

# 2025 Final Project Budget Recommendation

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**Budget and Priorities Working Group**

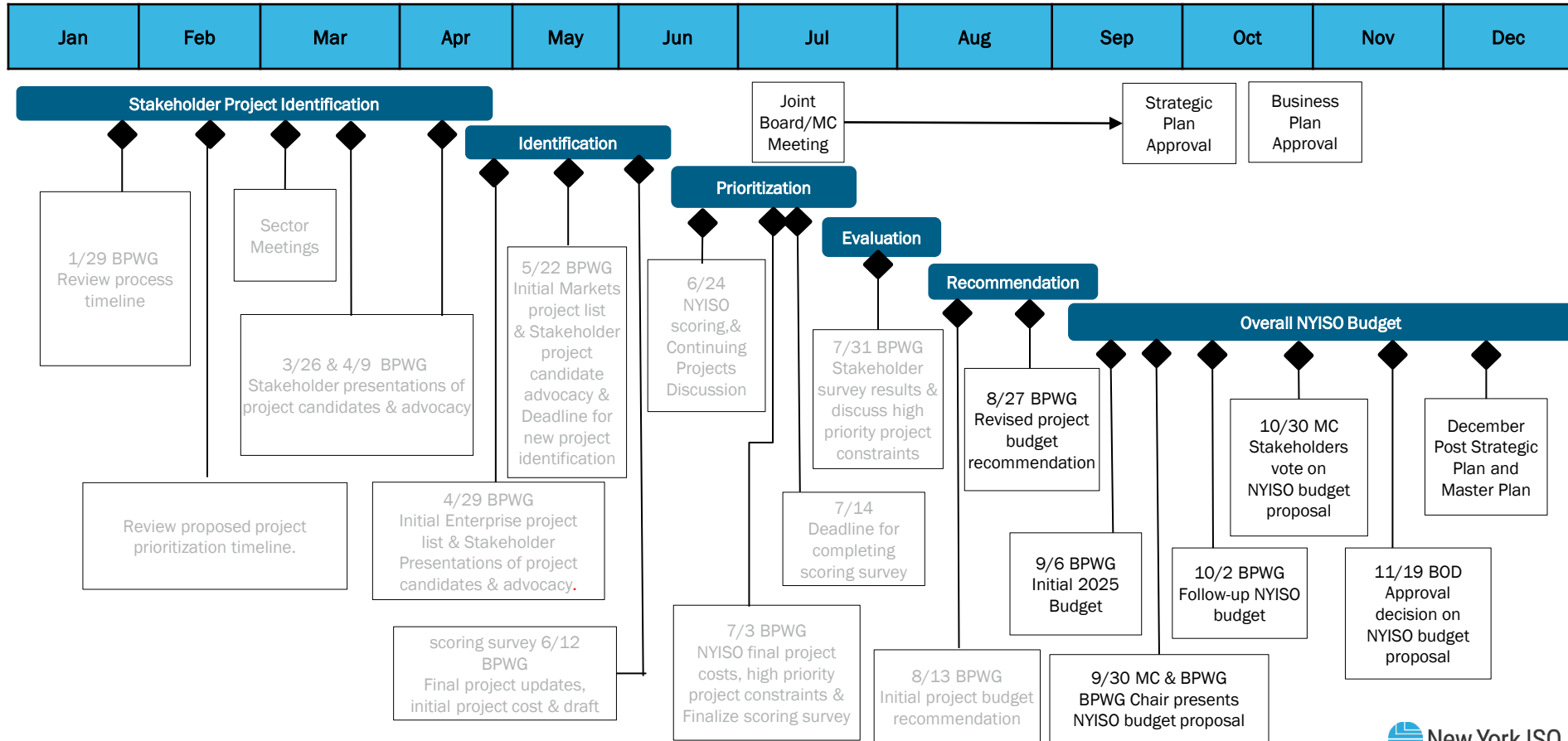
August 27, 2024, WebEx

# Agenda

- **Project Prioritization Timeline**
- **Project Updates**
- **Final Market Project Budget Recommendation**
- **Final Enterprise Project Budget Recommendation**
- **Historic Budgets**
- **Next Steps**
- **Appendix**

