



2022 ACCOMPLISHMENTS & 2023 WORK PLAN

February 15, 2023

SELECTED BOARD STRATEGIC OBJECTIVES

1

Reliability and Resiliency

- Top 10% reliability among peer utilities
- Improve circuit conditions that cause repeated customer outages
- Invest in system resiliency to reduce outages and restoration times from severe weather
- Independently verify and validate PSEG Long Island's emergency restoration planning

2

Customer Experience

- Deliver top 25% customer satisfaction in J.D. Power studies
- Continual improvement in ease of customer interaction, as measured by customer surveys
- Invest in technology to enhance the convenience of billing, payments, appointments, emergency restorations, etc.

3

Information Technology and Cybersecurity

- Deploy modern grid management technology and data analytics benchmarked to the top 25% of utilities
- Protect digital infrastructure and customer data, as measured by an annual independent assessment of cybersecurity practices
- Clearly communicate customer information collection policies

4

Clean Energy

- 70% renewable energy by 2030
- Zero-carbon electric grid by 2040
- Encourage beneficial electrification of transportation and buildings (i.e., electric vehicles and cold climate heat pumps)

5

Customer Affordability

- Maintain regionally competitive electric rates
- Prioritize investments to balance cost and service quality
- Maintain affordable electric bills for low-income customers and disadvantaged communities

6

Fiscal Sustainability

- Achieve AA-category credit ratings by reducing LIPA's debt-to-assets ratio from 90%+ to 70% or less by 2030
- Maximize grants and low-cost funding sources
- Develop budgets and financial plans that maximize customer value and aggressively manage costs
- Provide LIPA's customers and investors with timely, transparent, accurate, and useful information to evaluate LIPA's financial performance and plans

STRATEGIC PLANNING

- LIPA management works with PSEG Long Island to turn the Board's strategic direction into:
 - 5-Year Roadmaps
 - Annual Budgets
 - PSEG Long Island Performance Metrics
 - LIPA Work Plan
- These documents allow the Board to review LIPA and PSEG Long Island's plans and performance each year relative to expected outcomes
- The Board also receives annual reports from management on each of its policies defining LIPA's strategic direction

ANNUAL WORK PLAN

- The Work Plan contains the specific projects that LIPA staff will undertake to fulfill the Board's strategic direction. The Work Plan defines specific objectives and deliverables for each project
- Projects contained in the Work Plan include:
 1. Those related to LIPA's direct responsibilities, such as financing, wholesale markets policy, rates/tariffs, etc.
 2. Oversight of services provided to LIPA contractually by PSEG Long Island, PSEG Energy Resources and Trade, National Grid, and other providers
- Work Plan projects go beyond day-to-day staff responsibilities



REPORT ON 2022 WORK PLAN PROJECTS

Total Projects	IV&V Projects	Non-IV&V Projects Canceled	Non-IV&V Projects Completed	Non-IV&V Projects In-Progress (Multi-Year)
93	50	1	20	22

- The 2022 Work Plan included **93** projects covering all aspects of delivering clean, reliable, and customer-first service. **50** projects involved independently verifying and validating (IV&V) the achievement of PSEG Long Island's Performance Metrics, which will be reported in the 2022 year-end Performance Metrics close-out report.
- Of the remaining **43** projects (non-IV&V), **one** project was **canceled**, **20** projects were **completed** and LIPA staff made **substantial progress** on the remaining **22** projects, most of which were multi-year initiatives.
- LIPA management monitors milestones weekly for multi-year projects and routinely adds projects throughout the year as circumstances and priorities emerge and change..

SELECTED 2022 PROJECT HIGHLIGHTS

- LIPA completed the development of a **modernized Time-of-Day rate design for electric customers to save customers money by using cheaper, cleaner electricity during off-peak hours** and developed a 2023 performance metric for project implementation.
- LIPA collected **\$276 million from the Federal Emergency Management Agency (FEMA)** for Tropical Storm Isaias, **bringing LIPA's total collections from FEMA to over \$1.7 billion**, to repair and strengthen Long Island's transmission and distribution system without having to pass costs onto customers.
- LIPA developed **5-Year Roadmaps to deliver on Board expectations**. The 5-Year Roadmaps for **Transmission and Distribution, Customer Experience, Information Technology, Performance Management, and Finance** are being reviewed by Board in February 2023.

SELECTED 2022 PROJECT HIGHLIGHTS

- LIPA Initiated the independent verification and validation (IV&V) of the redeployed Outage Management System v 6.7.8. **Substantial progress was made on Functional and Performance (Stress) Testing**, which led to critical performance test data model updates.
- LIPA conducted IV&V of over 100 large and small-scale projects, which originated from the **Isaias Task Force** and **Management recommendations adopted by the Board**. Many of these improved PSEG Long Island business processes and system implementation practices.
- LIPA **completed a comprehensive fleet study** in 2022, and PSEG Long Island is developing a project implementation plan to address recommendations in 2023. Improvement opportunities include an **electric vehicle adoption plan, fleet rightsizing, fueling process, and the outsourcing of specialized equipment**.

SELECTED 2022 PROJECT HIGHLIGHTS

- LIPA developed a **3-year Cyber Security Roadmap** to further **enhance our security posture** and continue to **provide operational stability** and **protect customer, employee, and third-party data from unauthorized access**.
- LIPA established a **Strategy and Performance Management Office** to advance the Board's **Strategic Planning and Performance Management Policy**, oversee the **performance management process lifecycle**, and **develop and monitor the annual Work Plan and Performance Metrics**.
- LIPA conducted a **Smart Grid Maturity Model Assessment** that recommended numerous areas for technology investment, such as **Advanced Metering Infrastructure (AMI)**, **Distributed Energy Resources Management Systems (DERMS)**, and **Advanced Distribution Management System (ADMS)** which were incorporated into PSEG Long Island 2023 performance metrics and LIPA 5-Year Strategic Roadmaps.

SELECTED 2022 PROJECT HIGHLIGHTS

- As required by the OSA, a joint LIPA and PSEG Long Island IT Team **developed an IT System Separation Plan** to separate all PSEG Long Island IT Systems serving LIPA from **PSEG New Jersey systems**, which was approved by LIPA Board in September 2022, and implementation will commence in 2023, with substantial **completion by year-end 2024**.
- LIPA **completed the Physical Security assessment** using an independent consultant. The assessment report, with high-level findings and associated recommendations to improve the physical security posture was issued.
- LIPA established formal career pathing and development for LIPA staff to support LIPA's **succession planning and employee retention**. A gap analysis was also conducted, resulting in **career development plans** to bridge gaps and prepare participants for career advancement.

2023 WORK PLAN PROJECTS

- The 2023 Work Plan has **57 projects** in areas covering all aspects of delivering clean, reliable, and customer-first service to LIPA customers

2023 Work Plan Projects By Function	
Transmission and Distribution	7
Information Technology	10
Finance	17
Customer Experience	4
Legal	8
External Affairs and Communications	8
Power Supply	3
TOTAL	57

SELECTED 2023 WORK PLAN HIGHLIGHTS

Reliability and Resiliency

Identify areas for improvement in damage assessment to streamline the complex storm repair process and complete all damage assessments within 72 hours from the start of restoration.

Enhance PSEG Long Island's Emergency Response Plan, Business Continuity Plans, and Functional Exercises for Critical Processes to ensure targeted improvements are made.

Develop a Climate Resiliency Plan that meets the resiliency objective of the Board's Policy on Transmission and Distribution Operations, to achieve at least a 15% reduction in Customer Minutes of Interruption within five years for a storm similar to Tropical Storm Isaias.

Obtain a FEMA grant of \$300+ million to storm harden the LIPA transmission and distribution system.

Enhance LIPA's Physical Security by conducting a comprehensive assessment of LIPA's facilities against all threats and develop requirements and recommendations to design a protection program for those facilities.

SELECTED 2023 WORK PLAN HIGHLIGHTS

Clean Energy

Meet LIPA's share of the New York State battery storage goal for 2025 and 2030.

Complete the 2023 Integrated Resource Plan to ensure LIPA meets state goals while continuing to meet the electricity needs of its customers reliably and cost-effectively by eliminating dependence on fossil-fueled generation, integrating substantial amounts of renewable energy resources, identifying the impacts of beneficial electrification, and identifying benefits for disadvantaged communities.

Develop a Large Generator (>20MW) Interconnection Status Tracking System with the New York Independent System Operator (NYISO) and Transmission Owners to enable LIPA visibility into the status of interconnection requests to facilitate the assessment of performance and implement business processes

Develop the 5-Year roadmap for Power Supply and Clean Energy

SELECTED 2023 WORK PLAN HIGHLIGHTS

Customer Experience & Affordability

Deploy a new, standard Time-of-Day Rate for electric customers to save customers money by using cheaper, cleaner electricity during off-peak hours.

Complete an enhanced analysis of customer usage to increase LIPA's ability to understand customer behavior and demand for electricity, and the bill impacts and payments streams that may result from different rate alternatives.

Monitor and assess the effectiveness of the Call Center Service Recovery Plan to improve Call Center performance and conduct a PSEG Long Island Customer Operations Structure, Staffing, and Capabilities Study to identify any organizational gaps for a fully functional Customer Operations department.

SELECTED 2023 WORK PLAN HIGHLIGHTS

Information Technology & Cyber Security

Deploy new Treasury Management and Planning and Budget Management Systems for LIPA and modernize the related business processes.

Conduct a PSEG Long Island Cybersecurity Organizational Assessment.

Enhance organizational rigor and efficiency through initiatives including the establishment of a formal Business Process Optimization practice and an integrated operational and financial Performance Monitoring Framework.

Implement cybersecurity initiatives identified in 3-Year Cybersecurity Roadmap to enhance LIPA's cybersecurity posture.

SELECTED 2023 WORK PLAN HIGHLIGHTS

Fiscal Sustainability

Identify and apply for federal grants under the Infrastructure Investment and Jobs Act and the Inflation Reduction Act.

Conduct an end-to-end review of LIPA and PSEG Long Island's business processes for storm cost management and billing for Storm Events.

Perform a study of budget department capability and capacity at LIPA and PSEG Long Island in order to ensure efficient and effective processes in budget development and monitoring. The project will develop an implementation plan to address study findings

Develop 5-Year Road Maps for Business Services (human resources, procurement, external affairs and communications, and legal).

ANNUAL WORK PLAN REPORT



[Click here for full report](#)



Discussion

Questions?



2023

ANNUAL WORK PLAN REPORT

FEBRUARY 15, 2023

Customers

Residential Customers
1,026,143
Commercial Customers
133,597

2022 Peak Demand

5,260
megawatts

Generating Capacity

5,800
megawatts

Energy Requirements

20,104,072
megawatt-hours

Substations

30
transmission
152
distribution

Transmission System

1,400
miles

Distribution System

9,000
miles overhead
5,000
miles underground
189,000
transformers

2023 Budget

\$4.2 billion
operating
\$862 million
capital

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Jones Beach Energy & Nature Center | Wantagh, New York

The Long Island Power Authority (LIPA) is the third-largest public power utility in the United States, serving 1.2 million customers on Long Island and the Rockaway Peninsula in Queens.

LIPA's purpose is to serve our customers and community by providing clean, reliable, and affordable energy to Long Island and the Rockaways. As a not-for-profit utility, LIPA is a value-driven organization that puts our customers first in every action and decision.

LIPA is the owner of the electrical transmission and distribution system serving our community; however, we contract for most of the management services and power supply used to operate our electric grid. Since 2014, LIPA has contracted with PSEG Long Island for management services, and LIPA provides service to customers under the PSEG Long Island brand name.

The LIPA Board of Trustees contracts with vendors; sets policy, strategy, and performance metrics for PSEG Long Island's service to our customers; finances the infrastructure investments necessary for a reliable electric grid; and leads Long Island's transition to a clean energy future.

BOARD OF TRUSTEES



Mark Fischl
Vice Chairman



Elkan Abramowitz
Trustee



Drew Biondo
Trustee



Valerie Anderson Campbell
Trustee



Rev. Alfred Cockfield
Trustee



Sheldon L. Cohen
Trustee



Nancy S. Goroff, Ph.D.
Trustee



Lauren Harris
Trustee

Governance Model

LIPA is governed by a local **Board of Trustees** consisting of customers. The Board supervises, regulates, and sets policy for LIPA. The Board consists of nine Trustees, five of whom are appointed by the Governor, two by the Temporary President of the State Senate, and two by the Speaker of the State Assembly.

The Trustees serve for staggered four-year terms. All Trustees reside on Long Island or in the Rockaways and have relevant utility, corporate board, or financial experience. Trustees are not compensated for their service.



Riverhead Solar Farm | Calverton, New York

Leading with Experience

The LIPA team is proud to serve our customers. Together, our leadership brings extensive utility experience to the organization in all core business functions, including transmission and distribution operations, power supply, customer experience, information technology, finance, legal, strategy, performance management, communications, and external affairs.

Visit lipower.org/leadership for more information on each member of LIPA's management team.



Thomas Falcone
Chief Executive Officer



Mujib Lodhi
Chief Information Officer
and Senior Vice President,
Customer Experience



Bobbi O'Connor
General Counsel and
Secretary to the
Board of Trustees



Billy Raley
Senior Vice President,
Transmission and Distribution



Rick Shansky
Senior Vice President,
Power Supply and
Wholesale Markets



Ricky de Aragon
Vice President, Strategy and
Performance Management



Donna Mongiardo
Vice President, Controller



Barbara Ann Dillon, Esq., PHR
Director of Human Resources



Jen Hayen
Director of Communications



Ken Kane
Senior Advisor for Oversight



Tom Locascio
Director of External Affairs



Carolyn MacKool
Director of Customer Experience

LIPA's Purpose, Vision, and Values

Purpose

LIPA's purpose is to serve our customers and community by providing clean, reliable, and affordable energy to Long Island and the Rockaways. As a not-for-profit utility, LIPA is a value-driven organization that puts our customers first in every action and decision.

Vision

LIPA's vision is to be our customers' trusted energy partner. To achieve our vision, LIPA will:

- Actively engage with our customers and the communities we serve.
- Respond to our customers' needs and exceed their expectations.
- Be a recognized innovator in our industry to better serve our customers.
- Be known as a steward of our environment and community.

Values

LIPA has three values that describe how our employees work every day.



Service

Our work is service. Everything we do is for the benefit of our customers.



Collaboration

Operate as one LIPA team. Everyone is included.



Excellence

One plan, with relentless implementation.
Clear performance goals.

Strategic Planning Process

Board Policies Establish LIPA's Strategic Direction

The LIPA Board of Trustees provides strategic direction to LIPA's management through a set of Governance Policies. The Board's policies define LIPA's purpose and vision and set expectations for the strategic outcomes that management will deliver in the areas of reliability, customer experience, information technology, clean energy, affordability, and fiscal sustainability. The Board reviews each of its policies annually, and LIPA management reports on outcomes to the Board for each policy. Figure 1 summarizes the key objectives set by the Board.

For more information about the Board's policies, visit lipower.org/purpose.



Figure 1: LIPA's Key Policy Objectives

1

Reliability and Resiliency

- Top 10% reliability among peer utilities
- Improve circuit conditions that cause repeated customer outages
- Invest in system resiliency to reduce outages and restoration times from severe weather
- Independently verify and validate PSEG Long Island's emergency restoration planning

4

Clean Energy

- 70% renewable energy by 2030
- Zero-carbon electric grid by 2040
- Encourage beneficial electrification of transportation and buildings (i.e., electric vehicles and cold climate heat pumps)

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Customer Experience

- Deliver top 25% customer satisfaction in J.D. Power studies
- Continual improvement in ease of customer interaction, as measured by customer surveys
- Invest in technology to enhance the convenience of billing, payments, appointments, emergency restorations, etc.

5

Customer Affordability

- Maintain regionally competitive electric rates
- Prioritize investments to balance cost and service quality
- Maintain affordable electric bills for low-income customers and disadvantaged communities

3

Information Technology and Cybersecurity

- Deploy modern grid management technology and data analytics benchmarked to the top 25% of utilities
- Protect digital infrastructure and customer data, as measured by an annual independent assessment of cybersecurity practices
- Clearly communicate customer information collection policies

6

Fiscal Sustainability

- Achieve AA-category credit ratings by reducing LIPA's debt-to-assets ratio from 90%+ to 70% or less by 2030
- Maximize grants and low-cost funding sources
- Develop budgets and financial plans that maximize customer value and aggressively manage costs
- Provide LIPA's customers and investors with timely, transparent, accurate, and useful information to evaluate LIPA's financial performance and plan

5-Year Roadmaps and Board Recommendations Set Multi-Year Objectives

LIPA's executive management team works with our primary service provider, PSEG Long Island, to turn the Board's key policy objectives into 5-Year Roadmaps, as well as annual Budgets, Performance Metrics, and Work Plans.

LIPA's 5-Year Roadmaps establish a set of multi-year projects to deliver specified business objectives that fulfill the Board's Policies. The Board directed LIPA staff to craft 5-Year Strategic Roadmaps in 2021 and this new requirement was also incorporated into the second amended and restated contract with PSEG Long Island that became effective in April 2022.

In 2022, LIPA and PSEG Long Island commenced work on 5-Year Roadmaps to deliver on the Board's expectations. Activities included reviewing the Board policies, identifying gaps and potential actions through consultation with LIPA and PSEG Long Island management and staff, and prioritizing and sequencing initiatives considering the risks and benefits.

