing performed by an independent third party and PSEG Long Island to remediate any vulnerabilities within its IT infrastructure.	
Risk If Not Executed	Increased risk of cyber security events.	
Executive Sponsor	Greg Flay	
Project Manager	Brian Rudowski	
Deliverables	RFQ Documentation Completed, Issue Task Order	04/11/25
	Review proposals & interviews Vendors	04/24/25
	Vendor selected and contract awarded	05/02/25
	Kickoff completed, and ROE finalized	05/14/25
	Initial setup completed for testing	06/03/25
	Execute discovery and assessment	07/08/25
	Complete and submit the draft penetration testing report	07/22/25
	Develop final gaps report for PSEG Long Island to remediate and complete management readout	08/01/25
	Assign resources and track remediation progress	08/14/25
	Final remediation report	11/07/25

Title	WP25-IT-074-Data Center Relocation	
Objective	Successfully relocate the data center from the 2nd floor to the 4th floor office space by the end of March, ensuring minimal downtime and operational continuity through comprehensive planning, infrastructure preparation, equipment relocation, and post-move validation before the lease expiration on the 2nd floor.	
Status	New	
Board Policy	N/A	
Business Benefit	This work offers substantial cost savings by avoiding a drastic rent increase associated with the 2nd floor space, which disrupts the building’s floor plan and revenue potential. It also provides an opportunity to modernize infrastructure, enhance scalability, and ensure compliance with operational standards.	
Risk If Not Executed	Increased rent costs due to the 2nd floor space’s misalignment with the building’s floor plan, leading to higher operational expenses.	
Executive Sponsor	Greg Flay	
Project Manager	Brian Celleri	
Deliverables	Evaluate and prepare the new data center space by assessing power, fiber, cooling, and network requirements, auditing and identifying equipment needs, coordinating circuit relocations, and planning for risk mitigation and contingencies.	01/02/25
	Install and test power, fiber, cooling, and network infrastructure in the new space while pre-configuring and preparing replacement equipment for the move.	02/11/25
	Execute the data center move by shutting down, transporting, and reinstalling equipment, establishing core network infrastructure, reconnecting servers and storage, and verifying cooling and power systems.	03/11/25
	Validate the data center’s functionality through comprehensive system testing, circuit verification, environmental monitoring, stakeholder review, and decommissioning of the old space.	03/31/25
	Complete the relocation with updated documentation, staff training, and a post-move audit to ensure the new data center’s long-term stability and efficiency.	04/14/25
Title	WP25-IT-075-Server Lifecycle Project	
Objective	Replace aging on-premises Hewlett Packard (HP) physical servers with new Hewlett Packard Enterprise (HPE) servers to ensure system reliability, improved performance, and ongoing warranty coverage while leveraging HPE's take-back program for decommissioned hardware.	
Status	New	
Board Policy	N/A	
Business Benefit	Modern hardware enhances performance, efficiency, and security, reducing maintenance costs and improving reliability. It will also future proof the infrastructure for growth.	
Risk If Not Executed	Degraded performance and reliability due to aging hardware, leading to increased downtime and potential service disruptions. Security vulnerabilities may arise from unsupported firmware and lack of updates, exposing systems to breaches and compliance issues.	
Executive Sponsor	Greg Flay	
Project Manager	Brian Celleri	