# Project Prioritization Timeline

# Project Prioritization Timeline



# Project Updates

(Updates in red)

# Proposed Project Updates

- In order to fit several high priority projects in the budget recommendation, some adjustments to the proposed projects are necessary
- Hybrid Aggregation Model: Project could not fit into budget due to resource constraints. NYISO proposes to delay the deployment from 2025 to 2026
- Improve Duct Firing Modeling: Project could not fit into budget due to resource constraints. NYISO proposes to modify from Deploy to Development Complete, moving the deployment from Q4 2025 to Q1 2026
- Balancing Intermittency: Project could not fit into budget due to resource constraints. NYISO proposes to modify from Deploy to Development Complete, moving the deployment from Q4 2025 to Q1 2026
- Integrating Champlain Hudson Power Express: Project could not fit into budget due to resource constraints. NYISO proposes to modify from Development Complete to Software Design Specification (SDS). This is not expected to impact the deployment date in 2026

# Proposed Project Updates (Continued)

- 3rd Floor Data Center (Krey): Modify deliverable from Deployment to Study Complete, which resolves budget constraints
- Air Handling Units: Modify scope to focus on design in 2025 and delay purchase of units until 2026, which resolves budget constraints
- Advanced Storage Modeling: Project could not fit into budget due to resource constraints. NYISO proposes to modify from Development Complete to Software Design Specification (SDS)
- Storage as Transmission will be included in the budget
- Market Purchase Hub Transactions will be included in the budget with a modified deliverable from Functional Requirements to Market Design Complete
- Operating Reserves Performance will be included in the budget with a modified deliverable from Software Design to Functional Requirements
- Replaced Security Information and Event Management (SIEM) Modernization with Endpoint Protection Modernization

# Final Market Project Budget Recommendation



# Prioritize 2025 Market Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
5 Minute Transaction Scheduling	Energy Market	Prioritize	Market Design Complete	Market Design Concept Proposed	0.42	0.00	0.25	0.67
Advancing NYISO Transparency – Requested by DC Energy	Energy Market	Prioritize	Deployment		0.51	0.00	0.43	0.94
Ancillary Service Shortage Pricing	Energy Market	Prioritize	Study Complete		0.29	0.00	0.15	0.44
Balancing Intermittency	Energy Market	Prioritize	Development Complete	Market Design Complete	0.50	0.00	0.45	0.95
Billing Organization Portfolios for Reporting	Business & Finance	Prioritize	Deployment	Market Design Complete	0.32	0.00	0.00	0.32
Capacity Market Structure Review	Capacity Market	Prioritize	Issue Discovery		0.52	0.00	1.00	1.52
Clean Hydrogen – Requested by NextEra and Constellation	New Resource	Prioritize	Market Design Complete		0.32	0.00	0.10	0.42

# Prioritize 2025 Market Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Cost Recovery for NYISO-Designated IROL Critical Generators- Requested by Advanced Power	Energy Market	Prioritize	Market Design Complete		0.13	0.00	0.00	0.13
Demand Curve Reset Process Evaluation	Capacity Market	Prioritize	Issue Discovery		0.20	0.00	0.40	0.60
Demand Curve WSR Revisions (SOM)	Capacity Market	Prioritize	Market Design Concept Proposed		0.09	0.00	0.00	0.09
Eliminate Offline GT Pricing	Energy Market	Prioritize	Functional Requirements		0.19	0.00	0.35	0.54
Engaging the Demand Side	New Resource	Prioritize	Deployment		0.40	0.00	0.00	0.40
Engaging the Demand Side Phase 2	New Resource	Prioritize	Study Defined		0.09	0.00	0.40	0.49
Granular Capacity Market Pricing	Capacity Market	Prioritize	Study Defined	Issue Discovery	0.28	0.00	0.00	0.28

