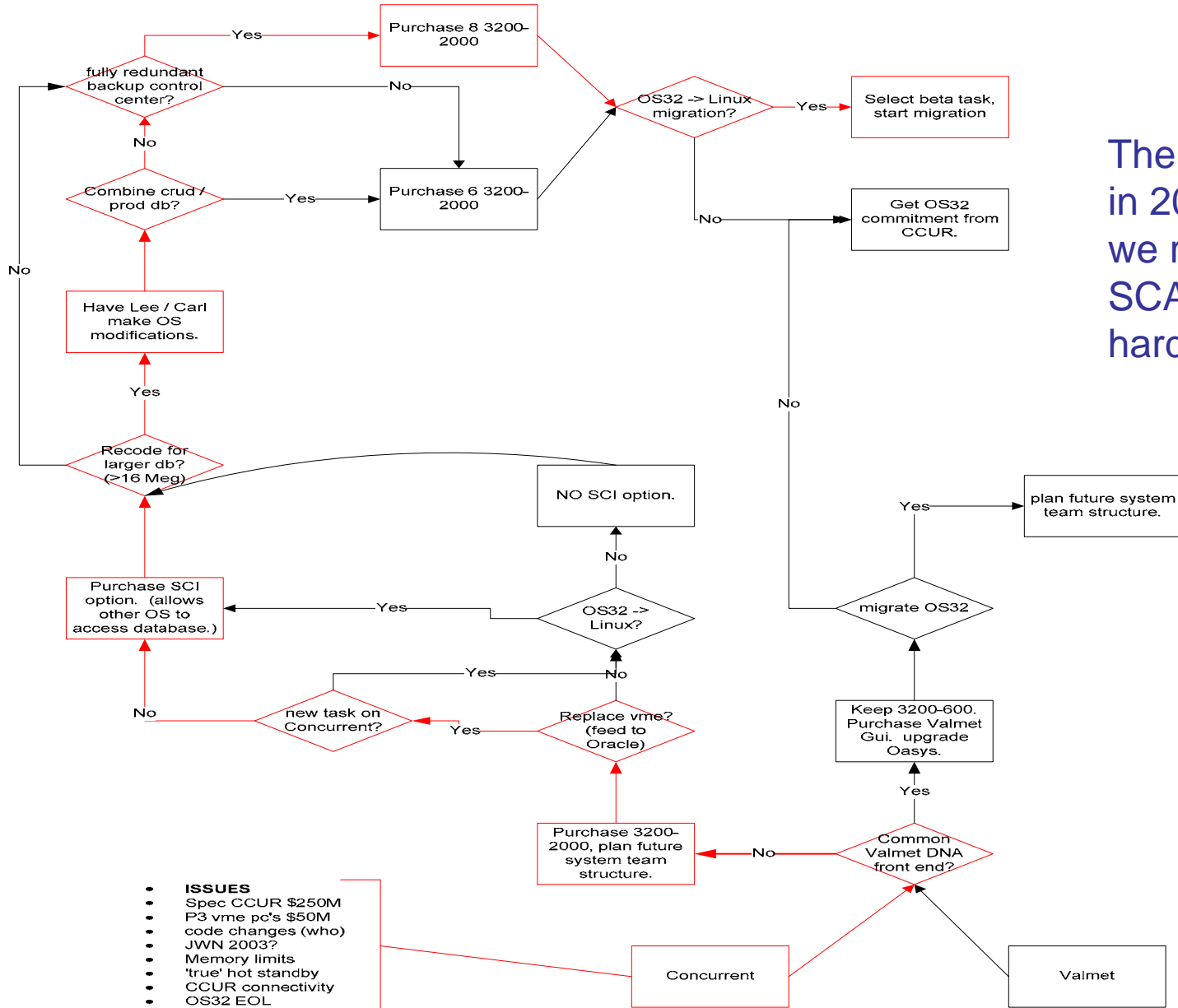


BP SCADA HMI Replacement

April 10, 2008

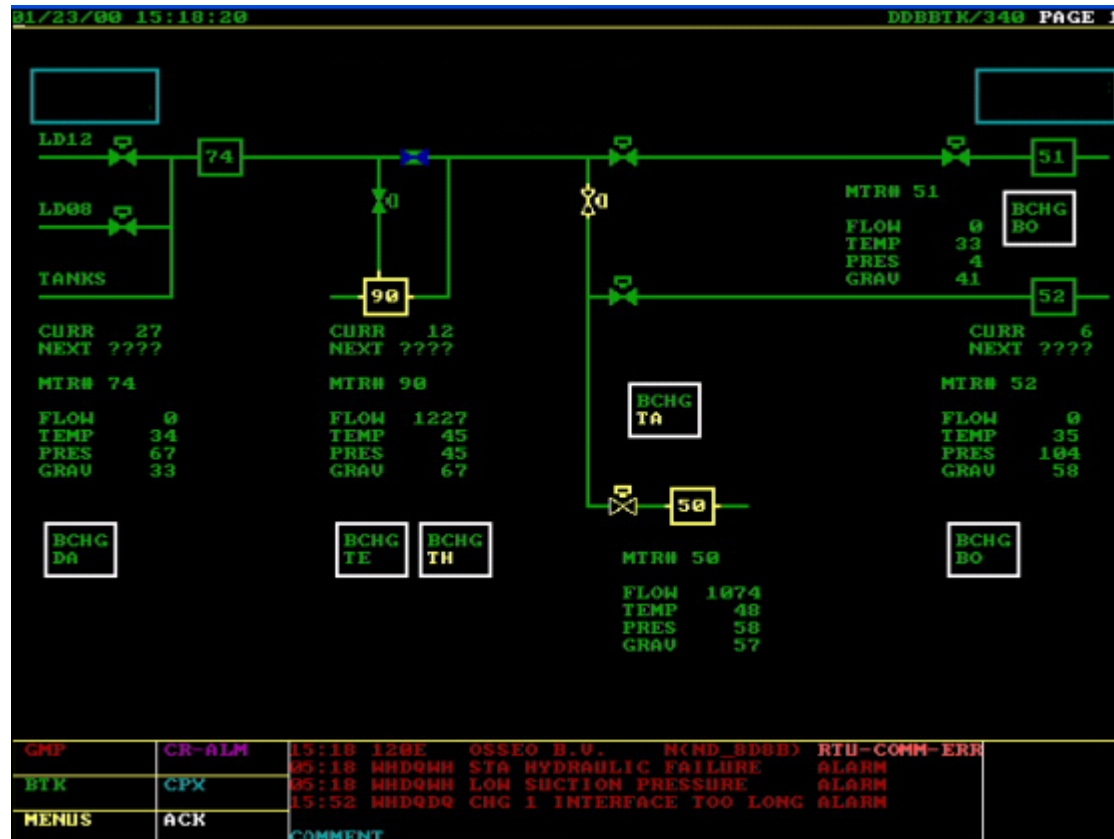


The story starts in 2002 when we replace our SCADA hardware.

- **ISSUES**
- Spec CCUR \$250M
- P3 vme pc's \$50M
- code changes (who)
- JWN 2003?
- Memory limits
- 'true' hot standby
- CCUR connectivity
- OS32 EOL