Deliverables	Audit the current server environment, define requirements for replacement, plan the budget and procurement	01/10/25
	Design a new server solution with HPE, prepare the data center environment, develop a detailed migration plan, and coordinate hardware delivery	02/14/25
	Deploy and configure the new HPE servers, migrate workloads from the old servers, and securely decommission the legacy hardware	03/14/25
	Post-migration test, performance optimization, and coordination with HPE for the take-back and recycling of decommissioned servers	03/31/25
	Update documentation and conduct a final review to ensure project completion	04/11/25
Title	WP25-IT-076-Laptop Lifecycle Project	
Objective	Replace the majority of organizational laptops nearing or past the end of life, ensuring a seamless transition with minimal disruption to operations.	
Status	New	
Board Policy	N/A	
Business Benefit	Ensures devices are up-to-date and standardized across the organization, enhancing security and cost efficiency. It also reduces downtime and maintenance costs, enhances user experience with modern features, and improves security through updated hardware and software.	
Risk If Not Executed	Decreased productivity due to outdated performance, increased security vulnerabilities from unsupported devices, higher maintenance costs and can lead to compliance issues.	
Executive Sponsor	Greg Flay	
Project Manager	Brian Celleri	
Deliverables	Audit current assets, and gather requirements to define project scope	02/03/25
	Engage vendors, finalize procurement, and prepare a deployment strategy	02/17/25
	Create and test device configurations, stage laptops, and conduct a pilot deployment	03/24/25
	Execute the full laptop deployment, collect old devices, and securely decommission them	06/02/25
	Validate deployment success, gather user feedback, and complete project documentation for closure	09/01/25
Department	Customer Service	
Title	WP25-CS-054-Collections Process Optimization	
Objective	Reduce net write-offs and increase recovery and reduction arrears through review. Identify improvements to the overall collections process.	
Status	New	
Board Policy	Customer Value, Affordability, & Rate Design	
Business Benefit	Increased recoveries and decreased customer arrears.	
Risk If Not Executed	Operational inefficiencies and negative impact on revenue.	
Executive Sponsor	Steve Driscoll	
Project Manager	Erin Mullen	
Deliverables	Identify gaps and areas of opportunity, 3rd party recovery, net write-off, arrears	04/08/25
	Develop and implement modeling strategy to forecast 3rd party recovery, net write-off, arrears	08/12/25
	Develop action plan and implementation strategy of opportunities and process improvements for 3rd party recovery, net write-off, arrears	12/31/25

Title	WP25-CS-057-Advanced Customer Analytics Phase II	
Objective	Build out LIPA analytical capabilities for customer feedback and operational data. Use the learnings to define future customer improvements.	
Status	New	
Board Policy	Customer Experience	
Business Benefit	Dashboards will enable the business to have more real-time data to inform business decisions and drive efficiencies by allowing the business to know what to prioritize.	
Risk If Not Executed	Data analysis will be manual and time-consuming without dashboards, with an increased risk of human errors.	
Executive Sponsor	Steve Driscoll	
Project Manager	Bridget McFadden	
Deliverables	Collect 2024 cost and interaction volume data for the cost of transaction dashboard and connect with PSEG Long Island for required data points to compile and clean past year's data	03/14/25
	Develop Time of Day (TOD) dashboard	04/25/25
	Develop cost of transaction visuals for cost of transaction dashboard for 2021-2024	06/06/25
	Develop a metric performance dashboard to aid in the monthly validation of quantitative metrics	09/22/25
Title	WP25-CS-058-Call Center Optimization	
Objective	Reduce call handle time, agent call volume, and length of Call Center agent training.	
Status	New	
Board Policy	Customer Experience	
Business Benefit	Reduce labor dollars through efficiency and realign customer contacts with less costly channels.	
Risk If Not Executed	Inefficient use of labor dollars to serve the customer.	
Executive Sponsor	Steve Driscoll	
Project Manager	Sarah Mandli	
Deliverables	Identify opportunities to improve new agent and long talker efficiency and reduce call volume to Call Center for top four call types	03/26/25
	Identify opportunities for improvements in Call Center training	03/26/25
	Provide feedback on requirements and design for the 2025 Interactive Voice Response (IVR) Enhancements project	05/12/25
	Validate the effectiveness of IVR Enhancements on the containment rate	11/28/25
Title	WP25-CS-059-LMI Enrollment Automation	
Objective	Increase enrollment into low- and medium-income rates by expanding relationships/partnerships with NYC, Nassau, and Suffolk to facilitate technology implementation for enrollment automation.	
Status	New	
Board Policy	Customer Value, Affordability, & Rate Design	
Business Benefit	Increased representative productivity and functional job scope.	
Risk If Not Executed	Inefficient utilization of resources performing manual functions.	
Executive Sponsor	Steve Driscoll	
Project Manager	Erin Mullen	