# Prioritize 2025 Market Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Improve Duct Firing Modeling- Multiple Ramp Rates	Energy Market	Prioritize	Study-Defined		0.10	0.00	0.30	0.40
Improved Small Customer Enrollment in DRIS- Requested by OhmConnect	New Resource	Prioritize	Market Design-Complete		0.10	0.00	0.00	0.10
Market Purchase Hub Transactions - Requested by LIPA	Energy Market	Prioritize	Market Design Complete	Market Design Concept Proposed	0.19	0.00	0.05	0.24
Mitigation Threshold Review	Energy Market	Prioritize	Market Design-Concept Proposed		0.12	0.00	0.00	0.12
Operating Reserves Performance	Energy Market	Prioritize	Functional Requirements	Market Design Concept Proposed	0.32	0.00	0.00	0.32
Pivotal Supplier Calculation Enhancement	Capacity Market	Prioritize	Market Design-Concept Proposed		0.10	0.00	0.00	0.10
Reserving Capacity for TCC Balance-of-Period (BOP) Auctions	TCC	Prioritize	Software-Design		0.54	0.00	0.00	0.54

Note: Items in red are updated since last BPWG

Note: Items in blue are included in the final recommendation that were not in the initial recommendation

# Prioritize 2025 Market Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Review of Control Area System Resources	Capacity Market	Prioritize	Market Design Complete		0.22	0.00	0.00	0.22
Review of Real-Time Market Structure	Energy Market	Prioritize	Issue Discovery		0.29	0.00	0.15	0.44
Storage as Transmission	New Resource	Prioritize	Market Design Complete		0.34	0.00	0.10	0.44
Time-Differentiated TCCs	TCG	Prioritize	Market Design Complete		0.43	0.00	0.15	0.58
Valuing Transmission Security	Capacity Market	Prioritize	Market Design Complete	Issue Discovery	0.43	0.00	0.30	0.73
Voltage Support Services for Inverter-Based Resources (VSS-IBR)	Energy Market	Prioritize	Market Design Concept Proposed		0.13	0.00	0.20	0.33
Winter Reliability Capacity Enhancements	Capacity Market	Prioritize	Market Design Complete	Issue Discovery	0.49	0.00	0.05	0.54
Winter Fuel Constraint Study	Capacity Market	Prioritize	Study Complete		0.23	0.00	0.50	0.73

Note: Items in blue are included in the final recommendation that were not in the initial recommendation

# Mandatory 2025 Market Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Ambient Adjusted Transmission Lines Rating	Energy Market	Mandatory	Study Complete		0.19	0.00	0.00	0.19
Coordinated Grid Planning Process (CGPP)	Planning	Mandatory	Study Complete	Study Defined	0.41	0.00	0.00	0.41
Demand Curve Reset	Capacity Market	Mandatory	Deployment	Study Complete	0.07	0.00	0.20	0.27
FERC Order 2222 Compliance	New Resource	Mandatory	Software Design	Functional Requirements	0.59	0.00	0.10	0.69
FERC Transmission Planning Order Implementation	Planning	Mandatory	Issue Discovery		0.76	0.00	0.00	0.76
Interconnection Cluster Study Process Implementation	Planning	Mandatory	Deployment	Deployment	0.79	0.06	0.51	1.37
Dover PAR Operating Protocol with ISO-NE	Energy Market	Mandatory	Deployment		0.08	0.00	0.00	0.08
NYC Public Policy Transmission Need	Planning	Mandatory	Study Complete		1.92	0.00	0.20	2.12

# Continuing 2025 Market Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
CRIS Expiration Evaluation	Capacity Market	Continuing	Deployment	Development Complete	0.18	0.00	0.00	0.18
Dynamic Reserves - Phase 1	Energy Market	Continuing	Software Design	Functional Requirements	1.17	0.00	0.80	1.97
Hybrid Aggregation Model	New Resource	Continuing	Deployment	Deployment	2.15	0.00	0.34	2.48
Improve Duct-Firing Modeling	Energy Market	Continuing	Development Complete	Functional Requirements	0.41	0.00	0.50	0.91
Integrating Champlain Hudson Power Express (CHPE)	New Resource	Continuing	Software Design	Study Complete	0.69	0.00	0.25	0.94
Internal Controllable Lines	New Resource	Continuing	Software Design	Functional Requirements	0.80	0.00	0.35	1.15
LCR Optimizer Enhancements	Capacity Market	Continuing	Deployment		0.16	0.00	0.20	0.36
Dyanmic Reserves - Review Operating Reserve Supplier Cost Recovery	Energy Market	Continuing	Market Design Concept Proposed		0.20	0.00	0.20	0.40