Roadmaps for Customer Experience, Transmission and Distribution, Information Technology, Performance Management, and Finance will be reviewed by the Board in February 2023, while plans for Business Services, Power Supply, and Clean Energy will come before the Board at the end of 2023. While the Roadmaps provide a five-year outlook, the Roadmaps will be updated on a triennial basis.

Following Tropical Storm Isaias in August 2020, **the Board adopted 168 recommendations to improve specific aspects of PSEG Long Island's operations, emergency management, and information technology**, among other areas. Many of these recommendations are multi-year in nature. The Board has requested Project Implementation Plans for each recommendation, and LIPA management reports on progress in Quarterly Reports. The most recent Quarterly Report, is available [here](#).

Budgets Prioritize Resources Annually

The Board's strategic direction is prioritized each year among specific activities, costs, and resources. The Board reviews and approves the annual budget, as well as PSEG Long Island's annual Performance Metrics, through an open and transparent process that includes public hearings, opportunities for public comment, and review by the Department of Public Service (DPS). The Board can then measure PSEG Long Island's performance relative to anticipated outcomes.

LIPA's Budget goes beyond facts and figures. It includes an annual letter from our CEO that describes the significant management, operational, and financial items that either occurred in the prior year or are planned for the coming year. The **2023 Budget** is available for your review.

LIPA management reports on budget performance at each Board meeting in statements available on our website. LIPA's annual **financial statements** are also available on our website and are audited each year by a certified, independent public accounting firm, KPMG, offering yet another layer of accountability and transparency.

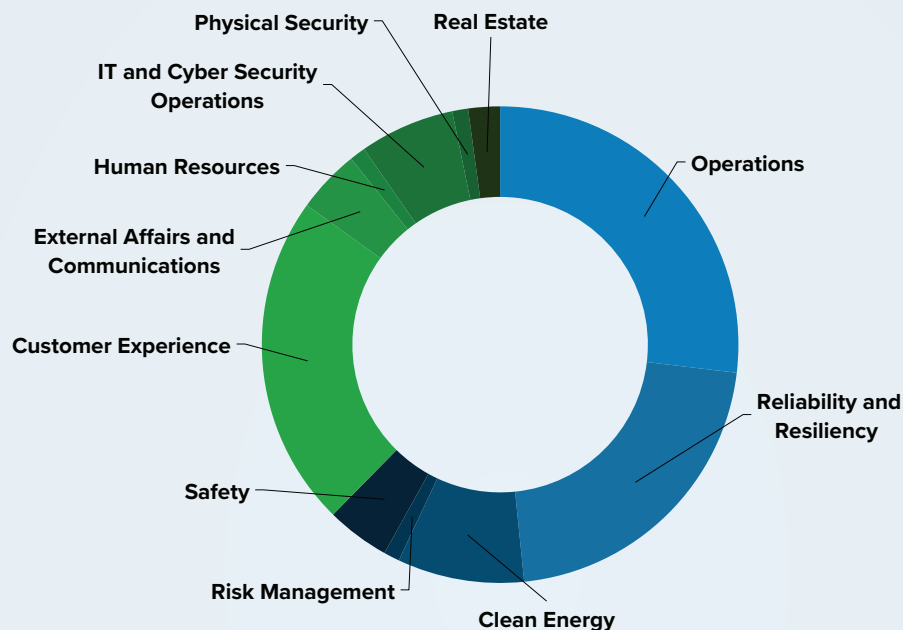
PSEG Long Island Annual Performance Metrics Provide Tangible Outcomes for Customers

LIPA renegotiated our management contract with PSEG Long Island in 2021. The reformed contract includes \$40 million of at-risk compensation or 51% of the total management fees paid to PSEG Long Island each year by LIPA, including:

- **\$20 million of Variable Compensation** at-risk based on Performance Metrics set by LIPA, with an independent recommendation to the LIPA Board by DPS. These performance standards ensure that PSEG Long Island's compensation is tied to delivering meaningful results for Long Island and Rockaways electric customers.
- **\$20 million of DPS Compensation** at-risk if PSEG Long Island violates its Emergency Response Plan or fails to provide safe and adequate service, as determined by an independent DPS investigation and recommendation to the LIPA Board.

For 2023, the LIPA Board has adopted 93 performance metrics distributed across all the management services provided to LIPA and its customers, as shown in Figure 2. The 2023 metrics were set by LIPA, with an independent recommendation to the LIPA Board by DPS. The Board approved these metrics at their December 2022 meeting as part of the annual budget.

Figure 2: **Focus Areas for PSEG Long Island’s 2023 Performance Metrics**



LIPA reports to the Board quarterly on the status of PSEG Long Island’s performance under the metrics. Pursuant to the LIPA Reform Act, DPS also independently reviews LIPA’s evaluation of the metrics prior to PSEG Long Island being paid Variable Compensation.

LIPA’s Work Plan Defines Projects and Oversight for the Year

The Work Plan is the final element of LIPA’s annual planning and accountability reporting. The Work Plan contains the specific projects that LIPA staff will undertake to fulfill the Board’s strategic direction.

The Work Plan is the counterpart to PSEG Long Island’s Performance Metrics – in describing the LIPA staff’s specific objectives and deliverables for the year.

The projects in the Work Plan 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 information technology, as well as specific initiatives related to Performance Management of the services provided to LIPA contractually by PSEG Long Island, PSEG Energy Resources and Trade, National Grid, and other providers.

LIPA’s Executive Committee, comprised of its senior management, meets regularly to monitor progress, set quarterly deliverables for each Work Plan, and reprioritize efforts and resources. It is typical that during the year some Work Plan projects are added, revised, delayed, or canceled based on evolving needs.

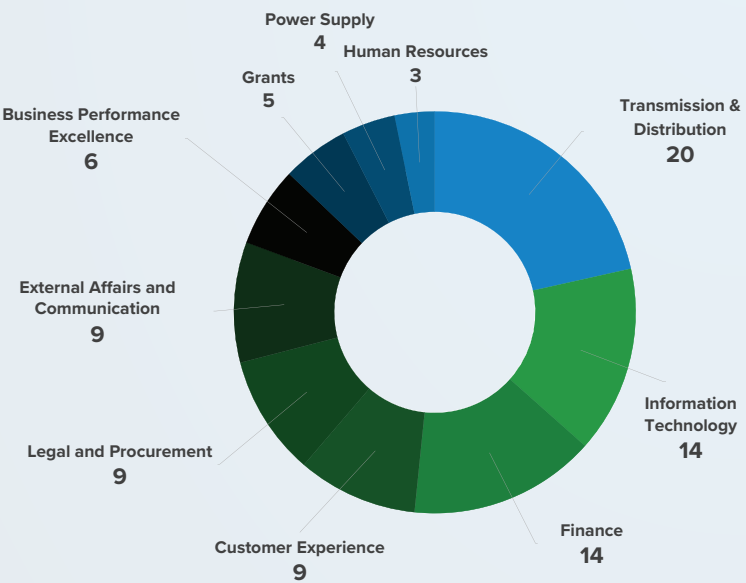
LIPA staff reports to the Board annually on the Work Plan, which is presented to the Board at the first meeting of each year and details the current year’s Work Plan, as well as the status of the previous year’s Work Plan projects.

Report on 2022 LIPA Work Plan Projects

The 2022 Work Plan included 93 projects covering all aspects of delivering clean, reliable, and customer-first service. Fifty (50) projects involved independently verifying and validating (IV&V) the achievement of PSEG Long Island’s Performance Metrics (please see Appendix B), which will be reported in the 2022 year-end Performance Metric report. Of the remaining 43 projects, one project was canceled, 20 projects were completed, and LIPA staff made substantial progress on the remaining 22 projects, most of which were multi-year initiatives. LIPA management monitors milestones weekly for multi-year projects.

The 2022 Projects are summarized in Figure 3 below. The 2022 Projects are summarized in Figure 3 below.

Figure 3: 2022 Work Plan Projects by Function



2022 Work Plan Project Breakdown

Total Projects	93
IV&V Projects	50
Non-IV&V Projects Canceled	1
Non-IV&V Projects Completed	20
Non-IV&V Projects In-Progress (Multi-Year)	22

Highlights of 2022 Projects

Below are selected highlights of the 2022 LIPA Work Plan. For a full list of 2022 Work Plan projects and accomplishments, please see Appendix A.

- LIPA completed the development of a **modernized Time-of-Day rate design to save customers money by using cheaper, cleaner electricity during off-peak hours** and developed a 2023 PSEG Long Island Performance Metric for project implementation.
- LIPA **collected \$276 million from the Federal Emergency Management Agency (FEMA)** for Tropical Storm Isaias, **bringing LIPA's total collections from FEMA grants to over \$1.7 billion**, to repair and strengthen Long Island's transmission and distribution system without having to pass costs onto customers.
- LIPA **developed 5-Year Roadmaps to deliver on Board policy expectations**. The 5-Year Roadmaps for **Transmission and Distribution, Customer Experience, Information Technology, Performance Management, and Finance** are being reviewed by the Board in February 2023.
- LIPA initiated the IV&V of the redeployed Outage Management System v 6.7.8. **Substantial progress was made on functional and performance (stress) testing**, which led to critical performance test data model updates.
- LIPA **conducted IV&V of over 100 large and small-scale projects**, which originated from the **Isaias Task Force** and **Management recommendations adopted by the Board**. Many of these recommendations improved PSEG Long Island business processes and system implementation practices.
- LIPA **completed a comprehensive fleet study** in 2022, and PSEG Long Island is developing a project implementation plan to address the recommendations in 2023. Improvement opportunities include an **electric vehicle adoption plan, fleet rightsizing, fueling processes, and the outsourcing of specialized equipment**.
- LIPA **developed a new 3-year Cyber Security Roadmap** to further **enhance our security posture** and continue to **provide operational stability and protect customer, employee, and third-party data** from unauthorized access.
- LIPA established a **Strategy and Performance Management Office to advance the Board's Strategic Planning and Performance Management Policy**, to oversee the performance management process lifecycle, and **monitor the annual Work Plan and Performance Metrics**.
- LIPA conducted a **Smart Grid Maturity Model Assessment** that recommended numerous areas for technology investment, such as an **Advanced Metering Infrastructure (AMI)**, a **Distributed Energy Resources Management System (DERMS)**, and an **Advanced Distribution Management System (ADMS)**, which were incorporated into PSEG Long Island's 2023 Performance Metrics and LIPA's 5-Year Strategic Roadmaps.
- LIPA staff formed a **cross-functional team to identify J.D. Power score improvement drivers**. The team members reviewed best practices, interviewed top performers, and defined operational metrics for tactical and strategic improvement opportunities. **The 61 insights identified were integrated into the five-year Strategic Roadmaps and several 2023 Performance Metrics were built based on these learnings**.
- LIPA completed a Physical Security assessment using an independent consultant. **The assessment report, with high-level findings and associated recommendations to improve the physical security posture was issued and a project implementation plan (PIP) to implement the recommendations has been incorporated into the 2023 PSEG Long Island Performance Metrics**.

- **LIPA established formal career pathing and development for LIPA staff to support LIPA’s succession planning and employee retention efforts.** Those with a demonstrated interest in advancing their careers at LIPA completed leadership potential and readiness assessments resulting in career development plans to bridge gaps and prepare participants for next-level opportunities.
- **A joint LIPA and PSEG Long Island IT Team developed an IT System Separation Plan to separate all PSEG Long Island IT Systems serving LIPA from PSEG New Jersey systems.** The plan was approved by the LIPA Board in September 2022 and implementation will commence in 2023, with substantial completion by year-end 2024.

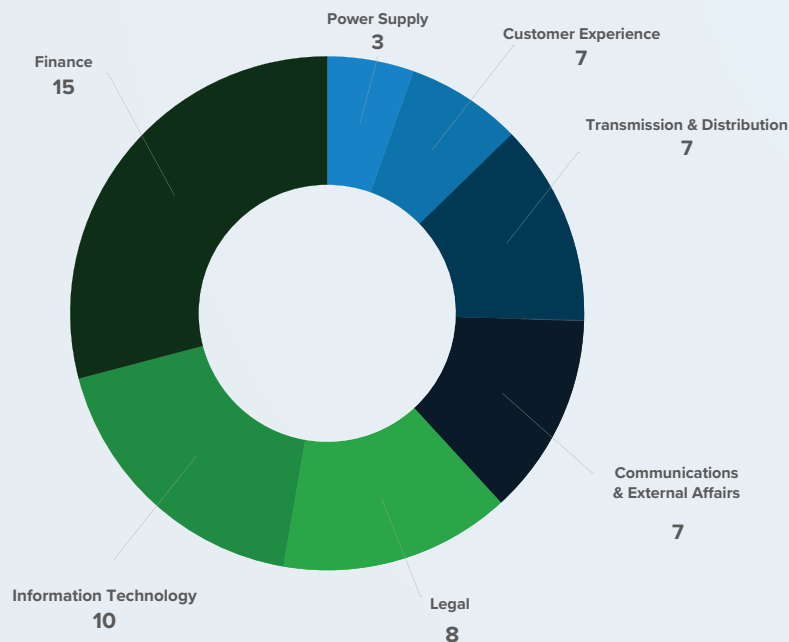
2023 Work Plan Projects

The 2023 Work Plan includes 57 projects that will be undertaken by LIPA staff. The projects focus on reliability and resiliency, customer experience, information technology and cybersecurity, clean energy, customer affordability, and fiscal sustainability in our service to LIPA customers in alignment with the Board’s key policy objectives. In addition to the 57 projects, LIPA will independently verify and validate the progress on each of the 93 PSEG Long Island Performance Metrics for 2023. The distribution of the 2023 Work Plan projects is summarized in Figure 4.

The LIPA Work Plan projects and the PSEG Long Island Performance Metrics have their own respective deliverables, reporting, and year-end closeout efforts, and are listed and tracked separately to provide additional clarity and value to drive results. For a complete list of the 2023 LIPA Work Plan Projects, please see Appendix C; and for a complete list of the 2023 PSEG Long Island Performance Metrics, please click [here](#).

The 2022 Projects are summarized in Figure 3 below.

Figure 4: 2023 LIPA Work Plans by Function



Below are some selected highlights of the Work Plan projects scheduled for 2023. LIPA management will report to the Board on the 2023 Work Plan's accomplishments in early 2024.

Reliability and Resiliency

- Identify areas for improvement in damage assessment to streamline the complex storm repair process and complete all damage assessments within 72 hours from the start of storm restoration.
- Enhance PSEG Long Island's Emergency Response Plan, Business Continuity Plans, and Functional Exercises for Critical Processes to make targeted improvements.
- Develop a Climate Resiliency Plan that meets the resiliency objective of the Board's Policy on Transmission and Distribution Operations and achieves at least a 15% reduction in Customer Minutes of Interruption within five years for a storm similar to Tropical Storm Isaias.
- Obtain a grant of \$300+ million to storm harden the LIPA transmission and distribution system from FEMA.
- Enhance LIPA's Physical Security by conducting a comprehensive assessment of LIPA's facilities against all threats and develop requirements and recommendations to design a protection program for those facilities.

Clean Energy

- Meet LIPA's share of the New York State battery storage goal for 2025 and 2030.
- Complete the 2023 Integrated Resource Plan to ensure LIPA meets state goals while continuing to meet the electricity needs of its customers reliably and cost-effectively by eliminating dependence on fossil-fueled generation, integrating substantial amounts of renewable energy resources, identifying the impacts of beneficial electrification, and identifying benefits for disadvantaged communities.
- Develop a Large Generator (>20MW) Interconnection Status Tracking System with the New York Independent System Operator (NYISO) and Transmission Owners to enable LIPA visibility into the status of interconnection requests within the NYISO queue to facilitate the assessment of performance and implement business processes improvements.
- Develop the 5-Year roadmaps for Power Supply and Clean Energy.

Customer Experience and Affordability

- Deploy a new, standard Time-of-Day Rate for electric customers to save customers money by using cheaper, cleaner electricity during off-peak hours.
- Complete an enhanced analysis of customer usage to increase LIPA's ability to understand customer behavior and demand for electricity and the bill impacts and payments streams that may result from different rate alternatives.
- Monitor and assess the effectiveness of the Call Center Service Recovery Plan to improve call center performance and conduct a PSEG Long Island Customer Operations Structure, Staffing and Capabilities Study to identify any organizational gaps for a fully functional customer operations department.