Deliverables	Review active vendor(s) agreement to consider additional data-sharing programs for LMI enrollment	03/25/25
	Explore additional technologies to be utilized for customer data automation	06/16/25
	Audit data sharing process to identify possible constraints for optimum match outcomes	10/20/25
	Develop and implement a plan to reduce identified automation constraints	12/31/25
Department	COO	
Title	WP25- COO-009-IV&V Framework Development	
Objective	Effectively employ performance management mechanisms and standards for deliverables and performance metrics.	
Status	Carryover	
Board Policy	Strategic Planning and Performance Management	
Business Benefit	Standardizing the processes and practices related to performance management oversight and Independent Verification and Validation (IV&V) will ensure process efficiencies, improve quality, reduce defects, and reduce the time needed to effectively oversee the service provider's performance.	
Risk If Not Executed	Continue to manage the IV&V and performance management oversight without formal IV&V policies and documented training.	
Executive Sponsor	Werner Schweiger	
Project Manager	Carolyn Scibelli	
Deliverables	Develop and deploy training plans and the timeline that include providing templates for LIPA SMEs	02/05/25
	Title WP25- COO-044-Sandy FEMA Grant Claim Closeout	
Objective	Provide remaining support for costs to the Division of Homeland Security and Emergency Services (DHSES)/Federal Emergency Management Agency (FEMA) to enable the release of remaining funds to LIPA. Prepare documents necessary to close out the Sandy FEMA claim.	
Status	Carryover	
Board Policy	Customer Value, Affordability & Rate Design	
Business Benefit	Obtain the remaining funding the Letter of Undertaking provided, replenishing the LIPA treasury for funds expended on mitigation.	
Risk If Not Executed	Higher cost to customers from delayed FEMA reimbursement.	
Executive Sponsor	Werner Schweiger	
Project Manager	Ken Kane	
Deliverables	Respond to outstanding DHSES inquiry on mitigated substation documentation to complete excess funds accounting, or alternatively subtract from the claim and repurpose excess funds	12/16/24
	Excess funds application -- propose approximately \$50 million of additional storm hardening to reallocate excess funds and gain approval	12/16/24
	Complete restoration plus mitigation cost reconciliation. Seek additional progress payment based on the results listed above.	03/21/25
	Oversee installation of 8,500 Trip Savers	09/30/26
	Reconcile costs of Trip Saver Program	12/31/26
	Closeout Sandy disaster claim	05/12/27

Title	WP25- COO-061-Operational Performance Tracking Dashboard	
Objective	Redesign the current Performance Management Dashboard to improve the tracking of internal LIPA initiatives and measure monthly progress made by the service provider on yearly performance metrics. This revamped dashboard will provide early warning of potential problems and allow LIPA leadership and LIPA SMEs to know when to adjust to keep business on track.	
Status	New	
Board Policy	Strategic Planning and Performance Management	
Business Benefit	Having a robust dashboard that measures the right things will help provide visibility into key performance metrics established for our service provider and progress made on internal LIPA initiatives, allowing for the timely identification of potential issues and opportunities for improvement. The current dashboard lacks visibility into our service provider's progress on their yearly performance metrics. It also includes several visuals no longer valuable to stakeholders, resulting in low dashboard usage.	
Risk If Not Executed	Low visibility of progress made on yearly performance metrics, limiting LIPA's ability to identify potential issues and opportunities for improvement.	
Executive Sponsor	Werner Schweiger	
Project Manager	Jessica Bretana	
Deliverables	Assess usage of current dashboard visuals and determine what to redesign	02/14/25
	Complete requirements gathering for dashboard visuals, develop a prototype to present to the Executive Committee and determine a mechanism to auto-push dashboard updates to LIPA stakeholders	03/12/25
	Present dashboard prototype to Executive Committee for approval	03/12/25
	Complete dashboard redesign	04/16/25
	Present redesigned dashboard to LIPA staff	04/23/25
Title	WP25- COO-068-T&D PJD and Budget Review Process Development Improvements	
Objective	Evaluate the current Transmission & Distribution (T&D) Project Justification Document (PJD) and Operations & maintenance (O&M)/Budget process and determine gaps and recommended improvements.	
Status	New	
Board Policy	Fiscal Sustainability; Customer Value, Affordability & Rate Design; Transmission & Distribution Operations	
Business Benefit	Streamline current process and enhance insight into operations of the T&D business.	
Risk If Not Executed	Lack of meaningful insight and lost opportunity to reduce operating costs.	
Executive Sponsor	Werner Schweiger	
Project Manager	Ken Kane	
Deliverables	Assess usage of current dashboard visuals and determine what to redesign	02/14/25
	Complete requirements gathering for dashboard visuals and develop a prototype	03/12/25
	Present dashboard prototype to Executive Committee for approval	03/12/25
	Complete dashboard redesign	04/16/25
	Present redesigned dashboard to LIPA staff	04/23/25