# Future 2025 Market Projects

					Estimated Cost (In millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Balancing Intermittency Phase 2: Long Lead Time Reserves	Energy Market	Future						
Balancing Intermittency Phase 3: Evaluation of Efficient Operating Reserve Scheduling Practices and Designs	Energy Market	Future						
Capacity Transfer Rights for Internal Transmission Upgrades	Capacity Market	Future						
Uncertainty Adjustment Review	Energy Market	Future						
Eliminate Fees for CTS Transactions with PJM	Energy Market	Future						
Locational Marginal Pricing of Capacity	Capacity Market	Future						

# Future 2025 Market Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Dover PAR Optimization and Financial Rights	Energy Market	Future						
More Granular Operating Reserves	Energy Market	Future						
M2M West PARs	Energy Market	Future						
Reserves for Congestion Management (SOM)	Energy Market	Future						
Separating Up and Down Regulation Service	Energy Market	Future						



# Enterprise Project Budget Recommendation

# Prioritize 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
3rd Floor Data Center (Krey)	Enterprise	Prioritize	Study Complete	Study Complete	0.18	0.00	0.15	0.33
Access Management Program Enhancements	Enterprise	Prioritize	Deployment	Deployment	0.25	0.00	0.00	0.25
Activate VSA Application	Energy Market	Prioritize	Deployment		0.23	0.00	0.50	0.73
Activu Server Upgrade	Enterprise	Prioritize	Deployment		0.14	1.24	0.40	1.78
Advanced Storage Modeling	Operations & Reliability	Prioritize	Software Design		0.26	0.00	0.65	0.91
Air Handling Units Replacement (Krey)	Enterprise	Prioritize	Study Complete		0.03	0.00	0.27	0.30
Anomaly Report Redesign	Business & Finance	Prioritize	Deployment		0.15	0.00	0.00	0.15

# Prioritize 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Automation of DMNC Validation	Operations & Reliability	Prioritize	Deployment		0.18	0.00	0.00	0.18
Bidding Upload Download Security Enhancements	Enterprise	Prioritize	Deployment	Deployment	0.24	0.00	0.00	0.24
Building Management System Controls Upgrade	Enterprise	Prioritize	Deployment	Deployment	0.05	0.99	0.00	1.04
Conference Center Renovations (1D) (Krey)	Enterprise	Prioritize	Study Complete		0.04	0.00	0.09	0.13
Conference Room Technology Upgrade	Enterprise	Prioritize	Deployment		0.04	0.40	0.23	0.66
Contingency Database Enhancements Project	Planning	Prioritize	Study Complete		0.31	0.00	0.00	0.31
Control Room Video Wall Replacement	Enterprise	Prioritize	Study Complete		0.23	0.00	0.16	0.39

# Prioritize 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Demand Forecasting Machine Learning	Enterprise	Prioritize	Study Complete		0.06	0.03	0.13	0.21
DRIS Efficiency Improvements	New Resource	Prioritize	Deployment		0.38	0.00	0.28	0.66
EMS/BMS Operational Enhancements	Operations & Reliability	Prioritize	Deployment	Deployment	0.16	0.00	0.40	0.56
EMS/BMS Technologies Upgrade	Operations & Reliability	Prioritize	Deployment	Development Complete	1.38	0.20	1.60	3.18
EMT Modeling Software Enhancements	Planning	Prioritize	Deployment	Deployment	0.25	0.02	0.05	0.32
Endpoint Protection Modernization	Enterprise	Prioritize	Deployment		0.21	0.40	0.08	0.68
Enhanced Exterior Security Profile (Carmen)	Enterprise	Prioritize	Deployment		0.09	1.21	0.00	1.29

Note: Items in blue are included in the final recommendation that were not in the initial recommendation