Information Technology and Cybersecurity

- Deploy new Treasury Management and Budget Management Systems for LIPA and modernize the related business processes.
- Conduct a PSEG Long Island Cybersecurity Organizational Assessment.
- Implement cybersecurity initiatives identified in the 3-Year Cybersecurity Roadmap to enhance LIPA's cybersecurity posture.
- Enhance organizational rigor and efficiency through initiatives including the establishment of a formal Business Process Optimization practice and an integrated operational and financial Performance Monitoring Framework

Fiscal Sustainability

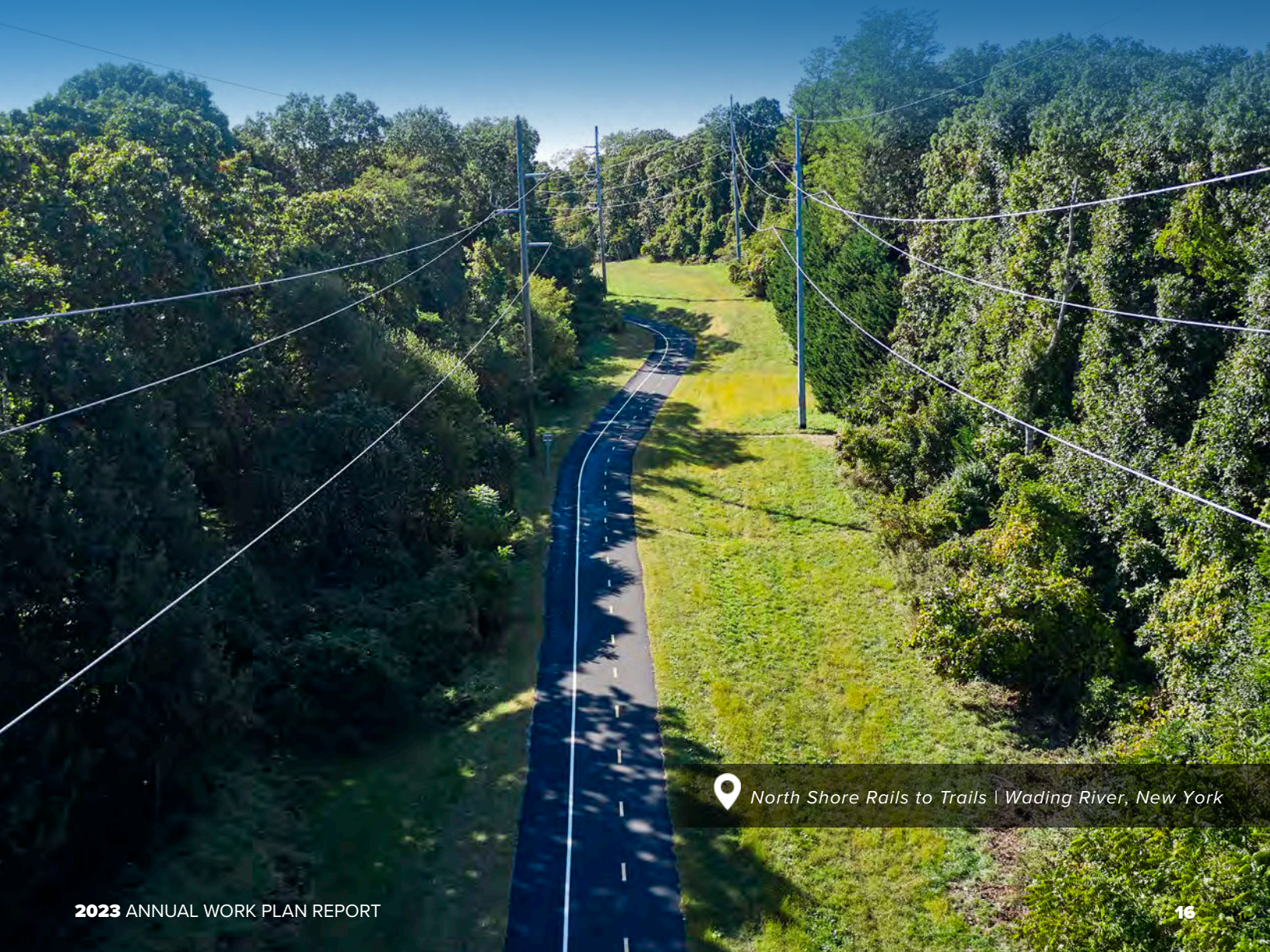
- Identify and apply for federal grants under the Infrastructure Investment and Jobs Act and the Inflation Reduction Act.
- Conduct an end-to-end review of LIPA and PSEG Long Island's business processes for storm cost management and billing for storm events.
- Perform a study of budget department capability and capacity at LIPA and PSEG Long Island in order to ensure efficient and effective processes in budget development and monitoring. The project will develop an implementation plan to address study findings.
- Develop 5-Year Road Maps for Business Services (human resources, procurement, external affairs, communications, and legal).



Conclusion

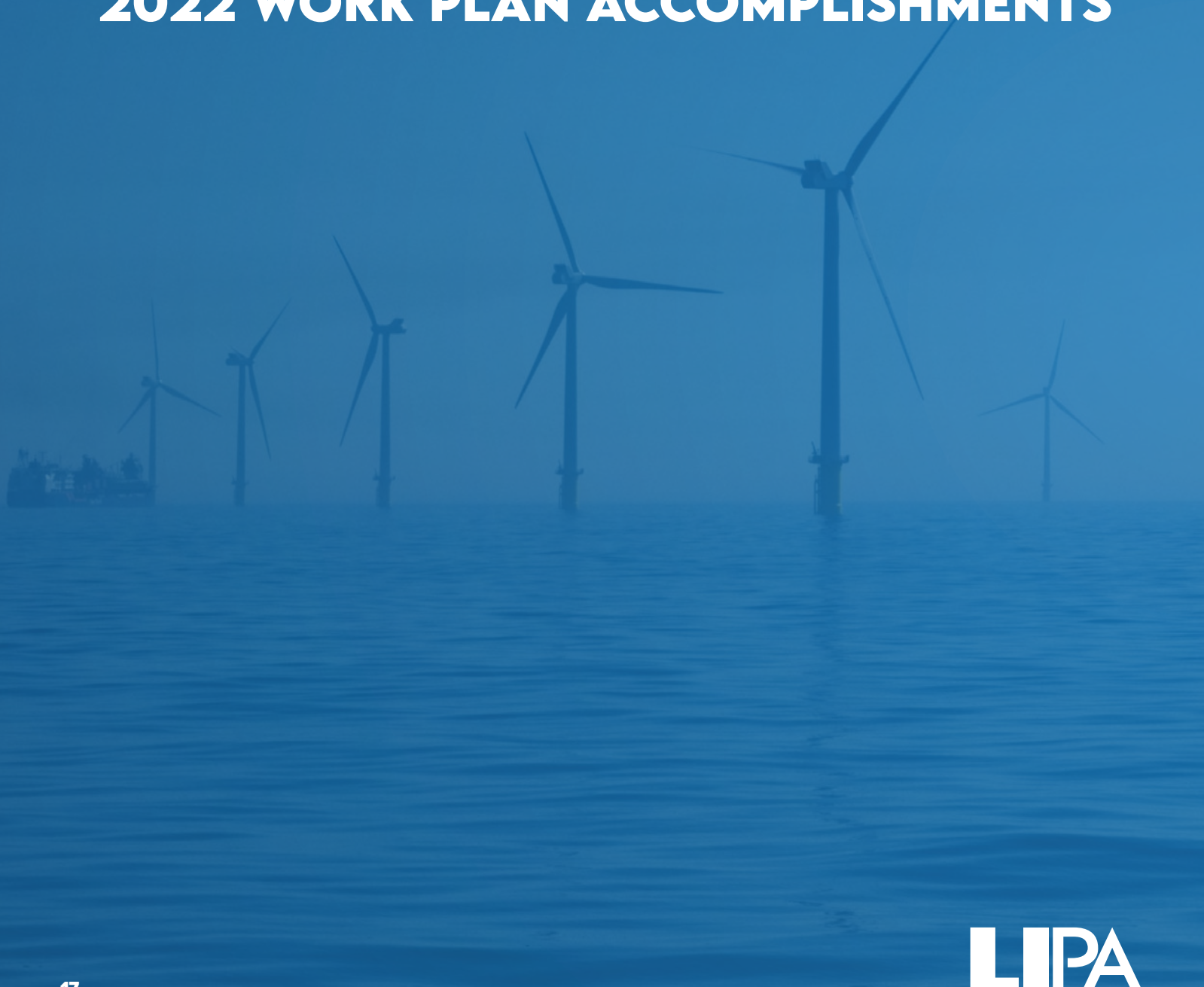
The LIPA Board of Trustees is committed to providing an excellent utility for our customers on Long Island and the Rockaways. LIPA's 2023 Work Plan advances the high standards and strategic objectives set by the Board for our customers and provides our stakeholders with a transparent view of our objectives.

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.



North Shore Rails to Trails | Wading River, New York

APPENDIX A: 2022 WORK PLAN ACCOMPLISHMENTS





Department: Customer Experience	
Goal Name	Review of PSEG Long Island Advance Metering Infrastructure Implementation and Develop 2023 Metrics
Goal Description:	<ol style="list-style-type: none"> 1. Validate reported savings for 2018 to 2021 for meter reading, billing, outage & restoration, and customer engagement. 2. Validate reported expenses for the customer engagement category. 3. Perform an interface design assessment of the current state and 2022 planned upgrades versus industry best practices for OMS, CAS, Gridx, and portals. 4. Determine the effectiveness of the meter inventory management process given the new infrastructure, including reorder points, returns for warranty, reuse vs. scrapping, and physical inventory counts. Analyze changes in meter inventory requirements in the new Advance Metering Infrastructure (AMI) environment to align the budget for 2023-2028. 5. Validate that the manual meter reading process and the system were properly updated to generate the appropriate work (opt-out & non-responding AMI) and fees (opt-out & Meter removal). 6. Review RTM, test cases, and design for the field disconnect process, theft identification, advanced consumption, mobile app build-out for AMI data, transformer replacement, load forecasting, and time of use (TOU). 7. Develop 2023 PSEG Long Island Performance Metrics related to AMI.
End of Year Status	Completed
Tasks Completed	LIPA validated the reported project savings and customer engagement expenses. In addition, LIPA assessed the effectiveness and alignment with industry best practices for AMI and AMI integration to identify opportunities for improvement. This data and other PSEG Long Island improvement ideas will be used to develop the three-year AMI roadmap and 2023 metric improvements for AMI.
Goal Name	Review Gaps to Best Practices of Leading JD Power Utilities and IV&V of 2022 PSEG Long Island JD Power Metrics
Goal Description:	IV&V of 2022 PSEG Long Island JD Power Metrics CS-2 and CS-3, including insights on PSEG Long Island's performance and PSEG Long Island initiatives to improve customer satisfaction as measured by JD Power. Ownership of JD Power components by the organization driving the impact. Integrate JD Power Residential and Business best practice recommendations and gaps to leading companies into LIPA's 5-Year Customer Experience Roadmap and 2023 PSEG Long Island Metrics proposals.
End of Year Status	Completed
Tasks Completed	LIPA staff formed a cross-functional team to identify JD Power score improvement drivers. The team members reviewed best practices, interviewed top performers, and defined operational metrics for tactical and strategic improvement opportunities. The 61 insights identified were integrated into the five-year strategic plan and several 2023 metrics were built based on these learnings. In addition, the 2023 metrics for JD Power were expanded to include the requirement that PSEG Long Island complete a tactical plan that integrates best practices and a defined approach to achieving the Board's JD Power objectives.
Goal Name	Enhance PSEG Long Island's Tracking of Accounts Receivable
Goal Description:	<ol style="list-style-type: none"> 1. Oversee the improvement and correct all identified deficiencies in the data tracked and reported by PSEG Long Island: <ol style="list-style-type: none"> a. by the aging bucket for payments received, aging of accounts receivable, collection activities, and write-offs; b. separated by customer segment (with additional details on significant industry groups with the commercial sector) and accounts status (active and inactive receivables). 2. Verify that PSEG Long Island properly identified the significant operational drivers of accounts receivables and write-off by customer class and account status to determine how operational changes impact the end performance. Confirm that significant drivers are incorporated into the model forecast. 3. Review key operational tactics for effectiveness, including business rules for the following items: deposits, deferred payment agreements, restore after locking for non-payment, field collection procedures, and inactive account collection activities. 4. Validate the methods to establish the reserve for uncollectible revenues and the projection of bad debt expenses that reflect industry best practices and meet the requirements of LIPA's external auditors. 5. Develop 2023 metrics for DSO, AR>90, and net write-offs based on the associated model and project findings.
End of Year Status	Completed
Tasks Completed	LIPA oversaw the development of the business requirements for the tracking and reporting of accounts receivables. LIPA additionally developed, in collaboration with PSEG Long Island, the identification of operational drivers of accounts receivable and write-off performance and made recommendations on process improvement opportunities.

Department: External Affairs & Communications	
Goal Name	Create LIPA's Brand Strategy
Goal Description:	Develop a well-defined, research-based, long-term brand strategy to enhance LIPA's reputation and give clarity to LIPA's role on Long Island and the Rockaways. The brand strategy should encompass our values and define the personality of the LIPA brand, our central messages to customers, current and prospective employees, investors, and stakeholders, and the tools that will be used to communicate to each stakeholder group. Develop KPIs to measure the success of LIPA's brand strategy with customers, employees, investors, and stakeholders.
End of Year Status	Multi-Year
Tasks Completed	LIPA staff successfully conducted a Request for Proposals, onboarded the selected vendor, completed Phase 1, and initiated Phase 2 of the project. Phase 1, "Research, Insights, and Foundations," focused on gaining an in-depth understanding of the LIPA brand, including corporate culture, strengths and weaknesses, strategies, challenges for the future, and more. Work included, but was not limited to, a brand audit, competitive and best practice audit, workshops, and employee focus groups. Phase 2, "Clarifying Strategy," will distill the learnings from Phase 1 into a unifying idea and positioning strategy. Work conducted in this phase included the drafting of LIPA's new brand strategy.
Goal Name	Redesign LIPA Website
Goal Description:	Create a new, modern, and easy-to-use website that reinforces LIPA's brand strategy and drives engaging and informative content to customers and stakeholders. Develop KPIs for LIPA's website to measure and monitor performance and project success. Review staffing to regularly generate content and retain vendor to manage search keyword optimization over time.
End of Year Status	Multi-Year
Tasks Completed	Staff successfully completed "Phase 1: Planning, Understanding, and Content Strategy", which included project management planning, a website effectiveness audit, the establishment of best practices, understanding key users and user goals and experience, conducting keyword research, search engine optimization strategy, content mapping, and development of the information architecture. Staff also began work in "Phase II: Development of Wireframe / UI Graphic Design User Experience (UX) Design."
Goal Name	Enhance LIPA's Social Media Presence
Goal Description:	Enhance LIPA's online presence and reinforce its brand strategy through the use of social media tools; inform customers and stakeholders about LIPA in a customer-friendly medium; develop social media KPIs to measure and track improvements; have tools and staffing in place to respond to health and safety issues raised via social media during emergencies.
End of Year Status	Completed
Tasks Completed	LIPA successfully launched content on LinkedIn. Staff selected and procured a social media listening and management tool and evaluated messaging and best practices. Communications staff were trained on the effective use of social media tools and best practices, and protocols were put in place to manage engagement.
Goal Name	Update Jones Beach Energy & Nature Center Exhibits
Goal Description:	Create engaging and informative exhibits and educational content for the energy side of the Jones Beach Energy & Nature Center (JBENC). The energy portion of the JBENC should i) reinforce LIPA's Brand Strategy as the local, not-for-profit owner/custodian of Long Island's electric utility and provide a greater appreciation of LIPA's value-add in the T&D business (e.g., oversight, protector of Long Island customer's long term interest, cost control, etc.); ii) educate about electricity basics; iii) inform on hot topics and LIPA's activities in each area (e.g., clean energy transition, EVs, heat pumps); and iv) provide actionable opportunities for customers to engage with LIPA energy efficiency and beneficial electrification programs. Develop KPIs to measure and monitor project success.
End of Year Status	Multi-Year
Tasks Completed	LIPA collaborated with New York State Parks leadership on project and educational outcomes. Staff developed a detailed project plan identifying key dates and construction constraints, outlined specific exhibit objectives and educational outcomes, and ensured alignment with LIPA objectives and key messages. Staff also determined New York State Parks' feasibility and technical constraints with interior space reconfiguration and developed a draft conceptual document depicting the overall design and proposed layout.

Department: External Affairs & Communications	
Goal Name	Coordinate with State Officials and National Grid to Preserve LIPA Utility Corridors at Shoreham
Goal Description:	Complete LIPA's acquisition of portions of the Shoreham property from National Grid. The New York State (NYS) Legislature passed a law in 2019 designating National Grid property around the Shoreham site core preservation area. The State has yet to close on the transaction, and this project will provide for utility corridor carve-outs that are of interest to LIPA for potential future uses. Legislation is necessary to allow for the corridors to be excluded from the Core Preservation Area prior to NYS closing on the transaction, as was contemplated at the time the bill was passed.
End of Year Status	Completed
Tasks Completed	LIPA completed work on legal right-of-way descriptions to facilitate dialogue with key stakeholders around preserving LIPA's interests.

Department: Finance	
Goal Name	Complete LIBOR Interest Rate Swap Transition
Goal Description:	Complete LIBOR transition to conform to new regulations.
End of Year Status	Completed
Tasks Completed	Staff obtained Office of State Comptroller approval for LIPA's plan of adherence to LIBOR fallback protocol; and filed the approved plan with ISDA.
Goal Name	Issue Green Bonds
Goal Description:	Establish a program to regularly issue Green Bonds to fund sustainability and climate goals.
End of Year Status	Completed
Tasks Completed	\$100 million of green bonds were issued in 2022 to fund system resiliency. LIPA has updated its bond procedures to incorporate green bonds.
Goal Name	Execute an Energy Prepay Transaction for Savings
Goal Description:	Execution of authorized prepay transactions to reduce power supply costs
End of Year Status	Multi-Year
Tasks Completed	LIPA began seeking a waiver from New York Independent System Operator (NYISO) to facilitate a prepay. LIPA is finalizing contracts with two banks for submission to the Office of the State Comptroller. Execution of prepay transactions is expected in 2023.
Goal Name	Deploy a Residential Time-of-Day Rate to All Customers
Goal Description:	Establish Time-of-Day (TOD) rates as the "standard" for residential customers by January 2024. The Project will include the establishment of a roadmap that encompasses: the stakeholder review process; TOD rate design to be approved by the LIPA board in December 2022 with opt-out provisions; alternative designs of the Customer Benefit Charge; customer enrollment outreach and marketing; and IT tools necessary to assist customers in understanding and saving money with TOD rates and to perform all the required billing functions. The project will also develop and receive approval to implement and enforce 2023 PSEG Long Island Performance Metrics related to the new TOD rate that support and reinforce the goals and obligations related to the new opt-out rate structure.
End of Year Status	Multi-Year
Tasks Completed	LIPA completed the development of the new Time-of-Day rate design and executed an enhanced stakeholder engagement process, receiving critical early input from key stakeholders, including the New York Solar Energy Industries Association (NYSEIA), New York Department of Public Service, Utility Intervention Unit, Public Utilities Law Project, and New York State Energy Research and Development Authority (NYSERDA). Staff also developed a 2023 performance metric focused on project implementation.