Department	Legal	
Title	WP25- LEG-011-LIPA/LILCO Merger	
Objective	Merge the subsidiary, Long Island Lighting Company, into the parent company, to eliminate confusion and administrative work.	
Status	Carryover	
Board Policy	N/A	
Business Benefit	Simplify the administrative structure and reduce disclosure complexity.	
Risk If Not Executed	Loss of operational and disclosure benefits of the merger.	
Executive Sponsor	Bobbi O'Connor	
Project Manager	Alex Pozdnyakov	
Deliverables	Obtain notice that amendment to general resolution is effective and file the merger certificate with Department of State	01/10/25
	Provide post-closing notices to counterparties and stakeholders	01/16/25
	Complete preparation of Nuclear Regulatory Commission (NRC) license amendment for Nine Mile Point 2	03/06/25
	Perform post-closing actions and handle post-closing issues	04/07/25
Title	WP25- LEG-026-LIPA Procurement Enhancements	
Objective	Increase competition in LIPA procurements, improve efficiency in procurement processes, and enhance the value of LIPA's procurements.	
Status	Carryover	
Board Policy	Procurement	
Business Benefit	Implement specific process improvements, including developing the Procurement Dashboard to better track the timing of procurement needs.	
Risk If Not Executed	Less efficient and effective procurement processes.	
Executive Sponsor	Bobbi O'Connor	
Project Manager	Maria Gomes	
Deliverables	Develop a procurement procedures manual	03/31/25
	Finalize marketing plan to enhance competition for requests for proposals issued in the first and second quarters.	03/31/25
	Phase III - Create a dashboard from Bonfire to track the status of Request for Information (RFI), RFQs, RFPs, and the days it took to fulfill the requests	03/31/25
	Develop a tool to evaluate and track vendor performance to ensure that vendors meet expectations, reduce costs, and mitigate risks.	03/31/25
Title	WP25- LEG-050-Compensation Benchmarking Study	
Objective	Complete a consultant-led benchmarking study to support LIPA's efforts to attract and keep quality talent by ensuring competitive compensation. Compensation benchmarking helps control labor costs and will highlight any pay inequities.	
Status	Carryover	
Board Policy	N/A	
Business Benefit	Compensation benchmarking is critical to understanding how LIPA compensation compares with similar roles at companies with whom we compete for talent and ensures that our compensation is appropriate and competitive. Accurate and current benchmarking data is necessary to set compensation ranges that attract, reward, and retain employees in a competitive job market.	

Risk If Not Executed	No risk to the company.	
Executive Sponsor	Bobbi O'Connor	
Project Manager	Barbara Ann Dillon	
Deliverables	Complete Market Analysis and review draft results	01/15/25
	Complete Incentive Plan Review and Market Competitiveness Assessment and prepare recommendations.	01/27/25
	Develop Salary Structure(s) and make recommendations	01/30/25
	Finalize benchmarking and roll-out to the organization	03/14/25
Department	Transmission & Distribution	
Title	WP25- T&D-028-Physical Security Enhancements	
Objective	Develop and implement a physical security program, administrative and technical controls, and technologies based on industry best practices to enhance the utility's physical security posture. Implement new technology that improves compliance with regulatory agency requirements regarding the physical security of facility access for control centers, substations, and operation centers.	
Status	Carryover	
Board Policy	Transmission & Distribution Operations	
Business Benefit	To protect electrical assets in the field and provide resilient and reliable electricity to our customers.	
Risk If Not Executed	Loss of electrical supplies and cost of restoration to our customers.	
Executive Sponsor	Billy Raley	
Project Manager	Michael Quinn	
Deliverables	Issue 2025 Work Plan Report & 2024 Year-End Summary Report (Accomplishments, Challenges, and Lessons Learned/Opportunities for Improvement for 2025 and beyond)	01/15/25
	Security head-end up and running for Access Control System (ACS) and Video Management System (VMS)	04/28/25
	Complete Substation Security Upgrade Project - Design Remaining 21 of the Total 24 Substations	11/21/25
	Replace All Card Readers and Reprogram	11/24/25
	Complete Access Control System Panel Replacement - AMAG to Genetec	12/04/25
	Complete Communications (JMUX) Replacement: Design, Purchase, Test & Deploy the first 25 of a total of 134 Nodes; Purchase All Remaining Nodes	12/04/25
	Complete Video Management System Network Video Recorder (NVR) replacement - Salient to Genetec	12/04/25
	Implement Rebadging to the Company	12/05/25
	Complete Substation Security Upgrade Project - Design the next set of 3 of the total 24 substations	12/12/24
	TBD/Option: Complete Substation Security Upgrade Project - Retro Work on Originally Completed High Priority 8 Substations (Design and Construction?)	TBD
	Conduct Drone Mitigation: Deploy at 1 or 2 substations	TBD
Title	WP25- T&D-069-Develop and Begin Execution of Drone Program	
Objective	Establish a Drone Program for asset defect inspections.	
Status	New	
Board Policy	Transmission & Distribution Operations; Fiscal Sustainability; Safety; Asset Management	