# Prioritize 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Enhancements to Risk Verification Functionality	Business & Finance	Prioritize	Functional Requirements		0.12	0.00	0.00	0.12
Enterprise Monitoring Redesign	Enterprise	Prioritize	Deployment		0.23	0.42	0.00	0.65
Enterprise Project Collaboration	Enterprise	Prioritize	Study Complete		0.11	0.00	0.10	0.21
Export Tool for EMS Offline Studies	Operations & Reliability	Prioritize	Deployment		0.11	0.15	0.20	0.46
Grid Outage Analysis Tool (G.O.A.T.)	Energy Market	Prioritize	Software Design		0.30	0.00	0.00	0.30
Hybrid Infrastructure Upgrade	Enterprise	Prioritize	Deployment		1.26	0.32	0.55	2.12
ICAP AMS Improved System Integrations, Customer Transitions and Offers Project	Capacity Market	Prioritize	Software Design	Functional Requirements	0.24	0.00	0.00	0.24

# Prioritize 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
ICAP Auction Simulator Enhancements	Capacity Market	Prioritize	Functional Requirements		0.21	0.00	0.00	0.21
ICAP Efficiencies Effort	Capacity Market	Prioritize	Deployment		1.03	0.00	0.80	1.82
ICAP Supplier Status Enhancements	Capacity Market	Prioritize	Functional Requirements		0.11	0.00	0.00	0.11
IT Infrastructure Automation	Enterprise	Prioritize	Deployment		0.10	0.00	0.00	0.10
LDAP Upgrade	Enterprise	Prioritize	Deployment	Deployment	0.25	0.00	0.00	0.25
LFDR Upgrade	Operations & Reliability	Prioritize	Deployment	Deployment	0.18	0.00	0.00	0.18
Liferay Web Content Management System Upgrade	Enterprise	Prioritize	Deployment		0.04	0.00	0.20	0.24
Load Forecasting System Upgrade and Build Out	Operations & Reliability	Prioritize	Deployment		0.33	0.09	0.11	0.52

# Prioritize 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Media and Podcast Rooms	Enterprise	Prioritize	Study Complete		0.03	0.00	0.04	0.07
Microsegmentation	Enterprise	Prioritize	Deployment	Deployment	0.25	0.11	0.00	0.35
Microsoft 365	Enterprise	Prioritize	Deployment	Deployment	0.33	0.89	0.00	1.21
Midrange and Storage Upgrade	Enterprise	Prioritize	Deployment	Study Complete	0.23	0.00	0.33	0.56
NAS Storage Refresh	Enterprise	Prioritize	Deployment		0.17	0.23	0.26	0.65
Natural Gas Notices Service Subscriptions	Operations & Reliability	Prioritize	Deployment		0.07	0.30	0.05	0.42
Network Infrastructure Upgrade	Enterprise	Prioritize	Deployment	Deployment	0.30	2.21	0.00	2.51

# Prioritize 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
New Ties and Gens Management	Business & Finance	Prioritize	Functional Requirements		0.11	0.00	0.00	0.11
Office Mechanical Systems (Krey)	Enterprise	Prioritize	Deployment	Deployment	0.06	0.53	0.00	0.59
Oracle Database Evolution	Enterprise	Prioritize	Deployment		0.37	0.00	0.00	0.37
Outage States Portal Dashboard	Capacity-Market	Prioritize	Functional Requirements		0.11	0.00	0.00	0.11
Probabilistic Forecasting Enhancements	Operations & Reliability	Prioritize	Functional Requirements		0.13	0.00	0.01	0.14
Production Cost Software Upgrade	Planning	Prioritize	Development Complete	Software Design	0.18	0.00	0.18	0.35
Quarterly Project Status Enhancements	Planning	Prioritize	Deployment		0.12	0.05	0.30	0.47



# Prioritize 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Reference Level Software Cleanup	Energy Market	Prioritize	Deployment		0.26	0.00	0.15	0.41
Reliability Compliance Tools Enhancements	Operations & Reliability	Prioritize	Deployment		0.74	0.00	0.15	0.89
Renewable Energy Forecast Integration and Reporting Enhs	Operations & Reliability	Prioritize	Functional Requirements	Issue Discovery	0.15	0.00	0.00	0.15
Salesforce Flow Migration	Enterprise	Prioritize	Deployment		0.13	0.00	0.10	0.23
Security Information and Event Management (SIEM) Modernization	Enterprise	Prioritize	Deployment		0.35	0.31	0.18	0.84
SQL Server Monitor Tool	Enterprise	Prioritize	Study Complete		0.27	0.00	0.08	0.34
Telemetry Tone Gear Upgrade	Enterprise	Prioritize	Deployment	Deployment	0.16	0.06	0.08	0.30
Thunderstorm Alert	Business & Finance	Prioritize	Functional Requirements		0.19	0.00	0.00	0.19