Department: Finance	
Goal Name	Review LIPA and PSEG Long Island Rates and Tariffs Staffing
Goal Description:	Complete a rates and tariffs staffing benchmarking study to understand gaps in PSEG Long Island and LIPA rates and tariffs staffing. Use study results to develop staffing plan and recommendations for future budget cycles.
End of Year Status	Multi-Year
Tasks Completed	LIPA completed a Rates & Tariff Staffing Organization Study assessing the adequacy of current PSEG Long Island and LIPA Rates and Tariffs staffing levels and capabilities. An implementation plan was developed to address the recommendations in the report. LIPA posted Director of Rates and Manager of Rates positions.

Department: Innovation and Information Technology	
Goal Name	Development of Strategic Roadmaps
Goal Description:	<p>Develop 5-year Strategic Roadmaps that advance the Board's Policies for Transmission and Distribution, Customer Experience, Information Technology, Finance, and Performance Management, which will form the basis of future (2023 forward) Work Plans, Budgets, and Performance Metrics.</p> <p>Initiate the process for developing 5-year Strategic Roadmaps that advance the Board Policies for power supply, clean energy programs, business services, human resources, procurement, external affairs and communications, and legal.</p>
End of Year Status	Multi-Year
Tasks Completed	In 2022 LIPA, in conjunction with PSEG Long Island, commenced work on developing 5-Year Roadmaps to deliver on Board expectations. Activities included reviewing the Board policies, identifying gaps and potential actions through consultation with LIPA and PSEG Long Island management and staff, and prioritizing and sequencing initiatives considering the risks and benefits. In addition, conducted over 50 interviews with LIPA and PSEG Long Island staff and consulted over a dozen industry experts, five peer utilities, and the Large Public Power Council (LPPC). The 5-Year Roadmaps for Transmission and Distribution, Customer Experience, Information Technology, Performance Management, and Finance are expected to be submitted to the Board for review in February and approval in March 2023. In addition, the Clean Energy and Business Services Roadmaps are to be developed in 2023.
Goal Name	Establish the New Strategy and Performance Management Office (SPMO)
Goal Description:	Establish an Enterprise SPMO with appropriate staffing and associated policies and procedures
End of Year Status	Completed
Tasks Completed	LIPA successfully established a Strategy and Performance Management Office (SPMO), including the Enterprise Program Management (EPM) function. The SPMO is responsible for advancing the Board's Strategic Planning and Performance Management Policy; managing the performance management process lifecycle, including developing and managing 5- Year Roadmaps; developing and monitoring the annual LIPA Work Plan and Performance Metrics; and managing the oversight process for Performance Metrics. In addition, the SPMO is responsible for assisting LIPA departments in defining and executing project plans and developing and implementing new Business Process Optimization and Business Analytics initiatives.
Goal Name	LIPA ERP Modernization and Business Process Improvement Initiative
Goal Description:	<p>Implement Phase II of LIPA's Enterprise Resource Planning System Enhancements (Account Payable, Treasury Management, Procurement - Business Process Improvements).</p> <p>Complete the Finance Department's end-to-end Business Process improvement (BPI) initiative, including Account Payable, Treasury Management, and Procurement. In partnership with the CFO, identify business process improvement and automation opportunities to enhance business performance.</p>
End of Year Status	Multi-Year
Tasks Completed	In 2022, LIPA completed requirements development and acquisition for the Treasury Management System. In 2023, LIPA will initiate the implementation of the system, coupled with Business Process Improvement through technology integration.

Department:	Innovation and Information Technology
Goal Name:	LIPA Deployment of an Enterprise Document and Records Management System
Goal Description:	<p>Simplify and automate LIPA's management, retention, and disposition of records in compliance with New York State and federal requirements, including a common platform with PSEG Long Island in accordance with the 2nd Amended and Restated (A&R) Operations Services Agreement (OSA).</p> <p>Wave 1: Complete, test, and go live on Board documents, procurement, and PIPs by Q2. Complete phased-in implementation for the rest of LIPA departments by the end of 2022.</p> <p>Wave 2 Tasks for 2022: IT and Legal to commence work to develop an approach and scope to expand Enterprise Document and Records Management System (EDRMS) to include PSEG Long Island-maintained records. Develop 2023 PSEG Long Island Performance Metrics related to the utilization of the LIPA EDRMS.</p>
End of Year Status	Multi-Year
Tasks Completed	LIPA completed the Wave 1 Pilot Phase deployment of the Enterprise Document and Records Management System (EDRMS) in 2022, which included implementations for Procurement, Board of Trustees, and Isaias Task Force Project Implementation Plan (PIP) documents. In 2023, LIPA will develop and implement a plan to expand the deployment further within LIPA. Additionally, LIPA will develop an approach and scope, and associated 2024 PSEG Long Island Performance Metrics, to expand the EDRMS to include records maintained by PSEG Long Island, consistent with the requirement for PSEG Long Island to adopt LIPA's document management system under the 2nd A&R OSA.
Goal Name	Conduct a Smart Grid Maturity Model Assessment
Goal Description:	Assess the current state of grid technology implementation, define the future state's goals, and perform a gap analysis to support the development of effective roadmaps, performance metrics, track progress, and benchmark against other peers. Develop 2023 PSEG Long Island Performance Metrics related to improving LIPA's Smart Grid Maturity Model Assessment (SGMM) assessment consistent with the Board's IT Policy.
End of Year Status	Completed
Tasks Completed	In 2022, LIPA engaged a consultant to conduct a Smart Grid Maturity Model (SGMM) Assessment. A PSEG Long Island, Current State view, was prepared in the assessment, modeled after a framework from the U.S. Department of Energy (DOE) Next Generation Distribution System Platform (DSPx) reference from the Modern Distribution Grid Project. The preliminary assessment and the draft report, which is still subject to management review and further refinement, recommended numerous areas for technology investment, such as Advanced Metering Infrastructure (AMI), Distributed Energy Resources Management Systems (DERMS), and Advanced Distribution Management System (ADMS). Some of these initiatives were incorporated into PSEG Long Island 2023 performance metrics and LIPA 5-Year Strategic Roadmaps. We expect the report to be finalized in early 2023.
Goal Name	LIPA Cybersecurity Enhancements
Goal Description:	Implement cybersecurity initiatives identified in the 2020 roadmap to enhance LIPA's cybersecurity to NIST-CSF Tier 3.
End of Year Status	Completed
Tasks Completed	LIPA's Cyber Security Program provides cyber security planning, management, and architecture to balance technology usability with risk mitigation in support of LIPA's vision to ensure robust, secure technology platforms that provide operational stability and protect customer, employee, and third-party data from unauthorized access or disruption. In 2020, LIPA established a 3-year Roadmap (2020-2022) to improve cybersecurity for assets directly managed by LIPA so as to achieve Tier 3 under the NIST Cybersecurity Framework (NIST CSF). In 2022, the work plan for the year was completed, significantly improving LIPA's cybersecurity architecture and management practices. LIPA is in the process of engaging a third-party evaluator for an independent assessment of LIPA's NIST CSF level, which is expected to commence in the first quarter of 2023. In addition, LIPA developed a new 3-year Cyber Security Roadmap (2022-2024), incorporating improvement targets and a set of actionable security recommendations to further enhance its security posture.

Department:	Innovation and Information Technology
Goal Name	IV&V of PSEG Long Island Cyber Security Default Metric
Goal Description:	IV&V of PSEG Long Island Cybersecurity maturity based on NIST-CSF Framework and develop requirements for Second A&R OSA Cyber Default Metrics of Tier 3 by June 2023. Develop 2023 PSEG Long Island Cybersecurity Performance Metrics.
End of Year Status	Multi-Year
Tasks Completed	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 NIST Cybersecurity Framework (NIST CSF) Tier 3 level. LIPA has hired a third-party evaluator for an independent review of PSEG Long Island's cyber readiness relative to the metric. We expect this work to be completed in the first quarter of 2023. In addition, LIPA will conduct an annual independent review of PSEG Long Island's NIST Cyber Security Framework compliance status.
Goal Name	IV&V of 2022 PSEG Long Island IT Organizational Maturity Metrics
Goal Description:	IV&V of 2022 PSEG Long Island IT Organizational Maturity Level Metrics IT-1: Doing and IT-2 Managing, including Product Integration, Technical Solution, 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.] Develop 2023 PSEG Long Island IT Organization Maturity Performance Metrics.
End of Year Status	Completed
Tasks Completed	The IT Organizational Maturity Level Performance Metrics IT-1 and IT-2 are intended to build the maturity and capability of the PSEG Long Island IT organization and improve its capacity and project management capabilities to deliver reliable, robust, and resilient systems. In November 2022, in accordance with the metrics, LIPA engaged a third-party vendor, an ISACA CMMI Elite Partner, to conduct an appraisal of the PSEG Long Island IT department CMMI Maturity Level in the "Doing" and "Managing" categories. The review engagement is expected to complete in February 2023.
Goal Name	IV&V of 2022 PSEG Long Island Information Technology System Segregation Plan Metric
Goal Description:	IV&V of 2022 PSEG Long Island IT-7: IT System Segregation Plan Metric, including compliance with the requirements of the Second A&R OSA Section 4.2(A)(1)(q) for separation of all Long Island systems with the objective of segregating all Long Island systems by the end of 2023. Development of 2023 PSEG Long Island IT System Segregation Metrics.
End of Year Status	Multi-Year
Tasks Completed	As required by the OSA, a joint LIPA and PSEG Long Island IT Team developed an IT System Separation Plan to separate all PSEG Long Island IT Systems serving LIPA from PSEG New Jersey systems. The plan was approved by the LIPA Board in September 2022, and implementation will commence in 2023, with substantial completion by year-end 2024. Separation of the systems is expected to provide operational benefits and strengthen PSEG Long Island's IT and will help prepare for PSEG Long Island's contract expiration in 2025.

Department:	Legal
Goal Name	Establish Formal Career Pathing and Development for LIPA Staff
Goal Description:	Establish career development paths and create professional development plans for identified employees to improve skills in their current position and acquire new competencies and knowledge to expand their current responsibilities and prepare for promotional opportunities.
End of Year Status	Completed
Tasks Completed	Supporting LIPA's succession planning and employee retention efforts, this project delivered a revised Job Titles and Expectations policy; identified employee participants deemed as ready now or within the next two years for promotion or advancement, and those with a demonstrated interest in advancing their careers at LIPA; completed leadership potential and readiness assessments; and conducted a gap analysis resulting in career development plans to bridge gaps and prepare participants for career advancement.
Goal Name	Re-Imagining LIPA for a Hybrid Workplace
Goal Description:	To prepare a workplace for a hybrid, post-COVID workforce that maximizes the use of space, facilitates collaboration, offers flexibility and options, and is aesthetically pleasing. Administer an employee survey to measure satisfaction with the hybrid workplace and identify enhancements.
End of Year Status	Completed
Tasks Completed	LIPA designed and delivered a renovated work environment to create a modern, flexible workspace that supports employee productivity and collaboration by providing increased natural lighting, ergonomic workstations, smart desks that adjust for each employee's settings, collaborative conference areas, impromptu meeting space, and huddle rooms and enclosed pods for video calls or confidential communications; integrated with advanced technology and tools to drive an inclusive and comprehensive digital workplace that strengthens and supports the employee experience.
Goal Name	Fulfill DPS Management Audit Requirements
Goal Description:	LIPA and PSEG Long Island facilitate a successful DPS Management Audit process to meet our responsibilities under the LIPA Reform Act.
End of Year Status	Completed
Tasks Completed	LIPA established a system for tracking document requests from the management auditors and trained internal, PSEG Long Island, and DPS staff on the use of the system. LIPA coordinated several organizational meetings; and ultimately a kickoff meeting with DPS, the management auditor, and PSEG Long Island to discuss the logistics of the upcoming management audit. Responded to almost 300 document requests and participated in over 40 interviews with LIPA and PSEG Long Island Staff.
Goal Name	Deploy a LIPA Case Management System for LIPA and PSEG Long Island
Goal Description:	To have one or more shared case management platforms with PSEG Long Island for management audits, rate cases, and DPS or FERC regulatory filings so as to manage responses to such requests and filings in various proceedings and litigation.
End of Year Status	Completed
Tasks Completed	LIPA conducted a needs analysis for a tracking system to manage management audits, rate cases, and other regulatory filings. After evaluating multiple platforms, LIPA determined that the Smartsheet platform currently used to manage other workflows (e.g., projects, metrics, and IRs to PSEG Long Island) was the best option for managing document requests for the 2022-2023 management audit; and developed and implemented the tracking system that is being used for the audit.
Goal Name	Create a Property Tax Practice to Regularly Review Substation Property Tax Assessments
Goal Description:	Identify staffing, resource, and information needs to create a property tax practice that annually monitors and grieves excessive PILOTs on substations and either litigates or settles such grievances; litigate or settle grievances filed in 2020, 2021, and 2022.
End of Year Status:	Multi-Year
Tasks Completed:	The LIPA Finance and PSEG Long Island Property Tax and Plant Accounting teams evaluated the tax assessments of approximately 125 substations in 2022 and will add 40 substations in 2023. These reports will enable us to evaluate the fairness of substation assessments. LIPA has challenged a total of 20 substation tax assessments in Nassau and 18 in Suffolk Counties. In 2022, we attained settlements of 4 substations (5 parcels).

Department:	Legal
Goal Name	Review Data Privacy & Protection Policy for LIPA Customers
Goal Description:	Develop a thorough data privacy and management policy consistent with the Board's Information Technology Policy requirements and current legal and industry best practices governing the collection, maintenance, disclosure, and destruction of customer personal information; safeguarding of AML data to prevent misuse; and a data privacy webpage communicating to customers our policy and their rights pursuant to NYS law.
End of Year Status	Completed
Tasks Completed	LIPA developed a data privacy policy, in collaboration with information technology subject matter experts, to advise stakeholders on what information LIPA collects from visitors to its website and how LIPA protects that information. The policy has been posted on the LIPA website. PSEG Long Island has confirmed that its policy is consistent with LIPA's, and PSEG Long Island has posted the policy on their website.
Goal Name	Issue a Climate Disclosure Report
Goal Description:	Issue a climate disclosure report consistent with the recommendations of the Task Force on Climate-related Financial Disclosures to the extent applicable and appropriate.
End of Year Status	Completed
Tasks Completed	LIPA joined a group of NY state public entities in a pilot climate risk and opportunities reporting program for public authorities developed by Carbon Disclosure Project (CDP). CDP is a global reporting platform used by governments and businesses for climate-related disclosures in a format consistent with recommendations of the Task Force on Climate-related Financial Disclosures. Reporting within the widely used framework highlighted many aspects of LIPA's long-standing leadership in helping mitigate further climate change and prepare for its effects, streamlined disclosure of how climate impacts our business, and increased engagement with climate and environmental issues across LIPA and PSEG Long Island. The effort is expected to help benchmark LIPA's commitment to resisting climate change against a broad spectrum of its peers and potentially help attract financing for green projects.
Goal Name	Complete LIPA/LILCO Merger
Goal Description:	Complete due diligence and draft any transaction documents necessary to merge LILCO into LIPA so that, when bondholder consent percentage is reached, the transaction will become effective (subject to any necessary post-closing regulatory filings).
End of Year Status	Multi-Year
Tasks Completed	LIPA completed due diligence across all departments in preparation for merging the Long Island Lighting Company into the Long Island Power Authority and prepared documentation to provide notice of the merger to counterparties and bond trustees.
Goal Name	Amend LIPA's SEQRA Type II Categories
Goal Description:	Use the SAPA process to amend LIPA's list of Type II categories to include certain types of capital projects that would not require environmental review. Additionally, amend existing categories consistent with updated SEQRA regulations. Adding and/or amending LIPA's Type II list will streamline the SEQRA and permitting process as it relates to capital projects that do not have a significant impact on the environment.
End of Year Status	Canceled
Tasks Completed	Early in 2022, this project was deferred because staff determined that the resources necessary to accomplish it were not justified, given other higher priorities. The project was reconsidered at year-end for possible inclusion in the 2023 project plan, and the determination was made that there was not enough potential value to the project to justify moving forward, so the project has been discontinued.

Department:	Power Supply Oversight
Goal Name	Public Policy Transmission for Offshore Wind on Long Island
Goal Description:	Achieve fair cost allocation and approval of appropriate projects in the NYISO Public Policy Transmission Planning process for Long Island offshore wind.
End of Year Status	Multi-Year
Tasks Completed	LIPA successfully requested a rehearing of PSC's initial cost allocation, which would have allocated costs of the 2020 LI Export PPR/PPTN 75% to congestion beneficiaries and 25% statewide. The PSC agreed that the PPTN should be allocated 100% on a statewide load ratio share.
Goal Name	Submit Cost Effective Long Island Local Transmission Projects to Advance Clean Energy Goals
Goal Description:	Develop an acceptable process for evaluating local transmission projects to support CLCPA, with the most cost-effective projects submitted for PSC approval.
End of Year Status	Multi-Year
Tasks Completed	The LIPA/PSEG Long Island team successfully worked with the TOs, NYISO, and DPS staff to develop an initial capacity expansion modeling approach to evaluate local transmission and an ongoing Coordinated Grid Planning Process (CGPP) that addresses both transmission planning and statewide project evaluation.