Business Benefit	This program will improve the overall inspection process, increase safety, increase inspection speed, and reduce the manpower needed, resulting in cost savings for LIPA.	
Risk If Not Executed	LIPA will continue to tie manpower and hours to inspections that can be done more efficiently.	
Executive Sponsor	Billy Raley	
Project Manager	Brian Gallagher	
Deliverables	Meet with peer utilities and gather lessons learned on implemented Drone Programs	01/31/25
	Determine what vendors are available and capable of providing T&D system patrols	01/31/25
	Collaborate with PSEG LI to develop PJD to define project objectives, scope and funding requirements	03/31/25
	Determine data storage and analytics requirements and a solution for storing, accessing and processing data obtained from drones. This includes creating a process to issue work orders for repairs. (IT)	07/15/25
	Acquire and deploy one Drone in a box at a strategic location for Phase I Implementation	12/31/25
	Gather lessons learned and develop Phase II of the Drone Program	12/31/25
Title	WP25- T&D-070-Evaluate and Begin Implementation of Alternative Restoration Methodologies	
Objective	Ensure efficient power restoration, the System Average Interruption Duration Index (SAIDI) can be improved by leveraging new technology, optimizing contract agreements, and enhancing the deployment process for mobile generators.	
Status	New	
Board Policy	Transmission & Distribution Operations; Customer Experience	
Business Benefit	Improve outage response, reduce SAIDI, and enhance customer service.	
Risk If Not Executed	Prolonged outages leading to poor customer service.	
Executive Sponsor	Billy Raley	
Project Manager	Umair Zia	
Deliverables	Purchase 2 Rapid Pole Units, provide training, and roll out to service provider	06/17/25
	Review and revise process to deploy generators during planned and unplanned outages	08/29/25
	Evaluate Mobile Battery technology and determine if LIPA should move forward with purchase of MBESS	11/14/25
Title	WP25- T&D-073-Develop an AI Vision at LIPA to Drive Innovation	
Objective	Explore capabilities of using Artificial Intelligence (AI) for T&D and Customer Experience business use cases.	
Status	New	
Board Policy	Transmission & Distribution Operations; Customer Experience; Information Technology and Cybersecurity; Fiscal Sustainability; Asset Management	
Business Benefit	Enhance operational efficiency and accelerate decision-making, resulting in cost savings and reduced time and workforce.	
Risk If Not Executed	Delay in identifying and maintaining our infrastructure and vulnerability to disruption to our business.	
Executive Sponsor	Billy Raley	
Project Manager	Brian Gallagher	