Note: Items in red are removed from the final recommendation, but were included in the initial recommendation

# Prioritize 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Uncertainty Response Tool (URT)	Operations & Reliability	Prioritize	Functional Requirements		0.22	0.00	0.00	0.22
Watchlist for Rest of State Units	Energy Market	Prioritize	Deployment		0.15	0.00	0.00	0.15
Windows & SQL Upgrade	Enterprise	Prioritize	Deployment		0.43	0.88	0.00	1.31

# Mandatory 2025 Enterprise Projects

					Estimated Cost (in millions)			
Project	Product Area	Project Type	2025 Proposed Deliverable	2024 Deliverable	Labor	Capital	Prof. Serv.	Total
Automation in CMS for Interconnection Credit Instruments	Business & Finance	Mandatory	Development Complete		0.19	0.00	0.00	0.19
Generator Data Reporting System	Capacity Market	Mandatory	Deployment	Study Complete	0.26	0.10	0.05	0.41
Modification to NERC-CIP Standards	Enterprise	Mandatory	Study Complete		0.27	0.00	0.08	0.34

# Historic Budgets

(Updates in red)

# 2025 Proposed Projects Compared to Historic Approved Budgets

Project Budget*	Estimated Cost (in millions )					
	Labor	Capital	Prof. Serv.	Total	Mandatory	Continuing
2025 Revised Recommendation	22.56	8.31	11.86	42.73	6.49	5.90
2024 Approved	18.03	9.70	13.89	41.62	5.82	4.16
2023 Approved	13.74	9.72	8.51	31.98	5.58	10.37
2022 Approved	13.36	12.48	11.35	37.20	11.56	1.18

# Markets & Enterprise Budget Breakdown

	Markets Estimated Cost (in millions )					
Project Budget*	Labor	Capital	Prof. Serv.	Total	Mandatory	Continuing
2025 Final Recommendation	11.95	0.06	5.46	17.47	5.89	5.90
2024 Approved	8.62	0.05	8.12	16.79	5.53	4.16
2022 Approved	7.02	0.00	4.34	11.36	5.58	1.22
2021 Approved	7.79	0.10	7.52	15.41	11.56	1.18
	Enterprise Estimated Cost (in millions )					
Project Budget*	Labor	Capital	Prof. Serv.	Total	Mandatory	Continuing
2025 Initial Recommendation	10.61	8.25	6.40	25.26	0.60	0.00
2024 Approved	9.40	9.65	5.77	24.83	0.29	0.00
2023 Approved	6.72	9.72	4.18	20.62	0.00	9.15
2022 Approved	5.57	12.38	3.83	21.79	0.00	15.77

# Next Steps

# Next Steps

- **Written feedback on the 2024 Project Budget Prioritization Process may be sent to:**
  - Kevin Pytel (kpytel@nyiso.com) or Shaun Johnson (sjohnson@nyiso.com). You may also call them at 518-428-9528 and 518-774-3959, respectively.
- **At the September 6<sup>th</sup> BPWG, the NYISO will present the initial NYISO budget**
- **On September 30<sup>th</sup>, the BPWG Chair will present the NYISO budget proposal at the Management Committee meeting**



# Our Mission & Vision



## Mission

Ensure power system reliability and competitive markets for New York in a clean energy future



## Vision

Working together with stakeholders to build the cleanest, most reliable electric system in the nation