Department:	Senior Advisor for Oversight
Goal Name	Obtain FEMA Grant for Storm Resiliency
Goal Description:	To secure a FEMA mitigation grant of \$300+ million to storm harden the LIPA transmission and distribution system.
End of Year Status	Multi-Year
Tasks Completed	LIPA submitted two COVID 404 and two Ida 404 mitigation proposals. LIPA additionally validated a PSEG Long Island RFP for Isaias, one Ida 406, and one Isaias 406 application and verified that the contract for engineering circuits was awarded to qualified bidders. The applications totaled \$449 million.
Goal Name	Close Out Sandy FEMA Claim
Goal Description:	To complete physical construction as required under the Sandy Category F and Category B Emergency Protective Measures and provide remaining support for costs to DHSES/FEMA to enable the release of remaining funds to LIPA. Prepare documents necessary to close out the Sandy FEMA claim.
End of Year Status	Multi-Year
Tasks Completed	All physical construction was completed as required by this grant in 2022. The closeout grant process was initiated in 2022 and is expected to conclude late in 2023, which should allow LIPA to obtain the balance of the funds owed by FEMA under this grant.
Goal Name	Update LIPA's Storm Invoice Review Policy for FEMA and Non-FEMA Events and Associated PSEG Long Island Contract Administration Manual
Goal Description:	To update the LIPA Storm Invoice Review Procedures and associated PSEG Long Island Contract Administration Manual. The objective is to create a realistic timeline for FEMA and non-FEMA storm invoice preparation/submission and review and to ensure the Storm Invoice Review Procedures are appropriate and reflect best practices for both FEMA and non-FEMA events.
End of Year Status	Multi-Year
Tasks Completed	LIPA updated its Storm Invoice Review policy and created two Contract Administration Manuals to clearly distinguish procedures utilized for PSEG Long Island billing related to FEMA and non-FEMA storm events.

Department:	Senior Advisor for Oversight
Goal Name	Recover Funds from FEMA Isaias Claim
Goal Description:	Oversee PSEG Long Island's preparation of the Tropical Storm Isaias claim and receive reimbursement of a minimum of 75% of costs by September 1, 2022. Ensure that the materials are prepared and submitted in a manner that allows for an efficient review by LIPA/DHSES/FEMA and timely recovery from FEMA.
End of Year Status	Completed
Tasks Completed	LIPA collected \$276 million from FEMA related to Tropical Storm Isaias, representing the maximum allowable under this disaster declaration (90% of the \$309 million) due to the tropical storm which struck Long Island in August 2020. Including this recovery, LIPA has collected over \$1.7 billion in FEMA funding; monies used to repair and strengthen Long Island's T&D system without having to pass such costs on to our customers.
Goal Name	Update LIPA Oversight Policy and Universe
Goal Description:	Update the Oversight Policy and Oversight Universe to reflect the Second A&R OSA. Identify and reflect in the Oversight Policy changes in LIPA's role in the Second A&R OSA.
End of Year Status	Multi-Year
Tasks Completed	The Board Policy on Oversight has been reframed as Performance Management and was presented to the Trustees at the December 2022 meeting and will be adopted at the February Board meeting. In 2023 we plan to review and update the underlying concepts, including the Oversight Universe and other related activities, to align with the revised Board policy.
Goal Name	Plan LPPC Investor Conference
Goal Description:	Lead a successful September 2022 Investor Conference for the Large Public Power Council in New York City with a strong agenda and content and high investor participation.
End of Year Status	Completed
Tasks Completed	LIPA staff successfully worked with the Large Public Power Council (LPPC) and S&P Global Ratings to host an investor conference in September 2022 titled "2022 Public Power Community Conference: Navigating an Industry in Transition." The conference included a series of issue-oriented panel discussions featuring CEOs from LPPC utilities and members of the financial community who shared their perspectives on the issues, events, challenges, and opportunities facing public power. LIPA staff assisted with the conference planning, secured sponsors, designed all marketing materials and collateral, facilitated the event photography, and more.
Goal Name	Identify and Apply for Federal Grants Under the Infrastructure Investment and Jobs Act
Goal Description:	Identify and apply for Federal grants available to LIPA under the Infrastructure Investment and Jobs Act.
End of Year Status	Multi-Year
Tasks Completed	LIPA continues to monitor federal funding announcements seeking opportunities to apply for meaningful grants under the Infrastructure Jobs Act or the Inflation Reduction Act. LIPA anticipates filing applications in 2023 under the Grid Resilience and Innovation Partnership Program.

Department: T&D Oversight	
Goal Name	Complete a Climate Study to Identify the Most Significant Climate-Driven Risks to LIPA Operations
Goal Description:	<p>Create/execute a Climate Study, in line with the NYISO and NYS IOUs' studies, to identify the impacts of climate change on design, normal and extreme weather references, and corresponding impacts on transmission and distribution assets and resource needs. The study findings should evaluate the impact on:</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 accommodate climate change.
End of Year Status	Multi-Year
Tasks Completed	PSEG Long Island retained a consultant to conduct a study of climate change projections for LIPA's service territory based on CMIP5 global climate models, including heat, precipitation, flooding, sea level rise variables, and certain extreme events. Based on these projections, critical T&D assets and systems and operational and planning vulnerabilities were identified. The study proposed an updated framework for improving asset and operational resilience, incorporating proactive and reactive drivers toward maturing the organization's climate adaptation strategies. The next steps to advance the adaptation strategy were suggested, including additional technical and scientific analyses, formal governance mechanisms, and increased stakeholder engagement. In 2023, climate projections will be updated based on newly released CMIP6 climate models. A formal resilience plan will be prepared, including a cost-benefit analysis of adaptation measures.
Goal Name	IV&V of PSEG Long Island Emergency Response Plan (ERP), Business Continuity Plan (BCP), Disaster Recovery Plan (DRP), and Storm Drills
Goal Description:	Fulfill LIPA's obligations under the 2nd A&R OSA to review and approve the PSEG Long Island ERP, BCPs, DRP, storm drills, and related submissions. Establish process/schedule for yearly review and approval of submissions beginning with 2023 filing. Review and approve the 2022 ERP filed in December 2021 in conjunction with DPS. Ensure that ERP, BCPs, DRP, and Storm Drills are in-line and adequately address the needs of our customers.
End of Year Status	Multi-Year
Tasks Completed	LIPA engaged a consultant to assist in reviewing the ERP and tabletop drills. There are 26 functional exercises that are being developed under ERIP-GEN-004, the procedure for Restoration Contingency Plans for Critical System Failures. The first two of the functional exercises are slated to be conducted in January of 2023, and the remaining 24 are to be completed by the end of April 2023. LIPA is currently working with PSEG Long Island to establish a standard methodology and template for all future functional exercises.
Goal Name	IV&V of 2022 PSEG Long Island Primary and Alternate Transmission Control Center Metric
Goal Description:	<p>IV&V of 2022 PSEG Long Island Performance Metric T&D-6 for plans and funding of replacement of the Primary Transmission Control Center (PTCC) and Alternate Transmission Control Center (ATCC), including review of Strategic Considerations, Conceptual Facility Design, and the Roadmap.</p> <p>Develop 2023 PSEG Long Island PTCC and ATCC Performance Metrics.</p>
End of Year Status	Multi-Year
Tasks Completed	Phases 1 and 2 of the project development plans were completed in 2022. The completion of these plans establishes the design and layout of the new PTCC. The phase 3 plan, which is currently under development, identifies all of the technology solutions required to implement a state-of-the-art control center. This project is part 1 of a multi-year project.
Goal Name	Review PSEG Long Island Emergency Response Planning and Restoration Efforts
Goal Description:	<p>Detailed review of the planning and execution of PSEG Long Island emergency planning and response compared to the Emergency Response Plan. Assess PSEG Long Island's matrix development, governance, and execution of staffing needs for all applicable storm events and make recommendations.</p> <p>Develop 2023 PSEG Long Island Performance Metrics related to emergency response planning and response.</p>
End of Year Status	Multi-Year
Tasks Completed	There were no significant storms in 2022 that required mutual aid and non-native resources. LIPA has reviewed the emergency preparedness and planning for the nine (9) minor storms that were incurred in 2022; and has developed a draft minor storm scorecard that will be utilized to measure the effectiveness of PSEG Long Island's response planning and execution. This project will be completed in 2023 after a mutual aid storm occurs that allows LIPA to evaluate staffing from non-native resources.

Department: T&D Oversight	
Goal Name	Review and Enhance LIPA's Process for In-House Oversight of Storm Invoices
Goal Description:	To develop in-house resources capable of diligent review of PSEG Long Island incurred storm costs for FEMA and Non-FEMA storms.
End of Year Status	Multi-Year
Tasks Completed	LIPA has reviewed and overhauled the 2015 storm invoice review procedure. Additionally, LIPA has developed an internal position description and hired an employee that will transition the responsibilities and provide continued expertise in this area. LIPA will engage an independent consultant to assist with the assessments in 2023.
Goal Name	Review PSEG Long Island's Fleet Management Business Practices
Goal Description:	Initiate an independent third-party consultant to review PSEG Long Island's Fleet Management practices, including fleet size, ownership, maintenance practices, fuel usage, vehicle utilization, replacement philosophy, life cycle cost, and long-range electrification plans. The goal of the study is to identify opportunities for more efficient and effective Fleet Management practices while ensuring that the appropriate type and size of vehicle fleet are available to support PSEG Long Island operations and that the fleet is electrified over time. Recommendations for improvements will form the basis of 2023 performance metrics for PSEG Long Island.
End of Year Status	Multi-Year
Tasks Completed	LIPA completed a comprehensive fleet study with an independent consultant in 2022, and PSEG Long Island is developing a project implementation plan to address recommendations in 2023. Improvement opportunities include an electric vehicle adoption plan, fleet rightsizing, fueling process, and the outsourcing of specialized equipment.
Goal Name	Follow Up PSEG Long Island Safety Review and 2023 Metric Development
Goal Description:	Review safety and work practices of PSEG Long Island vendors and mutual aid staffing and develop implementable recommendations and associated PSEG Long Island safety metrics for 2023. IV&V the Benchmark reported by PSEG LI's for Safety Practices against the top quartile of peer utilities in measurable categories, including OSHA Recordable Incidence Rate, OSHA Days Away Rate, and Motor Vehicle Incident Rate. Utilize a Certified Safety Professional to assess the following processes: o End-to-end Safety Incident reporting o Mutual Aid Storm Contractor onboarding, effective field observation, and detailed incident investigation with corrective action. o Incidents and injuries reporting, including an employee or public injury involving LIPA assets (i.e., stray voltage, hit pole, trip, etc.) o Effectiveness of in-progress work observations o Operating error investigations, circuit trips with work permits issued, and corrective actions (HPI – Human Performance Improvement) o PSEG Long Island IMS Notification follow-up investigation closeouts and corrective actions. o Job Hazard Assessments o Service Provider Safety Portal
End of Year Status	Completed
Tasks Completed	An outside consultant was utilized to conduct the onsite portion of the safety assessment that is the final step in the 2020 Safety Assessment defined in the Board of Trustees Policy on Safety. Recommendations are being developed that cover the incident reporting process, onboarding of foreign crews, and the work observation process.
Goal Name	Review PSEG Long Island's Physical Security for Critical Infrastructure
Goal Description:	Conduct a review of existing physical security of critical infrastructure in compliance with LIPA's Board Policy. Develop implementable recommendations and 2023 PSEG Long Island Physical Security Performance Metrics.
End of Year Status	Multi-Year
Tasks Completed	In 2022, LIPA completed the Physical Security assessment using an independent consultant. The assessment report, with high-level findings and associated recommendations to improve the physical security posture, was issued. The requirement to develop the project implementation plan (PIP) to implement the recommendations has been incorporated into the 2023 PSEG Long Island Performance Metrics.



APPENDIX B: 2022 IV&V PROJECTS RELATED TO PERFORMANCE METRICS*

* Status of the IV&V Initiatives will be reported separately in the year-end metrics report

Department:	Business Performance Excellence
Title:	IV&V of 2022 PSEG Long Island ERM Report Metric
Objective:	IV&V of 2022 PSEGLI BS-1 ERM Report Metric. Develop 2023 PSEG LI ERM Performance Metrics.
Board Policy:	Enterprise Risk Management
PSEG Long Island Performance Metrics:	BS-1: ERM Report
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Jessica Dehnert
Title:	IV&V of 2022 PSEGLI ERM KRI Metric
Objective:	IV&V of 2022 PSEGLI BS-2: ERM Key Risk Indicators Metric.
Board Policy:	Enterprise Risk Management
PSEG Long Island Performance Metrics:	BS-2: ERM KRIs
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Jessica Dehnert
Title:	IV&V of PSEGLI Contract Administration Manual Metric
Objective:	Improve the Contract Administration Manual (CAM) governance, maintenance, and update processes by ensuring PSEG LI appoints a single dedicated lead responsible for all CAM matters. Ensure adherence to the stipulations of Metric BS-6 so that all open CAMs are completed in an organized and expeditious manner.
Board Policy:	Strategic Planning and Oversight
PSEG Long Island Performance Metrics:	BS-6: CAM Completion
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Michael Quinn

Department:	Customer Experience
Title:	IV&V of 2022 PSEG LI Customer Information System Modernization Metric
Objective:	IV&V of 2022 PSEG LI CIS Modernization Metric (CS-4). Complete the planning and acquisition of a modern Customer Information System (CIS) capable of effective and efficient customer transactions. Completed contract for system solution and system integrator with a detailed implementation plan. Develop 2023 PSEG CIS Modernization Metrics and 2023 budget
Board Policy:	Customer Experience
PSEG Long Island Performance Metrics:	CS-4: CIS Modernization
Executive Sponsor:	Mujib Lodhi
Project Manager:	Carolyn MacKool

Department:	Customer Experience
Title:	IV&V of 2022 PSEG LI Advanced Consumption Metric
Objective:	IV&V of 2022 PSEG LI Advanced Consumption Metric CS-8, including validate that advance consumption cases are being closed correctly and in a timely fashion and that improved performance will be sustained. Determine the appropriate staffing level to sustain timely closing of advanced consumption cases. Determine 2023 PSEG LI Advanced Consumption Metrics, if appropriate.
PSEG Long Island Performance Metrics:	CS-8: Unauthorized Use / Adv. Consumption
Executive Sponsor:	Mujib Lodhi
Project Manager:	Carolyn MacKool
Title:	IV&V of 2022 PSEG LI Collections Metrics
Objective:	IV&V of metric scorecard data accuracy for the following quantitative metrics in Collections: CS-14 net write-offs, CS-15 Accounts receivable aging > 90 days past due, and CS-16 days Sales Outstanding. Develop 2023 PSEG LI Performance Metrics related to collections.
PSEG Long Island Performance Metrics:	CS-14: Net Write-Offs CS-15: Accounts Receivable Aging > 90 Days CS-16: Days Sales Outstanding
Executive Sponsor:	Mujib Lodhi
Project Manager:	Carolyn MacKool
Title:	IV&V of 2022 PSEG LI Quantitative Call Center & Billing Metrics
Objective:	IV&V metric scorecard data accuracy to the source data for the following quantitative metrics in the Call Center & Customer Billing: CS-6 Billing - Inactive Accounts Long term Estimates, CS-7 Billing Active Accounts Long Term Estimates, CS-9 Billing Exception Cycle Time, CS-10 Billing Cancel Rebill, CS-11 Contact Center Service Level with Live Agent Calls, CS-12 Customer Email Closure Rate, CS- 13 First Call Resolution, and CS-19 DPS Customer Complaint Rate. Develop 2023 PSEG LI Performance Metrics related to the call center and billing.
Board Policy:	Customer Experience
PSEG Long Island Performance Metrics:	CS-6: Billing - Inactive Accounts LTes CS-7: Billing - Active Accounts LTes CS-9: Billing Exception Cycle Time CS-10: Billing - Cancelled Rebill CS-11: Contact Center SLA w/ Live Agent CS-12: Customer E-mail Closure Rate CS-13: First Call Resolution CS-19 DPS Customer Complaint Rate
Executive Sponsor:	Mujib Lodhi
Project Manager:	Carolyn MacKool
Title:	IV&V of 2022 PSEG LI Customer Transactional Performance Metric
Objective:	IV&V of 2022 PSEG LI Customer Transactional Performance Metric (CS-5). Evaluate PSEG Long Island analysis, proposed channel and process changes, and technology solution recommendation for five (5) transactions (Payment, Billing, Outage, move-in/move-out, and deferred payment agreements) to confirm gaps are documented, understood, and the 5-year roadmap efforts and budget are aligned to guide customers to low-cost, high first call resolution self-service channels and only selectively offer assisted channels. Close-out the customer office long-term plan. Understand how low-income and disadvantaged communities' results differ from the broader residential population. Develop 2023 PSEG LI Customer Transactional Performance Metrics.
Board Policy:	Customer Experience
PSEG Long Island Performance Metrics:	CS-5: Customer Transactional Performance
Executive Sponsor:	Mujib Lodhi
Project Manager:	Sarah Mandli