•“NetColt” HMI

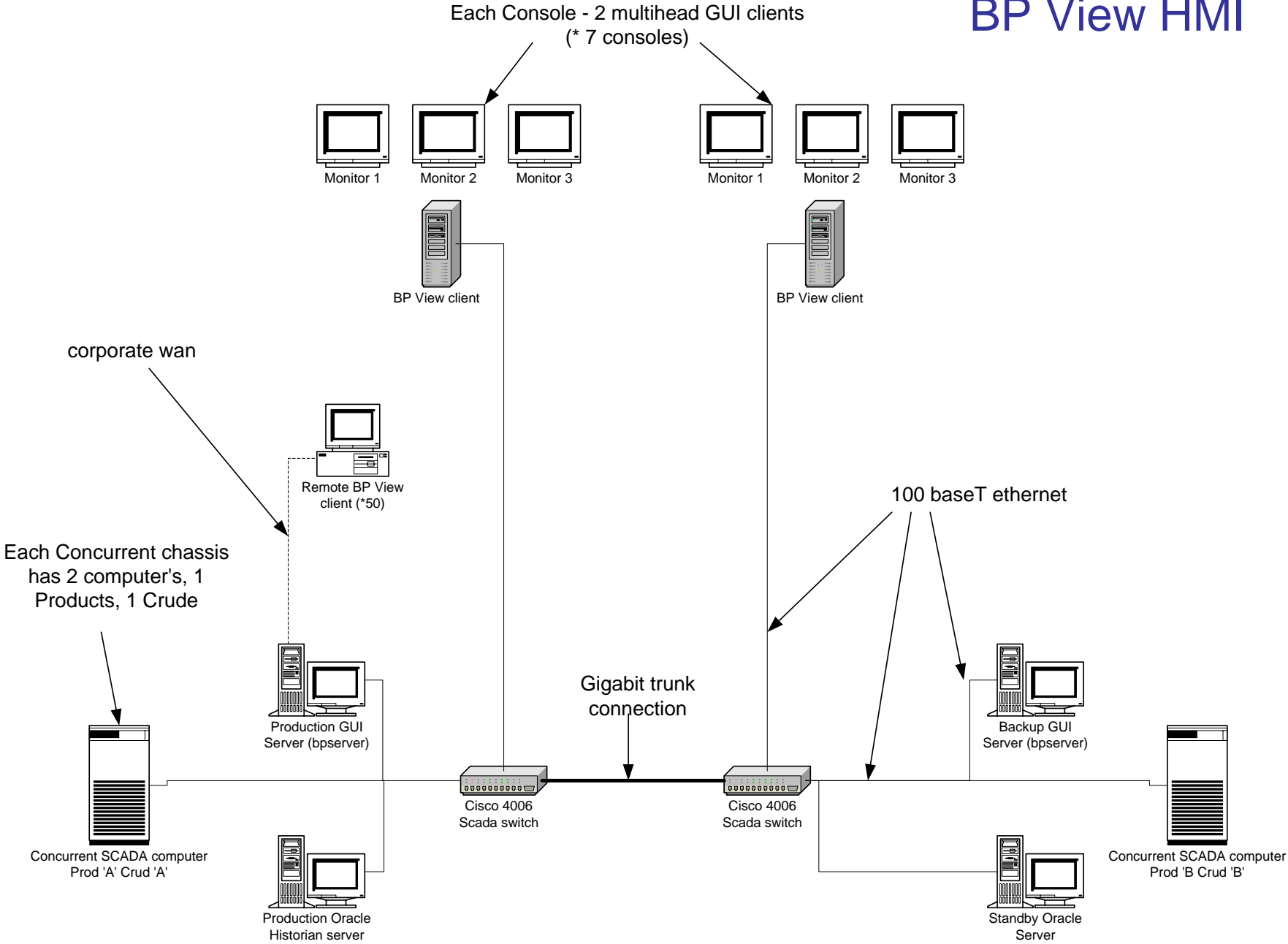
- Character based graphics
- “DOS” application (INT calls)
- Network driver desupported
- Support only 32 HMI devices
- Very limited security
- No redundancy
- Inability to ‘mask’ restricted data
- Limited DOS VGA support in XP
- Newer pc’s having hardware issues
- Limited to 1 SCADA connection
- Non intuitive look and feel