Deliverables	Meet with peer utilities and evaluate AI use cases to determine business benefits for LIPA	01/31/25
	Develop an AI project and governance team	01/31/25
	Develop and execute at least one AI proof of concept pilot	10/31/25
	Develop an AI Strategic Plan for the next five years	12/31/25
Department	Power Supply & Clean Energy	
Title	WP25- PCE-012-Meet LIPA's Share of State Battery Storage Goal for 2025 and 2030	
Objective	Complete the procurement and permitting of LIPA's battery storage RFP to meet 2025 storage goals and a New York State Energy Research and Development Authority (NYSERDA) procurement option for the 2030 storage goal.	
Status	Carryover	
Board Policy	Clean Energy and Power Supply	
Business Benefit	The NYS climate law requires LIPA to completely decarbonize the electric grid by 2040. A critical component of compliance will be the successful integration of offshore wind and storage. This RFP is the first step to realizing that goal.	
Risk If Not Executed	Non-compliance with NYS storage and decarbonization goals.	
Executive Sponsor	Gary Stephenson	
Project Manager	Tom Simpson	
Deliverables	Negotiate and execute a lease with National Grid with an option to buy for West Babylon site	03/19/25
	Obtain BOT approval for storage contracts - West Babylon BESS	03/19/25
	Review the Public Service Commission (PSC) order on the Battery Energy Storage System (BESS) implementation plan (when available) and confirm the procedure for crediting self-procurement of storage by LIPA	07/31/25
	Obtain AG and OSC approvals for BESS contracts	08/29/25
Title	WP25- PCE-013-Plan for CRIS Rights and Power Supply Agreement Extension Beyond 2028	
Objective	Develop and execute a strategy to maximize the value of Capacity Resource Interconnection Service (CRIS) rights, including negotiations with National Grid. Identify desired changes in terms and rate formula. Prepare for Power Supply Agreement (PSA) negotiations with National Grid.	
Status	Multi-Year	
Board Policy	Clean Energy and Power Supply; Customer Value, Affordability & Rate Design	
Business Benefit	CRIS Rights has the potential to generate tens of millions of dollars in value for LIPA customers. Furthermore, negotiating an extension to the PSA is critical for LIPA because over half of our power supply comes from National Grid.	
Risk If Not Executed	Loss of potential value to LIPA customers.	
Executive Sponsor	Gary Stephenson	
Project Manager	Tom Simpson	
Deliverables	Develop a PSA negotiating strategy in coordination with PSEG Long Island Power System Management	12/31/25
	Develop a strategy to address 2027 contract expirations for Feeder Terminal Units (FTUs) at Port Jefferson and Glenwood	12/31/25
	Identify provisions of the PSA that may need to be modified	12/31/25
	Negotiate potential contract changes with National Grid and prepare final contract	09/30/26

Title	WP25- PCE-019-Develop an EV Infrastructure Tactical Implementation Strategy	
Objective	<p>Translate the Electric Vehicle (EV) (Light Duty Vehicle, Medium Duty Vehicle, Heavy Duty Vehicle) roadmap to blend into forecasting and system planning processes in terms of:</p> <ol style="list-style-type: none"> 1. Sales and peak demand forecasting 2. System planning (geospatial and temporal) 3. Associated investments <p>Develop the strategy and roadmap for managed charging.</p> <p>Assumption: The 2024 EV metric PS&CE-14 is supposed to develop market and stakeholder segmentation and identify potential locations for EVs.</p>	
Status	Carryover	
Board Policy	Clean Energy and Power Supply	
Business Benefit	Proactively identify the long-term impact of EVs on LIPA infrastructure so that we can plan accordingly to enable CLCPA goals.	
Risk If Not Executed	LIPA may be unable to meet future EV demand due to the long lead time for utility infrastructure build-out to support the required EV charging infrastructure; hence, utility infrastructure lead time may become a barrier to EV adoption in our service territory.	
Executive Sponsor	Gary Stephenson	
Project Manager	Pervez Khaled	
Deliverables	Review and approve output report on EV fleet electrification plans and drivers.	03/31/25
	Review and approve output report on EV fleet electrification plans and drivers	03/31/25
	Develop the assumptions and identify a few circuits as a pilot to run a simulation with PSEG Long Island integrated planning team	12/29/25
	Based on the findings from the pilot, scale the simulation to 26 circuits	12/31/25
Title	WP25- PCE-025-Implement the Long Island Clean Energy Hub	
Objective	<p>Define LIPA's vision and objectives for the Long Island Clean Energy Hub and coordinate its implementation with NYSERDA, PSEG Long Island, and regional partners.</p> <ol style="list-style-type: none"> 1. Establish LIPA's point of contact for the Energy Hub and the milestone payment schedule. 2. Analyze Energy Hub Key Performance Indicators (KPIs) and deliverables to execute milestone payments. 3. Assess the effectiveness of PSEG Long Island and the Energy Hub in driving 40% of disadvantaged communities' target (35% minimum). 	
Status	Carryover	
Board Policy	Clean Energy and Power Supply; Economic Development & Community Engagement	
Business Benefit	The Hub will serve as a clearinghouse for outreach, awareness, and education to foster residents' participation, especially those in underserved or otherwise disadvantaged communities, in New York's clean energy transition and help advance an equitable clean energy transition for all New Yorkers.	
Risk If Not Executed	Potential for inconsistent or incorrect information being provided to those contacted by the staff of the Long Island Clean Energy Hub about LIPA's programs, policies, and activities. This may result in customer confusion and impact customer satisfaction.	
Executive Sponsor	Gary Stephenson	
Project Manager	Michael Deering	