Department:	Customer Experience
Title:	IV&V of 2022 PSEG LI Government and Legislative Affairs and Project Outreach Metrics
Objective:	IV&V of 2022 PSEG LI External Affairs Metrics for Government and Legislative Affairs (BS-16) and Project Outreach (BS-17).
Board Policy:	Strategic Planning and Oversight
PSEG Long Island Performance Metrics:	BS-16: Gov't and Legislative Affairs BS-17: Project Outreach
Executive Sponsor:	Thomas Falcone
Project Manager:	Thomas Locascio
Title:	IV&V of 2022 PSEG LI Customer Segmentation and Media Metrics
Objective:	IV&V of 2022 PSEG LI Performance Metrics BS-18: Customer Segmentation; BS-19: Reputation Management - Positive Media Sentiment; and BS-20: Reputation Management - Share of Voice.
Board Policy:	Strategic Planning and Oversight
PSEG Long Island Performance Metrics:	BS-18: Customer Segmentation BS-19: Positive Media Sentiment BS-20: Media Share of Voice
Executive Sponsor:	Thomas Falcone
Project Manager:	Jennifer Hayen
Department:	Finance
Title:	IV&V of 2022 PSEG LI Employee Overtime
Objective:	IV&V 2022 PSEG LI Employee Overtime Metric T&D-23, including understanding underlying data and PSEG LI's actions to meet the metric and manage overtime. Develop 2023 PSEG LI Overtime Metrics based on insights from 2022.
Board Policy:	Customer Value & Affordability
PSEG Long Island Performance Metrics:	T&D-23: Employee Overtime
Executive Sponsor:	Thomas Falcone
Project Manager:	Gerry Ring
Title:	IV&V of 2022 PSEG LI Affiliate Cost Benefit Justification Metric
Objective:	In accordance with approved Project Implementation Plan (PIP) PSEG LI will submit to LIPA for review and approval a benefit-cost analysis (BCA) for Human Resources (HR) and Information Technology (IT) affiliate services. Further, if justified by the BCA, PSEG LI shall develop alternative sourcing plans for securing the services. This project will entail monitoring and reviewing the PSEG LI analysis and making recommendation, if deemed necessary. This project will ensure the appropriate and efficient use of Affiliate Services to supplement or substitute for in-house or third party Long Island-based services.
Board Policy:	Customer Value & Affordability
PSEG Long Island Performance Metrics:	BS-7: Affiliate Cost Benefit Justification
Executive Sponsor:	Thomas Falcone
Project Manager:	Gerry Ring
Title:	IV&V of 2022 PSEG LI Substation Property Tax Metrics
Objective:	IV&V of 2022 PSEG LI BS-9: Substation Property Tax Report and BS- 10: Substation Property Tax Module Metrics. Develop 2023 PSEG LI Performance Metrics related to substation taxes, as necessary
Board Policy:	Taxes and PILOTs
PSEG Long Island Performance Metrics:	BS-9: Substation Property Tax Report BS-10: Substation Property Tax Module Plan
Executive Sponsor:	Thomas Falcone
Project Manager:	Donna Mongiardo

Title:	IV&V of 2022 PSEG LI Low-to-Moderate Income Metrics
Objective:	IV&V of 2022 PSEG LI Low-to-Moderate Income Metrics CS-17 (Program Participation) and CS-18 (Program Automation). Review the methods by which PSEG LI expands the LMI participation rate in 2022. Automate the process by which PSEG LI identifies and enrolls eligible customers in LMI discounts for at least one county, as required by Metric CS-18. Develop LMI Performance Metrics for 2023.
Board Policy:	Customer Value & Affordability
PSEG Long Island Performance Metrics:	CS-17: LMI Program Participation CS-18: LMI Program Automation
Executive Sponsor:	Thomas Falcone
Project Manager:	Mark Smith
Title:	IV&V of 2022 PSEG LI Energy Efficiency Metric
Objective:	IV&V of 2022 PSEG LI PS&CE-3: Energy Efficiency Metric, including insights into methods used to meet the target for 2022. Independent review of Energy Efficiency Programs and achievable potential to establish proposed 2023 Energy Efficiency Plan Metrics and Integrated Resource Plan assumptions that (1) reflect LIPA's strategic priorities; and (2) are sufficiently aggressive to incentivize above-average performance within budgets.
Board Policy:	Resource Planning and Clean Energy
PSEG Long Island Performance Metrics:	PS&CE-3: Energy Efficiency Plan Savings
Executive Sponsor:	Thomas Falcone
Project Manager:	Justin Bell
Title:	IV&V of 2022 PSEG LI Capital Project Impact Analysis Metric
Objective:	IV&V of 2022 PSEG LI Capital Project Impact Analysis Metric. Oversee PSEG LI development of Capital Project Impact Analysis, including an assessment of discernable O&M impacts and qualitative impacts, such as customer benefits and enhanced system reliability for applicable capital projects. The analysis should include a framework for conducting a quantitative analysis and documenting qualitative benefits.
Board Policy:	Customer Value & Affordability
PSEG Long Island Performance Metrics:	BS-8: Capital Project Impact Analysis
Executive Sponsor:	Donna Mongiardo
Project Manager:	Gerry Ring
Title:	IV&V of 2022 PSEG LI Tariff Metrics
Objective:	IV&V of 2022 PSEG LI BS-11: Long Island Choice, PS&CE-8: TOU - Space Heating and Large Commercial, and PS&CE-9 TOU - 1-Year Marketing Metrics. Develop 2023 PSEG LI Tariff Performance Metrics.
Board Policy:	Resource Planning and Clean Energy
PSEG Long Island Performance Metrics:	BS-11: Long Island Choice Reform BS-12: AMI Opt-Out Fees PS&CE-8: TOU - Space Heating / Large Com. PS&CE-9: TOU - Year 1 Marketing
Executive Sponsor:	Thomas Falcone
Project Manager:	Justin Bell
Title:	IV&V of 2022 PSEGLI Beneficial Electrification Metrics
Objective:	IV&V of 2022 PSEGLI PS&CE-5: Building Electrification and PS&CE-6 EV Make-Ready Metrics, including insight on the methods PSEGLI used to meet the metrics in 2022. Create a roadmap to meet or exceed state goals for air-source heat pump deployment (as outlined in the Climate Action Council Integration Analysis) through 2030, with specific recommendations based on industry best practices and proposed PSEGLI Performance Metrics for 2023 and 2024; improved screening and training of PSEG LI's preferred contractors. Develop proposed PSEGLI EV Performance Metrics for 2023.
Board Policy:	Resource Planning and Clean Energy
PSEG Long Island Performance Metrics:	PS&CE-5: Building Electrification PS&CE-6: EV Make Ready
Executive Sponsor:	Thomas Falcone
Project Manager:	Justin Bell

Department:	Innovation and Information Technology
Title:	IV&V of 2022 PSEG LI Data Access & Analytics Metric
Objective:	IV&V of 2022 PSEG LI IT-6: System Implementation - PIP Metric related to development of a Standardized Data Access and Analytics Platform to provide effective centralized access to organization-wide data to facilitate PSEG LI's decision-making as well as LIPA and DPS' oversight. The Standardized Platform will provide PSEG LI management, LIPA, and DPS effective access to PSEG LI financial, operational, and performance data. PSEG LI will develop a Standardized Data Access Platform consisting of an enterprise-wide data warehouse, a broader data lake, and provisioning and development of tools to support reporting and analytics. Develop 2023 PSEG LI Metrics related to data access and analytics.
Board Policy:	Information Technology and Cyber Security
PSEG Long Island Performance Metrics:	IT-6: System Implementation - PIPs
Executive Sponsor:	Mujib Lodhi
Project Manager:	Shonali Wadhwani
Title:	IV&V of Isaias Task Force Recommendations
Objective:	Oversee PSEG LI implementation of corrective actions and independently verify and validate (IV&V) the work product and the effectiveness of the remediations and report to the Board quarterly on the status of each of the Isaias Task Force Project Implementation Plans (PIPs) as well as the status of the PSEG LI communications and Outage Management System (OMS) recommendations.
PSEG Long Island Performance Metrics:	IT-6: System Implementation. - PIPs
Executive Sponsor:	Mujib Lodhi
Project Manager:	Osman Ahmad
Title:	IV&V of PSEG LI Cyber Security Default Metric
Objective:	IV&V of PSEG LI Cybersecurity maturity based on NIST-CSF Framework and develop requirements for Second A&R OSA Cyber Default Metrics of Tier 3 by June 2023. Develop 2023 PSEG LI Cybersecurity Performance Metrics.
Board Policy:	Information Technology and Cyber Security
PSEG Long Island Performance Metrics:	IT-Default: Cyber Security Default Metric
Executive Sponsor:	Mujib Lodhi
Project Manager:	Omar Shareef
Title:	IV&V of 2022 PSEG LI Enterprise Asset Management System Metric
Objective:	IV&V of 2022 PSEG LI T&D-3: EAMS Implementation Metric by completing the planning and acquisition and Phased implementation of a full-fledged Enterprise Asset Management System (EAMS) that can plan, schedule, and track all asset, work, maintenance (PM, PdM, CM) and inventory activities, including work order originator, specific assets, failure, cause, parts, materials, supplies, crew time, fleet and equipment used, and contractor and other costs on all LIPA assets (Inside Plant and Outside Plant).
Board Policy:	Asset Management
PSEG Long Island Performance Metrics:	T&D-3: AM - EAMS Implementation Plan-Implementation
Executive Sponsor:	Mujib Lodhi
Project Manager:	Osman Ahmad
Title:	IV&V of 2022 PSEG LI IT Organizational Maturity Metrics
Objective:	IV&V of 2022 PSEG LI IT Organizational Maturity Level Metrics IT-1: Doing and IT-2 Managing, including Product Integration, Technical Solution, 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.
Board Policy:	Information Technology and Cyber Security
PSEG Long Island Performance Metrics:	IT-1: Org. Maturity - Doing IT-2: Org. Maturity - Managing

Executive Sponsor:	Mujib Lodhi
Project Manager:	Shonali Wadhwani
Title:	IV&V of 2022 PSEG LI IT System Resiliency Metric
Objective:	IV&V of PSEG LI 2022 IT System Resiliency Metric IT-3, including critical systems (Wave 1, 2, and 3), have updated and LIPA-approved Disaster Recovery and Business Continuity Plans and are successfully exercised and verified by LIPA SMEs.
Board Policy:	Information Technology and Cyber Security
PSEG Long Island Performance Metrics:	IT-3: IT System Resiliency
Executive Sponsor:	Mujib Lodhi
Project Manager:	Omar Shareef
Title:	IV&V of 2022 PSEG LI System Software Lifecycle Management Metric
Objective:	IV&V of 2022 PSEG LI IT-4: System and Software Lifecycle Management Metric, upgrading Tier 1 and Tier 2 systems identified in the metric and developing a 2-year refresh to ensure that all IT and OT assets managed by PSEG LI on behalf of LIPA, including but not limited to computers, communications equipment, networking equipment, hardware, software, and storage systems, are within their active service life and under general support from the product vendor.
Board Policy:	Information Technology and Cyber Security
PSEG Long Island Performance Metrics:	IT-4: System and Software Lifecycle Management
Executive Sponsor:	Mujib Lodhi
Project Manager:	Omar Shareef
Title:	IV&V of 2022 PSEG LI System Implementation Metric - 2022 Budget Projects
Objective:	IV&V of 2022 PSEG LI IT-5: System Implementation - 2022 Budget Projects Metric. PSEG LI to improve System Implementation Performance and complete Tier 1 and Tier 2 work plan identified in PSEG LI 2022 Metric on time and budget per LIPA approved Project Implementation Plans. Develop 2023 PSEG LI IT System Implementation Metrics
Board Policy:	Information Technology and Cyber Security
PSEG Long Island Performance Metrics:	IT-5: System Impl. - 2022 Budget Projects
Executive Sponsor:	Mujib Lodhi
Project Manager:	Mujib Lodhi
Title:	IV&V of 2022 PSEG LI System Implementation Metric - Project Implementation Plans
Objective:	IV&V of 2022 PSEG LI IT-6: System Implementation - PIPs Metric. PSEG LI to improve System Implementation Performance and complete implementation of the Board Project Implementation Plans to satisfy Board-adopted recommendations.
Board Policy:	Information Technology and Cyber Security
PSEG Long Island Performance Metrics:	IT-6: System Impl. - PIPs
Executive Sponsor:	Mujib Lodhi
Project Manager:	Mujib Lodhi
Title:	IV&V of 2022 PSEG LI Information Technology System Segregation Plan Metric
Objective:	IV&V of 2022 PSEG LI IT-7: IT System Segregation Plan Metric, including compliance with the requirements of the Second A&R OSA Section 4.2(A)(1)(q) for separation of all Long Island systems with the objective of segregating all Long Island systems by the end of 2023. Development of 2023 PSEG LI IT System Segregation Metrics.
Board Policy:	Information Technology and Cyber Security
PSEG Long Island Performance Metrics:	IT-7: IT System Segregation
Executive Sponsor:	Mujib Lodhi
Project Manager:	Omar Shareef

Department:	Legal
Title:	IV&V of 2022 PSEG LI Contractor Performance Evaluation System Metric
Objective:	Enhance LIPA's procurement processes and procedures to ensure that staff successfully identifies qualified firms for the services sought, and effectively markets to those firms so they respond to LIPA RFPs.
Board Policy:	Customer Value & Affordability
PSEG Long Island Performance Metrics:	BS-15: Contractor Performance Evaluation System
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Maria Gomes
Title:	IV&V of 2022 PSEG LI Human Resources Metrics
Objective:	Achieve insight into the processes and calculations that relate to the 2022 PSEG LI Human Resource Metrics (BS-3: Employee Engagement - Participation Rate, BS-4: Employee Engagement - Score, and BS-5: Full Time Vacancy Rate) to confirm measurements and management actions taken to achieve or improve results. Develop 2023 PSEG LI Human Resources Metrics.
Board Policy:	Strategic Planning and Oversight
PSEG Long Island Performance Metrics:	BS-3: Employee Engagement - Participation Rate BS-4: Employee Engagement - Score BS-5: Full Time Vacancy Rate
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Barbara Ann Dillon
Title:	IV&V of 2022 PSEG LI Information Requests and Legal Staffing Metrics
Objective:	IV&V of 2022 PSEG LI Performance Metric BS-13: Information Request Responses by developing process for monitoring whether PSEG LI substantively responds to 90% of LIPA's information requests within 10 days. IV&V of 2022 PSEG LI Performance Metric BS-14: Legal Staffing by reviewing staffing the legal department. Develop 2023 PSEG LI Performance Metrics related to Information Request and Legal staffing and operations.
Board Policy:	N/A
PSEG Long Island Performance Metrics:	BS-13: Information Request Responses BS-14: Legal Staffing
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Lisa Zafonte

Department:	Power Supply Oversight
Title:	IV&V of 2022 PSEG LI IRP Metric
Objective:	Verify satisfactory completion of the 2022 Integrated Resource Plan (per 2022 metric PS-1) and obtain approval of the IRP by the Board of Trustees. Develop 2023 PSEG LI Performance Metrics related to IRP implementation.
Board Policy:	Resource Planning and Clean Energy
PSEG Long Island Performance Metrics:	PS&CE-1: IRP
Executive Sponsor:	Rick Shansky
Project Manager:	Tom Simpson
Title:	IV&V of 2022 PSEG LI Battery Storage Metric
Objective:	Verify satisfactory completion of the Bulk Energy Storage RFP (per 2022 metric PS-2) and obtain approval of storage contracts.
Board Policy:	Resource Planning and Clean Energy
PSEG Long Island Performance Metrics:	PS&CE-2: Energy Storage RFP
Executive Sponsor:	Rick Shansky
Project Manager:	Tom Simpson
Title:	IV&V of 2022 PSEG LI Storm Hardening Metrics
Objective:	IV&V of Storm Hardening PIP Implementation and PSEG LI Storm Hardening Metrics T&D-27, 28, 29, 30, and 31, including: 1) Engineering and constructing of undergrounding of selected rear yard distribution lines 2) Development and reporting on a plan for the implementation of fault interrupting on previously installed ASUV 3) Development of 2023 storm hardening budgets/plans, programs, and performance metrics
Board Policy:	Transmission & Distribution Operations
PSEG Long Island Performance Metrics:	T&D-27: Storm Hard. - Overhead T&D-28: Storm Hard. - Underground T&D-29: Storm Hard. - Trans. Load Pockets T&D-30: Storm Hard. - ACRV Commissioning T&D-31: Storm Hard. - LT5H ASUV Program
Executive Sponsor:	Billy Raley
Project Manager:	Robert Kearns
Title:	IV&V of PSEG LI Emergency Response Plan, Business Continuity Plan, Disaster Recovery Plan, and Storm Drills
Objective:	Fulfill LIPA's obligations under the 2nd A&R OSA to review and approve the PSEG LI ERP, BCPs, DRP, storm drills, and related submissions. Establish process/ schedule for yearly review and approval of submissions beginning with 2023 filing. Review and approve 2022 ERP filed in December 2021 in conjunction with DPS. Ensure that ERP, BCPs, DRP, and Storm Drills are in-line and adequately address the needs of our customers
Board Policy:	Transmission & Distribution Operations
Executive Sponsor:	Billy Raley
Project Manager:	Donald Schaaf