# Questions?

# Appendix

# Milestones and Project Prioritization Phases

# Milestone Definitions

Milestone	Definition
Issue Discovery	NYISO has facilitated education session(s) for stakeholder knowledge development of problem/issue, conducted stakeholder solicitation of potential solutions to address problem/issue, and summarized findings at a working group meeting for potential ranking and future project identification.
Study Defined	The scope of work for the study has been presented to stakeholders, including a discussion on the necessary input(s), assumption(s) and objective(s) of the study.
Study Complete	Scope of work to be performed has been completed; results and recommendations have been presented to the appropriate Business Owners and stakeholders.
Market Design Concept Proposed	NYISO has initiated or furthered discussions with stakeholders that explore potential concepts to address opportunities for market efficiency or administration improvements.
Market Design Complete	NYISO has developed with stakeholders a market design such that the proposal can be presented for a vote at the BIC or MC to define further action on the proposal.
Architectural Design	The architectural design document is complete and software development is ready to begin.
<b>Market Projects with the following Milestones will generally be proposed as Continuing in future years, subject to Stakeholder input.</b>	
Functional Requirements	NYISO has completed documentation of the functional requirements, and the Business Owner has approved.
Software Design	The software design document is complete and software development is ready to begin.
Development Complete	Development has been completed, packaged and approved by the Supervisor.
Deployment	Required software changes to support commitment have been integrated into the production environment.

# Project Prioritization Process

Phase	Description
Stakeholder Project Identification	Stakeholders may present project ideas at stakeholder meetings, sector meetings, get feedback and refine their proposal during this phase before the NYISO provides a comprehensive list of candidate projects for consideration.
Identification	The NYISO develops a Markets and Enterprise project candidate lists from regulatory obligations, strategic initiatives, State of the Market recommendations, infrastructure enhancements, product plans and stakeholder proposals. These are presented and further refined with stakeholder input during this phase.
Prioritization	This phase involves a stakeholder survey and the NYISO prioritization of projects. The stakeholder survey will facilitate an assessment of the relative priority of the topic within the portfolio and is used to determine stakeholder appeal. The NYISO prioritization incorporates the stakeholder appeal into objective criteria that reflects strategic alignment, expected outcomes, risks, and ability to execute in development of a priority score for each Market project.
Evaluation	This phase involves performing a feasibility assessment based on detailed cost and labor estimates, dependencies, priority scores, and stakeholder feedback.
Recommendation	This phase involves proposing a feasible set of project deliverables and related budget requirements. The proposal is refined as needed based on stakeholder feedback.

# Project Type

Project Type	Description
Mandatory	Projects that are key to support Strategic Initiatives, FERC Orders, maintain reliable operations, or sustain the operation of the NYISO business. These projects will be included in the budget
Continuing	Approved in a prior year and have progressed to either Functional Requirements, Software Design, Development Complete, or Deployment. Additional projects may be classified as Continuing based on stakeholder feedback. These projects will be included in the budget. No Enterprise Projects will be Continuing.
Future	Consensus from stakeholder discussions of this projects priority relative to other projects has resulted in these projects NOT being prioritized and initiated in the coming budget year. Resources, time constraints, stakeholder feedback, and other project dependencies have been taken into consideration
Prioritize	Projects to be prioritized and included in the budget based on a feasibility assessment taking into consideration resources, time constraints, stakeholder feedback, priority score, and other project dependencies. Market projects are included in the stakeholder survey

# Project Category

Project Category	Description
Enterprise	Includes internal-facing technology and back office support projects that have no market rule changes. This list includes projects that may be noticeable to Market Participants. These projects are NOT included in the stakeholder survey
Market	Projects associated with market rule(s) including market design and study projects as well as any project implementing market rule changes. These projects are included in the stakeholder survey unless they are Mandatory, Continuing, or Future



# Project Scoring

Project Scoring	Description
NYISO Only	Enterprise projects that are not Mandatory, Continuing, or Future types are scored by the NYISO Only during the Prioritization phase. These projects are included in the budget based on a feasibility assessment taking into consideration resources, time constraints, priority score and other project dependencies.
Stakeholder Scored	Market projects that are not Mandatory, Continuing, or Future are included in the stakeholder survey and scored by the NYISO during the Prioritization phase. These projects are included in the budget based on a feasibility assessment taking into consideration resources, time constraints, stakeholder feedback, priority score, and other project dependencies.