Deliverables	Review and provide feedback on draft and final Regional Assessment and Barriers Analyses and Outreach and Equitable Engagement Plan prior to public distribution by the Hub and/or NYSERDA	01/06/25
	Review and provide feedback on Hub proposals for public informational materials, community campaigns and local project support funding prior to public distribution by the Hub and/or NYSERDA	01/23/25
	Consult and coordinate with NYSERDA prior to issuance of public announcements about the Hub and include LIPA and PSEG Long Island in social or media announcements about the Hub	01/23/25
	Review and provide feedback on draft and final strategic plan by the Hub and/or NYSERDA	11/07/25
Title	WP25- PCE-033-Plan for New Power Supply and Fuel Management Contract Beginning January 2026	
Objective	Issue RFP to retain a Power Supply and Fuel Management service provider for the Front, Middle, and Back Office functions to: <ol style="list-style-type: none"> 1. Manage LIPA's wholesale power supply requirements in the NYISO, Pennsylvania-New Jersey-Maryland Interconnection (PJM), and Independent System Operator-New England (ISO-NE) markets, including the purchase and sale of energy, capacity, and ancillary services to serve our approximately 1.2 million customers. 2. Manage the fuel supply necessary for the oil and gas-fueled generating facilities under contract to LIPA and handle day-to-day purchases and sales. 3. Manage LIPA's hedging program to mitigate volatility in power and fuel costs. 	
Status	Carryover (Multi-Year)	
Board Policy	Clean Energy and Power Supply; Power Supply Hedging Program	
Business Benefit	The Energy Resources & Trade, LLC (ERT) contract will expire in December 2025, so LIPA must enter into a new contract.	
Risk If Not Executed	LIPA is unable to provide Front, Middle, and Back-office functions for the power supply and fuel management services to support our customer load. Fulfill the fuel supply obligations for LIPA's Genco and PPA Generating facilities.	
Executive Sponsor	Gary Stephenson	
Project Manager	Ophelia Byrne	
Deliverables	RFP-11) Submit Vendor Selection to OSC and Receive Approval	03/28/25
	RFP-12) Provide Executed Contract to Vendor	03/31/25
	RFP-13) Onboard Vendor	04/14/25
	RFP-14) Conduct LIPA & Vendor Kick-off Meeting	04/16/25
Title	WP25- PCE-063-Clean Energy Program 2026 Redesign Implementation	
Objective	Draw upon lessons learned to refresh the structure and focus of the clean energy program. Outline program design principles along with LIPA's recommendations for program restructuring and deployment improvements.	
Status	New	
Board Policy	Clean Energy and Power Supply	
Business Benefit	Better align our deployment program structure and focus our efforts to reach the goals of the CLCPA. Eliminate or reduce program spending on areas of low importance. Streamline deployment to reduce waste and improve LIPA's ability to oversee program deployment.	
Risk If Not Executed	Existing program inefficiencies will continue. It will be difficult for LIPA to track program efficacy. Significant LIPA funding will be spent in areas of low value for our goal achievement.	

Executive Sponsor	Gary Stephenson	
Project Manager	Brian Levite	
Deliverables	Draft 2026 program plan and recommendations	11/27/24
	Complete Slide deck outlining the purpose and topline elements of the report	11/27/24
	Revised report based on LIPA leadership input.	12/16/24
	Revised report based on DPS input.	01/20/25
	Complete the deck to be used presenting this plan to PSEG Long Island for their comment	01/20/25
	Receive a revised Utility 2.0 plan with new program elements and organization	07/17/25





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