Department: T&D Oversight	
Title:	IV&V of 2022 PSEG LI Asset Management Program and Framework Metrics
Objective:	IV&V of PSEG LI 2022 Performance Metrics T&D-1: Asset Inventory and T&D-2: Asset Management Governance, including for T&D-1 a review of the Data Governance Plan, an audit of outside plant and wood transmission data inventory; for T&D-2 approval of the Asset Management Framework, Strategic Asset Management Plan, 10 Overhead Asset Management Plans, and review of the Annual Reliability Assessment of Asset Performance. Develop 2023 PSEG LI Asset Management Performance Metrics.
Board Policy:	Customer Value & Affordability
PSEG Long Island Performance Metrics:	T&D-1: AM - Asset Inventory T&D-2: AM - AM Governance
Executive Sponsor:	Billy Raley
Project Manager:	Robert Kearns
Title:	IV&V of 2022 PSEG LI Primary and Alternate Transmission Control Center Metric
Objective:	IV&V of 2022 PSEG LI Performance Metric T&D-6 for plans and funding of replacement of the Primary Transmission Control Center and Alternate Transmission Control Center, including review of Strategic Considerations, Conceptual Facility Design, and the Roadmap. Develop 2023 PSEG LI PTCC and ATCC Performance Metrics.
Board Policy:	Transmission & Distribution Operations
PSEG Long Island Performance Metrics:	T&D-6: PTCC/ATCC Replacement
Executive Sponsor:	Billy Raley
Project Manager:	Donald Schaaf
Title:	IV&V of 2022 PSEG LI Real Estate Management Metric
Objective:	IV&V of 2022 PSEG LI T&D-33: Real Estate Strategy, including reviewing and approving PSEGL's proposed Project Implementation Plan to consolidate and reconfigure office space and optimization of operations centers, in accordance with Board Recommendations RE-01: Long Term Real Estate Strategy and RE-03: Strategy to Separate Operating Centers. Develop 2023 PSEG LI Real Estate Management Metrics.
PSEG Long Island Performance Metrics:	T&D-33: Real Estate Strategy
Executive Sponsor:	Billy Raley
Project Manager:	Jason Horowitz

Department:	T&D Oversight
Title:	IV&V of 2022 PSEG LI Quantitative Reliability Metrics
Objective:	IV&V of PSEG LI Performance Metrics T&D 7, 8, 9, 10, 11, and 12; review that PSEG LI reliability performance trends towards and ultimately meets LIPA Board Policy objective of top decile; including improved performance for customers with historically worst reliability experience, especially with multiple outages. Develop proposed 2023 metrics based on insights from 2022.
Board Policy:	Transmission & Distribution Operations
PSEG Long Island Performance Metrics:	T&D-7: SAIDI Reliability T&D-8: SAIFI Reliability T&D-9: MAIFI Reliability T&D-10: Reduce S-MCOs T&D-11: Reduce Repeat S-MCOs T&D-12: Reduce M-MCOs
Executive Sponsor:	Billy Raley
Project Manager:	Michael Quinn
Title:	IV&V of 2022 PSEG LI Quantitative Safety Metrics
Objective:	IV&V of PSEG LI Performance Metrics T&D 13, 14, 15 and 16; review that PSEG LI safety performance trends towards and ultimately meeting LIPA Board Policy objectives. Develop proposed 2023 metrics based on insights from 2022.
Board Policy:	Safety
PSEG Long Island Performance Metrics:	T&D-13: Safety - Serious Injury Rate T&D-14: Safety - OSHA Recordable Incident Rate T&D-15: Safety - OSHA Days Away Rate T&D-16: Safety - Motor Vehicle Accident Rate
Executive Sponsor:	Billy Raley
Project Manager:	Michael Quinn
Title:	IV&V of 2022 PSEG LI T&D Quantitative Relay Operations Metrics
Objective:	IV&V of PSEG LI Performance Metrics T&D 4 and 5; review that PSEG LI is following established operating best practices and procedures, as evidenced by a reduction in the number of relay mis-operations on the T&D System, including those attributable to operating errors. Develop proposed 2023 metrics based on insights from 2022.
Board Policy:	Transmission & Distribution Operations
PSEG Long Island Performance Metrics:	T&D-4: T&D System Relay Mis-Operations T&D-5: T&D Inadvertent Operation Events
Executive Sponsor:	Billy Raley
Project Manager:	Robert Kearns

Department:	T&D Oversight
Title:	IV&V of 2022 PSEG LI Estimated Time of Restoration (ETR) Metric
Objective:	IV&V of 2022 PSEG LI ETR Metric T&D-32, including underlying PSEG LI's actions to meet the metric and improve ETR performance. Develop 2023 PSEG LI ETR Metrics based on insights from 2022.
Board Policy:	Transmission & Distribution Operations
PSEG Long Island Performance Metrics:	T&D-32: ETRs
Executive Sponsor:	Billy Raley
Project Manager:	Michael Quinn
Title:	IV&V of 2022 PSEG LI Quantitative Project Construction Metrics
Objective:	IV&V of PSEG LI Performance Metrics T&D-36, 37, 38, and 39 related to: 1) Projects Milestone Achieved; 2) Cost Estimating Accuracy for 2022 Budget PJDs; 3) Completion of Program Planned Units; 4) Program Unit Cost Variance; and 5) Project Completion Consistent with Project Design. Develop 2023 PSEG LI Project Construction Metrics.
Board Policy:	Construction of Transmission and Distribution Projects
PSEG Long Island Performance Metrics:	T&D-36: Construction - Cost Estimating Accuracy T&D-37: Completion of Planned Work Units T&D-38: Program Unit Cost Variance T&D-39: Project Completion Consistent w/ Design
Executive Sponsor:	Billy Raley
Project Manager:	Robert Kearns
Title:	IV&V of 2022 PSEG LI Qualitative Project Construction Metrics
Objective:	IV&V of PSEG LI Performance Metric T&D-34 related to submittal of PJDs for the 2023 Budget; and T&D-35 related to Project Milestones Achieved, including the initial schedules of Specific Capital Project key milestones submitted by PSEG LI to LIPA in January 2022 and subsequent changes to the initial schedules made throughout the course of the year. Develop 2023 PSEG LI Project Construction Metrics.
Board Policy:	Construction of Transmission and Distribution Projects
PSEG Long Island Performance Metrics:	T&D-34: Construction - PJDs T&D-35: Construction - Project Milestones
Executive Sponsor:	Billy Raley
Project Manager:	Robert Kearns

Department:	T&D Oversight
Title:	IV&V of 2022 PSEG LI Vegetation Management Metrics
Objective:	IV&V of PSEG LI Vegetation Management Performance Metrics T&D-24, 25, and 26; review improved system performance due to enhanced Vegetation Management. IV&V of the development of the Vegetation Management work plan/ budget for 2022 and 2023. IV&V of the execution Vegetation Management work plans, including Hazard Tree Removal, to limit vegetation caused outages using vegetation intelligence. Develop 2023 PSEG LI Vegetation Management Performance Metrics.
Board Policy:	Transmission & Distribution Operations
PSEG Long Island Performance Metrics:	T&D-24: Veg. Mgmt - Cycle Trim w/ Intelligence T&D-25: Veg. Mgmt - Trim to Sky Circuits T&D-26: Veg. Mgmt - Hazard Tree Removal
Executive Sponsor:	Billy Raley
Project Manager:	Donald Schaaf
Title:	IV&V of 2022 PSEG LI Work Management Metrics
Objective:	IV&V for 2022 PSEG LI Work Management Metrics (T&D-17, 18, 19, 20, 21 and 22) that optimize staffing levels, productivity, and overtime in support of the scheduled T&D work. Develop 2023 PSEG LI Work Management Performance Metrics.
Board Policy:	Customer Value & Affordability
PSEG Long Island Performance Metrics:	T&D-17: WM - Short-Term Scheduling T&D-18: WM - Workforce Management Plans T&D-19: WM - Planning and Tracking Work T&D-20: WM - CUEs T&D-21: WM - KPIs and Dashboards T&D-22: WM - Rationalize WM Roles
Executive Sponsor:	Billy Raley
Project Manager:	Peter Mladinich
Title:	IV&V of 2022 PSEG LI DER Hosting and Interconnection Process Metrics
Objective:	IV&V of 2022 PSEG LI PS&CE-4: DER Hosting and PS&CE-7: DER Interconnection Process Metrics. Improve the relationships with our clients and customers who are involved in our DER process. Research best practices around the country for DER interconnection process. Provide transparency of the steps in the SGIP process for oversight and stakeholder. Establish an escalation process that is transparent for stakeholders as well as PSEG LI, DPS and LIPA. Establish a procedure for measuring customer/contractor satisfaction for this process. Align with the CLCPA by facilitating DER readiness as a leader in interconnection processing and policy. Develop 2023 PSEG LI DER and Interconnection Process Metrics.
Board Policy:	Resource Planning and Clean Energy
PSEG Long Island Performance Metrics:	PS&CE-4: Utility 2.0 - DER Hosting PS&CE-7: DER Interconnection Process
Executive Sponsor:	Billy Raley
Project Manager:	Peter Mladinich

APPENDIX C: 2023 WORK PLAN PROJECTS

Department:	CEO
Title:	Intro to LIPA Curriculum for Elected Officials
Objective:	Develop a standard curriculum for elected officials to ensure awareness of LIPA and the energy environment on Long Island and the Rockaways.
Board Policy:	Economic Development & Community Engagement
Executive Sponsor:	Thomas Falcone
Project Manager:	Gaspare Tumminello
Title:	Create the History of LIPA
Objective:	Develop a narrative of LIPA's history to be used on the website, in communications, and at the Jones Beach Energy and Nature Center. The narrative will promote our brand, educate customers and stakeholders, and create a sense of pride and enthusiasm among employees.
Board Policy:	LIPA's Purpose and Vision, Economic Development & Community Engagement
Executive Sponsor:	Thomas Falcone
Project Manager:	Andrew Berger
Title:	PSEG Long Island External Affairs Capital Project Outreach Review
Objective:	The project will culminate in a report that will address: <ol style="list-style-type: none"> 1. The awareness of key stakeholders of capital projects in a timely manner 2. A review of outreach practices in the industry at utilities and developers as compared to the PSEG Long Island External Affairs Handbook 3. Recommendations for improvement, including revisions to the PSEG Long Island External Affairs Handbook
Board Policy:	Transmission and Distribution Operations
Executive Sponsor:	Thomas Falcone
Project Manager:	Gaspare Tumminello
Title:	Create LIPA's Brand Strategy
Objective:	Develop a well-defined, research-based, long-term brand strategy to enhance LIPA's reputation and give clarity to LIPA's role on Long Island and the Rockaways and strategically continue to improve LIPA's reputation.
Board Policy:	LIPA's Purpose and Vision, Economic Development & Community Engagement
Executive Sponsor:	Thomas Falcone
Project Manager:	Jennifer Hayen
Title:	Redesign LIPA Website
Objective:	Create a new, modern, and easy-to-use website that reinforces LIPA's brand strategy and drives engaging and informative content to customers and stakeholders.
Board Policy:	LIPA's Purpose and Vision, Economic Development & Community Engagement
Executive Sponsor:	Thomas Falcone
Project Manager:	Bill Robins

Department:	CEO
Title:	Community College Partnerships for Workforce Development
Objective:	Establish college degree and/or certificate program(s) to develop utility knowledge to support LIPA's efforts to expand workforce opportunities and attract and retain quality, diverse talent.
Board Policy:	Social and Environmental Justice
Executive Sponsor:	Thomas Falcone
Project Manager:	Michael Deering
Title:	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) reinforce LIPA's Brand Strategy as the local, not-for-profit owner/custodian of Long Island's electric utility and provide greater appreciation of LIPA's value-add in the T&D business (e.g. oversight, protector of Long Island customer's long term interest, cost control, etc.); ii) educate about electricity basics; iii) inform on hot topics and LIPA's activities in each area (e.g. clean energy transition, EVs, heat pumps); and iv) provide actionable opportunities for customers to engage with LIPA energy efficiency and beneficial electrification programs. Develop KPIs to measure and monitor project success.
Board Policy:	Economic Development and Community Engagement
Executive Sponsor:	Thomas Falcone
Project Manager:	Gaspere Tumminello
Department:	Customer Experience
Title:	Meter Inventory Management Redesign
Objective:	1. Determine the feasibility of selling excess meters back to L&G based on optimal inventory levels and financially prudent decisions. 2. Validate the methodology and inputs used for determining reorder points and 18 month scheduled need. 3. Confirm capital labor and meter purchase plan and inventory reorder points are based on revised AMI workload.
Board Policy:	Customer Value, Affordability, & Rate Design
Executive Sponsor:	Mujib Lodhi
Project Manager:	Carolyn MacKool
Title:	Implement Heat Pump Deployment Roadmap
Objective:	Delivery and execution of PIPs to implement heat pump roadmap recommendations to remove barriers to next-level deployment
Board Policy:	Clean Energy and Power Supply
Executive Sponsor:	Mujib Lodhi
Project Manager:	Carolyn MacKool
Title:	EV Make-Ready and Energy Efficiency Program Review
Objective:	Review program effectiveness and reasonableness of budgets and targets for EV and make-ready program. Prepare a multi-year plan to meet NENY targets, including budgets and performance metrics by year. IV&V PSEG Long Island's 2022 EE report.
Board Policy:	Clean Energy and Power Supply
Executive Sponsor:	Mujib Lodhi
Project Manager:	Carolyn MacKool

Department:	Customer Experience
Title:	Call Center Improvement Plan
Objective:	<ol style="list-style-type: none"> 1. Validate effectiveness of PSEG Long Island proposed Call Center Get Well Plan 2. Validate appropriateness of the incremental budget ask 3. Establish enhanced reporting and monitoring on Call Center performance through 2023 performance year based on Get Well Plan 4. Evaluate effectiveness of PSEG Long Island recommendations around the following items: average handling time, CR productivity monitoring, shrinkage, staffing model and levels (FTE versus OT), call volume forecasting, and future self-service expansion approach
Board Policy:	Customer Experience
Executive Sponsor:	Mujib Lodhi
Project Manager:	Sarah Mandli
Title:	Customer Operations - Structure, Staffing and Capabilities Study
Objective:	<ol style="list-style-type: none"> 1. Consultant-led staffing study to be performed to determine any PSEG Long Island gaps in organization alignment, headcount, optimal reporting, and support ratios for a fully functional Customer Operations department to determine: <ol style="list-style-type: none"> a. Workload in Customer Offices, Meter Services, and Billing department by task/transaction with the associated volume and time. Workload in Customer Contact by channel with the associated volume and handling time. b. Current staffing required to complete the work, including documentation of the number of productive hours performing core business and hours spent performing tasks for other business units (e.g. Billing representatives taking Call Center calls). c. PSEG Long Island future state staffing role, skill, and volume need, given changes from technology projects, full deployment of AML, and the associated operational improvements, as well as, the changes in channel offerings and implementation of the future Customer Information System. d. When differing organization alignment options exist for sub functions, determine the appropriate alignment given the environment (e.g. Marketing and Advertising in Customer Operations versus Communications). e. Any other gaps in staffing and expertise for an electric utility's Customer Operations needs. 2. Finalize Customer office/outreach roadmap 3. Partner with PSEG Long Island to build and submit to LIPA the 2024 budget and implementation plan based on the proposed organizational changes and clearly spell out the proposed adjustments
Board Policy:	Customer Experience, Customer Value, Affordability, & Rate Design
Executive Sponsor:	Mujib Lodhi
Project Manager:	Carolyn MacKool
Title:	PSEG Long Island Advance Metering Infrastructure
Objective:	Review of PSEG Long Island Advance Metering Infrastructure Implementation and Develop 2024 Metrics
Board Policy:	Customer Experience, Customer Value & Affordability
Executive Sponsor:	Mujib Lodhi
Project Manager:	Robert King
Title:	Long Island Clean Energy Hub
Objective:	Determine LIPA's vision and objectives for the LI Clean Energy Hub and coordinate with NYSEDA to ensure implementation consistent with LIPA's objectives
Board Policy:	Economic Development & Community Engagement
Executive Sponsor:	Mujib Lodhi
Project Manager:	Michael Deering

Department:	Finance
Title:	Storm Cost Management and Billing Process Review
Objective:	The project is an end-to-end review of business processes at LIPA and PSEG Long Island related storm event cost management, review, and billing leading to actionable recommendations to be incorporated into a 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: 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 roadmap; 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.
Board Policy:	Customer Value, Affordability, & Rate Design, Fiscal Sustainability
Executive Sponsor:	Thomas Falcone
Project Manager:	Kenneth Kane
Title:	Identify and Apply for Federal Grants Under the Infrastructure Investment and Jobs Act
Objective:	Obtain grants under IIJA and IRA to enhance LIPA transmission and distribution system and a reduced cost to customers.
Board Policy:	Fiscal Sustainability
Executive Sponsor:	Thomas Falcone
Project Manager:	Kenneth Kane
Title:	Substation Property Book Value Reporting
Objective:	To ensure accurate property records are maintained to foster appropriate values in the substation tax reporting
Board Policy:	Customer Value, Affordability, & Rate Design
Executive Sponsor:	Thomas Falcone
Project Manager:	Donna Mongiardo
Title:	Deploy a New Standard Time-of-Day Rate to Residential Customers
Objective:	Oversee successful completion of Time-of-Day (TOD) implementation including all metric deliverables
Board Policy:	Clean Energy and Power Supply, Customer Value, Affordability, & Rate Design
Executive Sponsor:	Thomas Falcone
Project Manager:	John Little
Title:	Obtain FEMA Grant for Storm Resiliency
Objective:	To secure a FEMA mitigation grant of \$300+ million to storm harden the LIPA transmission and distribution system.
Board Policy:	Transmission & Distribution Operations
PSEGLI Performance Metrics:	BS-23 - FEMA Tropical Storm Isaias Grant -- Engineering to Support Grant Application
Executive Sponsor:	Thomas Falcone
Project Manager:	James Murphy

