

CASE STUDY

# Looking to the Future With a Digital Transformation Roadmap

Salt River Project (SRP), an electric utility based in Arizona, is in need of a significant transformation within its power system to continue delivering reliable services.



## POWER SYSTEM OT STRATEGY & GOVERNANCE



### Challenge

Aging infrastructure, the addition of renewables and continued growth of residential and commercial loads are all posing challenges for the utility's digital landscape and resulting operations. The utility is partnering with 1898 & Co. to create an OT strategy and governance program in coordination with SRP's OT groups and the IT organization. This effort supports SRP's digital transformation work that will be fundamental in enabling the energy transformation occurring within the broader power system organization.

1898 & Co. engaged with SRP to define a clear strategy and roadmap that aligns organizational objectives and resources to ensure key business needs are met in achieving the corporate mission and goals. This transformation impacts various business domains including energy markets, generation, transmission, distribution, and customer operations. In order to support and enable the digital transformation, a roadmap was needed in OT space. 1898 & Co. engaged with SRP to guide roadmap development and manage the execution of the digital transformation roadmap. This includes coordination of efforts across SRP teams to ensure value is achieved as well as engaging to deliver components of the roadmap where SRP required supplemental expertise and resources.

### Project Stats

**Client**

Salt River Project

**Location**

Phoenix, Arizona

To establish the OT Strategy and Governance program, SRP took a collaborative approach. Operational Technology representatives from the SRP Power System organization as well as the Information Technology team were engaged to support the development of an integrated OT strategy, governance structure and roadmap.

The engagement was kicked off in 2022 which included various representatives across SRP's OT and IT organizations to bring together the various technology teams for this effort. As things came together, the program launched governance and ultimately developed a strategy and roadmap. Much was learned from the initial efforts as several challenges arose related to roadmap development and coordination, workforce engagement and communications, and governance coordination.

Key focus areas for SRP's OT Strategy & Governance Program include:

- **Process:** A common process is needed to engage SRP's OT and IT organizations as a unified team, utilizing tools and templates needed to facilitate the coordination.
- **People:** A holistic workforce strategy and organizational change management capability was needed to understand and execute work as significant changes continue to occur.
- **Collaboration:** As OT and IT technologies converge and increase in complexity, additional coordination and collaboration will be fundamental for fully integrated, reliable and secure solutions that promote resource efficacy. A large part of this collaboration includes governance and regulations coordination.

In addition to coordinating efforts across SRP teams for their digital transformation, 1898 & Co. has also stepped in to help implement recommended items within the roadmap. For example, the project team defined the utility's enterprise architecture function to support the SRP's OT delivery coordinated with IT. Also, 1898 & Co. is working with SRP to operationalize and centralize OT infrastructure services for standardization, efficiency, and increased security. Additionally, the team is helping SRP improve their solar/storage interconnection process and optimize existing circuit configurations and power quality through automation and analytics. By completing these projects and others, 1898 & Co. is moving SRP further along in the utility's roadmap, making a way for the utility's successful digital transformation.

As SRP continues to follow the roadmap established in collaboration with 1898 & Co., the utility is actively preparing for the energy transformation offering within the broader Power System. The changing power grid, aging infrastructure and continued commercial and residential growth all continue to pose challenges for SRP. The roadmap established with 1898 & Co. continues to be refined to provide solutions for these challenges and helps SRP to provide reliable services for their customers.

### About 1898 & Co.



1898 & Co. is a business, technology and cybersecurity consulting firm serving the industries that keep our world in motion. As part of Burns & McDonnell, our consultants

leverage global experience in critical infrastructure assets to innovate practical solutions grounded in your operational realities. For more information, visit [1898andCo.com](https://1898andCo.com).