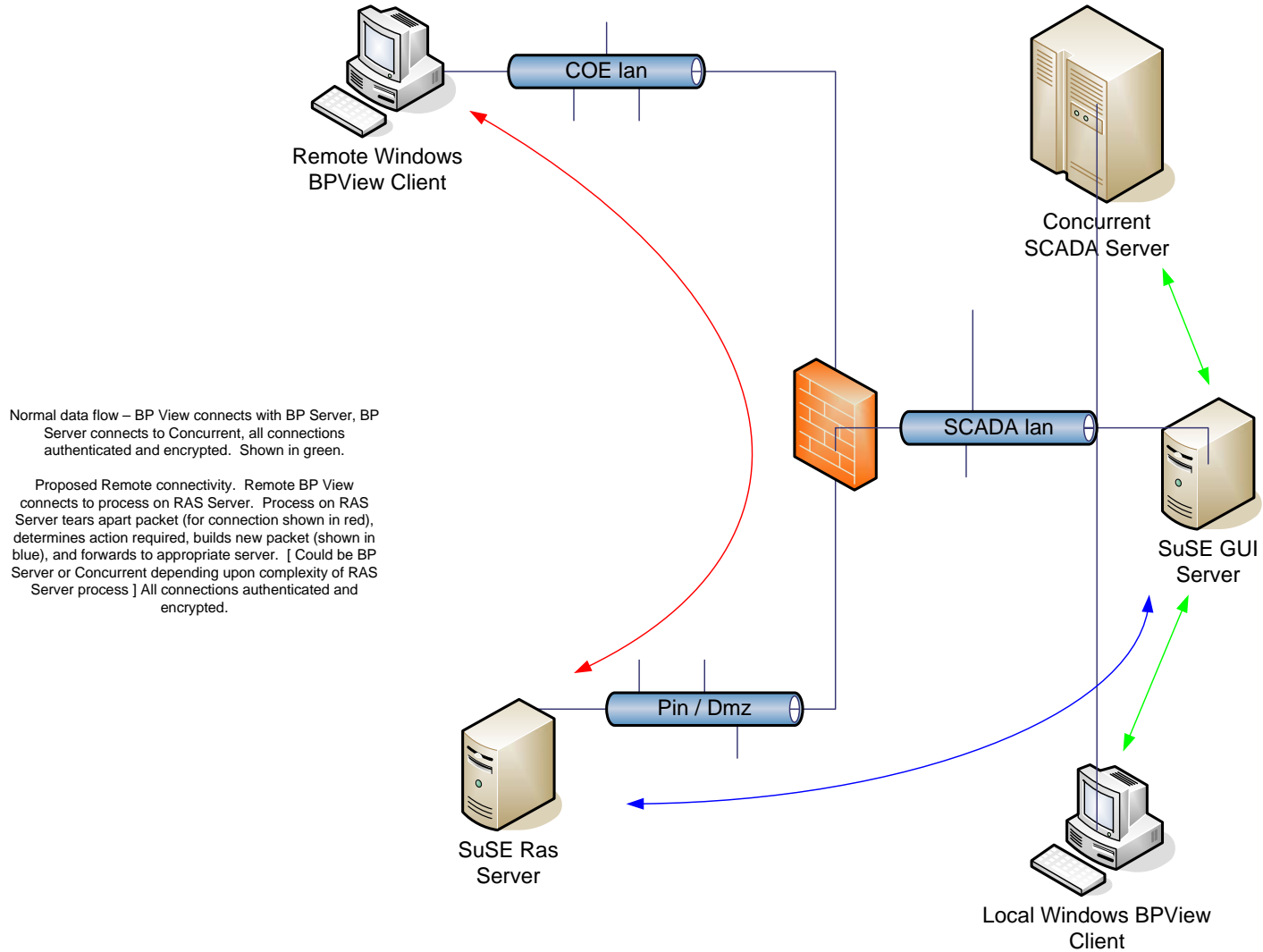
CVP Process

- **Appraise** – Decide if this the right project at the right time in the right place.
- **Define** – Define the scope of the work. Develop a project specification document. (Spend more time than needed here!)
- **Select** – Select a subset of vendors, distribute the RFP, determine the successful bidder.
- **Execute** – “Meat” of the project. Programming changes to existing SCADA, create “BPserver”, “BPview”, and “BPrasserver”
 - Phase tests 1-7, FAT, SAT, OLAT
- **Operate** – Put project in operation. Resolve “out of scope” issues. (Example – larger monitor replacement.)

BP View HMI



Digital Security changes the scope!



THE GOOD, THE BAD, AND THE UGLY

- What went right
 - Creation of a very detailed specification
 - Having weekly status meetings with vendor and operations
 - (quickly flush out problems.)
 - Phase tests, FAT tests, SAT tests, OLAT acceptance test
 - Dedicating key players to the project
 - DLA (dynamic line analysis)
 - Limit project scope to achievable deliverables
 - (for example, we didn't implement layers, panning, etc.)
 - Security Enhancements ~ No direct external access to SCADA
 - Flexibility ~ Ability to present data from multiple sources
 - Remained within budgetary constraints

- Lessons learned
 - Needed additional dedicated resources
 - Operations / Controllers
 - SCADA Maintenance (technicians)
 - Backfill for company project team members
 - Had to extend project timeline
 - OLAT needed a ‘suspend’ clause for non-vendor problems
 - Don’t be afraid to challenge controversial items
 - example ~ fixed navigation bar
 - Communication between groups
 - SCADA project team and pipeline operations
 - SCADA project team and SCADA support

- Handling out of scope issues (specification document)
 - Change orders
 - Define criticality (must have vs. enhancement) & funding
 - Must have example ~ proxy server for non operator access
 - Enhancement ~ smaller fonts created need for larger monitors
 - Obsolescence & project specified hardware and software
 - Hardware
 - Over life of project, Dell 2650 servers were superseded by 2950
 - BPView client video went from AGP & PCI to PCI-Express
 - Software
 - SuSE linux moved from sles 9 to sles 10 (multiple sles 9 patches)
 - Oracle moved from 9i to 10g (multiple 9i patches)
 - Java moved from 1.5 to 1.6 (multiple 1.5 patches)
 - Windows XP service packs and anti-virus updates