Department:	Finance
Title:	Deploy a New Standard Time-of-Day Rate for Commercial Customers
Objective:	<p>1. Reform the existing rate design for the Mandatory Time-of-Use (TOU) customers (284/285) to match the new TOD 3-hour peak and improve the transition between commercial rate codes based on size, seasonality and load factor.</p> <p>2. Implement the changes in 2024 that can be accomplished within the existing capabilities of the billing system.</p> <p>3. Develop a plan for further refinements needed to complete the overall rate plan for commercial customers.</p> <p>4. Create the optional 4-part rate that the IOUs have developed under the PSC's Standby Service Order, as a possible alternative path to modernizing the commercial rate design.</p>
Board Policy:	Clean Energy and Power Supply, Customer Value, Affordability, & Rate Design
Executive Sponsor:	Thomas Falcone
Project Manager:	John Little
Title:	Review PSEG Long Island Economic Development Programs
Objective:	Review economic development programs, including level of funding, effectiveness, opportunities to partner with local development authorities, and best practices of other utilities. Review alignment of economic development programs with CLCPA Disadvantaged Communities (DAC) targets. Make recommendations for 2024 budget and performance metrics.
Board Policy:	Clean Energy and Power Supply, Economic Development & Community Engagement, Social and Environmental Justice
Executive Sponsor:	Thomas Falcone
Project Manager:	Mark Smith
Title:	Budget Development and Monitoring - Process and Organizational Capability Review and Enhancement Plan
Objective:	LIPA is performing a study of budget department capability and capacity (people, processes, and technology) at LIPA and PSEG Long Island in order to ensure efficient and effective processes in budget development and monitoring. The project will develop an implementation plan to address study findings.
Board Policy:	Customer Value, Affordability, & Rate Design
Executive Sponsor:	Thomas Falcone
Project Manager:	Gerard Ring
Title:	Capital Project Development, Review, and Update Process
Objective:	To ensure effective and timely review of capital project planning, implement a cross-functional (finance, T&D, CX, IT) review of LIPA and PSEG Long Island's capital project development, review, and approval process, including risk assessment and prioritization, project scoping, controls, management of changes, and budget review and approval. Create system requirements for PJD management system. Review the Capital Project Impact Analysis process for effectiveness
Board Policy:	Customer Value, Affordability, & Rate Design
Executive Sponsor:	Thomas Falcone
Project Manager:	Gerard Ring

Department:	Finance
Title:	Insurance Optimization Study
Objective:	Complete insurance optimization study of property, casualty, and health care, including examining an owner-controlled insurance program.
Board Policy:	Enterprise Risk Management
Executive Sponsor:	Thomas Falcone
Project Manager:	Vinay Dayal
Title:	Affiliate Services Remediation Plans
Objective:	The project will develop a blueprint for cost accounting/cost management structure, people, systems, and practices by assessing functions provided by PSEG affiliates and explore sourcing alternatives (Payroll & Accounts Payable, Treasury, Procurement, Enterprise Risk Management, Miscellaneous Accounting Services, and Legal)
Board Policy:	Fiscal Sustainability
Executive Sponsor:	Thomas Falcone
Project Manager:	Gerard Ring
Title:	Execute 2023 Plan of Finance
Objective:	Identify the sources and uses of funds to be employed in 2023 to meet the operating and capital expenditure needs of LIPA and realize costs savings from the refinancing of existing LIPA and UDSA debt to moderate electric rates for customers.
Board Policy:	Fiscal Sustainability
Executive Sponsor:	Thomas Falcone
Project Manager:	Vinay Dayal
Title:	Rate Department Staffing Plan
Objective:	Increase staffing levels and capabilities with the rates function at LIPA in order to meet growing needs, to support the consistent performance of strategic and policy-making activities by LIPA staff, and to enable succession planning and knowledge transfer activities.
Board Policy:	Customer Value, Affordability, & Rate Design
Executive Sponsor:	Thomas Falcone
Project Manager:	John Little
Title:	Enhanced Analysis of Customer Usage
Objective:	Expand the resources and capabilities of the service provider and its ability to respond quickly, thoroughly, and professionally to requests from LIPA for analyses that use AMI data and customer information. Supplement the service provider's resources and capabilities with LIPA staffing and expertise to direct the analyses and perform additional analyses where appropriate.
Board Policy:	Customer Experience, Customer Value, Affordability, & Rate Design
Executive Sponsor:	Thomas Falcone
Project Manager:	John Little

Department:	Finance
Title:	Execute an Energy Prepay Transaction
Objective:	Execution of authorized prepay transactions to reduce power supply costs
Board Policy:	Fiscal Sustainability, Customer Value & Affordability
Executive Sponsor:	Thomas Falcone
Project Manager:	Vinay Dayal

Department:	Innovation and Information Technology
Title:	Business Process Optimization Practice
Objective:	<ol style="list-style-type: none"> 1. Establish and define the roles and responsibilities of the BPO team 2. Complete one or two pilot business process reviews (including potentially prior studies on fleet (fuel and dispatching route optimization, "okay on arrival" truck rolls), overtime, workforce management, vegetation management) 3. Begin tracking savings and process improvements from recommendations and business process reviews 4. Identify BPO priorities for 2024
Board Policy:	Customer Value, Affordability, & Rate Design, Fiscal Sustainability
Executive Sponsor:	Mujib Lodhi
Project Manager:	Richard de Aragon
Title:	Performance Monitoring Framework
Objective:	<ol style="list-style-type: none"> 1. Review EAMS requirements compared to desired managerial reporting capabilities (e.g. workforce management, inventory management) 2. Pilot an integrated operational and financial performance monitoring framework in one to two areas (e.g. inventory, fleet, overtime) <ol style="list-style-type: none"> a. Define roles & responsibilities in LIPA and PSEG LI b. Associate large cost categories with underlying cost drivers c. Incorporate cost driver metrics into budget and variance reporting d. Establish a monthly departmental meeting between LIPA and PSEG LI to review integrated reports
Board Policy:	Customer Value, Affordability, & Rate Design, Fiscal Sustainability
Executive Sponsor:	Mujib Lodhi
Project Manager:	Richard de Aragon

Department:	Innovation and Information Technology
Title:	Performance Monitoring Framework
Objective:	1. Review EAMS requirements compared to desired managerial reporting capabilities (e.g. workforce management, inventory management) 2. Pilot an integrated operational and financial performance monitoring framework in one to two areas (e.g. inventory, fleet, overtime) a. Define roles & responsibilities in LIPA and PSEG LI b. Associate large cost categories with underlying cost drivers c. Incorporate cost driver metrics into budget and variance reporting d. Establish a monthly departmental meeting between LIPA and PSEG LI to review integrated reports
Board Policy:	Customer Value, Affordability, & Rate Design, Fiscal Sustainability
Executive Sponsor:	Mujib Lodhi
Project Manager:	Richard de Aragon
Title:	Development of the Framework for Independent Verification and Validation (IV&V) and Performance Management
Objective:	Advance the organizational rigor and build the capacity within LIPA to effectively employ performance management mechanisms and standards for deliverables and performance metrics
Board Policy:	Strategic Planning and Performance Management
Executive Sponsor:	Mujib Lodhi
Project Manager:	Jessica Clark
Title:	Conduct 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 NIST CSF level. LIPA has hired a third-party evaluator for an independent review of PSEG Long Island's cyber readiness relative to the metric. In addition, LIPA will conduct an annual independent review of PSEG Long Island's NIST Cyber Security Framework compliance status.
Board Policy:	Information Technology and Cyber Security
Executive Sponsor:	Mujib Lodhi
Project Manager:	Moin Shaikh
Title:	Deploy New LIPA Treasury Management System
Objective:	Implement a new Treasury Management System for LIPA to modernize treasury management business processes for greater efficiency and efficacy
Board Policy:	Fiscal Sustainability
Executive Sponsor:	Mujib Lodhi
Project Manager:	Minchy Shaw

Department:	Innovation and Information Technology
Title:	LIPA Planning and Budget Management Modernization and Business Process Improvement Initiative
Objective:	This project is to replace existing tools and manual processes with an enterprise planning and budgeting system that provides increased transparency, collaboration, end-to-end budget visibility, and streamlined budget planning and development activities and functions. The goal is to have actual, budget, forecast, project, and labor data in a centralized system - Single Version of the Truth.
Board Policy:	Customer Value, Affordability, & Rate Design, Fiscal Sustainability
Executive Sponsor:	Mujib Lodhi
Project Manager:	Minchy Shaw
Title:	LIPA Cybersecurity Enhancements
Objective:	Implement cybersecurity initiatives identified in 2022- 2024 roadmap to enhance LIPA's cybersecurity to NIST-CSF Tier 3.
Board Policy:	Information Technology and Cyber Security
Executive Sponsor:	Mujib Lodhi
Project Manager:	Moin Shaikh
Title:	Development of Strategic Roadmaps
Objective:	Develop 5-year Strategic Roadmaps that advance the Board Policies for Customer Experience, Transmission & Distribution, Information Technology, Power Supply, Clean Energy Programs, and Business Services (human resources, procurement, external affairs and communications, and legal).
Board Policy:	Strategic Planning and Performance Management
Executive Sponsor:	Mujib Lodhi
Project Manager:	Timothy Smythe
Title:	Cyber Security Organization - Structure, Staffing and Capabilities Review
Objective:	Build a cyber security organization under the PSEG Long Island CISO that is independent of PSEG New Jersey, with services, staffing, and capabilities optimized to ensure that the cyber team is fully capable of developing, managing, and supporting the cyber security program and delivering on current and future requirements independent of Affiliate Services (as defined in the OSA).
Board Policy:	Information Technology and Cyber Security
Executive Sponsor:	Mujib Lodhi
Project Manager:	Moin Shaikh

Department:	Innovation and Information Technology
Title:	IV&V of PSEG Long Island IT Organizational Maturity Metrics
Objective:	<p>2022: IV&V of 2022 PSEGLI IT Organizational Maturity Level Metrics IT-1: Doing and IT-2 Managing, including Product Integration, Technical Solution, 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, as well as any remaining gaps to achieve Level 3 in the Doing and Managing categories.</p>
Board Policy:	Information Technology and Cyber Security
PSEGLI Performance Metrics:	IT-01 - Organizational Maturity Level
Executive Sponsor:	Mujib Lodhi
Project Manager:	Shonali Wadhwani
Title:	LIPA Deployment of Document and Records Management System
Objective:	<p>Selection, procurement and 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 PSEGLI in accordance with the 2nd A&R OSA.</p> <p>Wave 1: Complete, test and go live on pilot for Board documents, procurement, and PIPs by end of 2022.</p> <p>Wave 2 (2023): - 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 PSEGLI Performance Metric documents. - IT and Legal to commence work to (i) develop approach and scope to expand EDRMS to include PSEGLI-maintained records; and (ii) develop PSEGLI Performance Metrics related to utilization of the LIPA EDRMS.</p>
Board Policy:	Information Technology and Cyber Security
Executive Sponsor:	Mujib Lodhi
Project Manager:	Shonali Wadhwani
Department:	Legal
Title:	LIPALILCO Merger
Objective:	Merge the subsidiary into the parent, Long Island Lighting Company, to eliminate confusion and administrative work.
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Alex Pozdnyakov


Department:	Legal
Title:	Legal Training Videos
Objective:	Produce mini training videos to educate staff on key provisions of the reformed OSA or highlight important changes between the prior contract and the reformed one, including links to relevant provisions of the reformed contract for reference.
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Lisa Zafonte
Title:	Legal Knowledge Library
Objective:	Develop an internal site to document legal issues encountered by LIPA since its inception that are unique to LIPA, require history and context to understand and answers cannot be easily obtained through ordinary legal research.
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Alex Pozdnyakov
Title:	PSEG Long Island's Procurement Life Cycle
Objective:	Ensure that service provider is using prudent utility practices to effectively perform procurements and award contracts as agent for LIPA with adequate competition, commercially reasonable contract terms and conditions, and an effective process to monitor compliance with contract terms to confirm receipt of expected value from the contract.
Board Policy:	Customer Value, Affordability, & Rate Design, Strategic Planning and Performance Management
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Maria Gomes
Title:	Enhance LIPA Procurements
Objective:	Implement the first phase of the recommendations for improved procurement policies and procedures.
Board Policy:	Procurement
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Maria Gomes
Title:	LIPA Job Description Review
Objective:	Ensure LIPA job descriptions capture the salient elements needed to effectively perform and support LIPA's purpose and vision including both leadership and technical components and providing clear accountabilities for each role.
Board Policy:	Staffing and Employment
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Barbara Ann Dillon
Title:	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.
Board Policy:	Staffing and Employment
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Barbara Ann Dillon

Department:	Legal
Title:	Create Property Tax Practice
Objective:	Develop and implement a strategy that regularly reviews tax assessments and challenges over-assessments to ensure LIPA customers pay fair tax bills.
Board Policy:	Taxes and PILOTs
Executive Sponsor:	Bobbi O'Connor
Project Manager:	Joseph Wiener

Department:	T&D Oversight
Title:	Enhance PSEG Long Island Emergency Response Plan, Business Continuity Plans, and Functional Exercises
Objective:	Enhance BCPs/ERIPs, and associated functional exercises for all critical processes. Make targeted improvements to PSEGLI's ERP. Update ERP for Cyber response per 2022 Legislative Bill signed by the Governor.
Board Policy:	Transmission & Distribution Operations, Information Technology and Cyber Security
Executive Sponsor:	Billy Raley
Project Manager:	Donald Schaaf
Title:	Review and Improve Damage Assessment
Objective:	Identify areas for marked improvement in damage assessment to include IT innovations, additional staffing and coordinated planning to complete all damage assessment within 72 hours from the start of restoration.
Board Policy:	Transmission & Distribution Operations
Executive Sponsor:	Billy Raley
Project Manager:	James Palmer
Title:	Develop a Climate Resiliency Plan
Objective:	<p>Develop Climate Resiliency Plan (CRP) that meets the resiliency objective of the Board's Policy on Transmission and Distribution Operations and the scope of the New York State investor-owned utility Climate Vulnerability Studies (CVS) and CRPs.</p> <p>The 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 each year. 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 benefit by year. <p>LIPA will participate in EPRI's Climate READi initiative and Brookhaven National Lab's Climate-Energy-Resiliency Project to further this project through collaboration with partners.</p>
Board Policy:	Transmission & Distribution Operations
Executive Sponsor:	Billy Raley
Project Manager:	James Palmer

Department:	T&D Oversight
Title:	Enhancement of Internal Audit Methodologies and Performance
Objective:	Enhance value proposition of the Internal Audit group and its functions by: - ensuring methodologies and standards are timely, practical, and applicable. - improving internal audit performance and quality through development of industry knowledge for all LIPA Internal Audit staff. This will assist Internal Audit's ability to address emerging topics.
Board Policy:	Enterprise Risk Management
Executive Sponsor:	Thomas Falcone
Project Manager:	Catherine Widmark
Title:	Evaluate PSEG Long Island workforce management procedures and protocols
Objective:	Improve budgeting and reporting on workforce in the O&M and Capital budgets and enhance productivity.
Board Policy:	Customer Value, Affordability, & Rate Design, Fiscal Sustainability
PSEGLI Performance Metrics:	T&D-17 - Work Management Enhancements - Short-Term Scheduling, T&D-18 - Work Management Enhancements - Workforce Management Plans, T&D-21 - Work Management Enhancements - Work Management KPIs and Dashboards, T&D-23 - Employee Overtime
Executive Sponsor:	Billy Raley
Project Manager:	Peter Mladinich
Title:	Enhance LIPA's Physical Security
Objective:	To meet LIPA's Board objectives, conduct an end-to-end review of opportunities to improve physical security, including people, processes, tools, and technology (protection systems and operational practices) against all threats utilizing industry best practices. Develop and implement a physical security program, administrative and technical controls, and technologies to enhance the utility's physical security posture. Further, evaluate new technology that improves compliance with regulatory agency requirements regarding the physical security of facility access for control centers, substations, and operation centers.
Board Policy:	Transmission & Distribution Operations
Executive Sponsor:	Billy Raley
Project Manager:	Michael Quinn

Department:	Power Supply Oversight
Title:	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 the NYSEERDA procurement option for the 2030 storage goal
Board Policy:	Clean Energy and Power Supply
Executive Sponsor:	Rick Shansky
Project Manager:	Tom Simpson
Title:	Complete Integrated Resource Plan
Objective:	Complete Integrated Resource Plan (IRP) and obtain Board approval
Board Policy:	Clean Energy and Power Supply
Executive Sponsor:	Rick Shansky
Project Manager:	Tom Simpson
Title:	Develop Large Generator (>20MW) Interconnection Status Tracking System with NYISO and Transmission Owners
Objective:	Enable LIPA management visibility into status of interconnection requests within the NYISO queue, including actions pending by relevant parties (developer, PSEG LI, NYISO), to facilitate assessment of performance. Review and implement business process improvements.
Board Policy:	Clean Energy and Power Supply, Transmission & Distribution Operations
Executive Sponsor:	Rick Shansky
Project Manager:	David Clarke

A full-page photograph of a worker in a white hard hat and a high-visibility yellow vest standing on a rooftop solar panel array. The worker is looking down at a device in their hands. The solar panels are arranged in a grid and are wet, reflecting the worker and the sky. The sky is a mix of blue, purple, and orange, indicating sunset or sunrise. In the background, a blue building with a chimney and a tall antenna are visible.

Powering our Clean Energy Future

LIPA
Long Island Power Authority