

## **Strategic Plan 2003 -- Annotated Outline**

- I. Introduction
  - a. Why is the Strategic Plan being updated/revised
  - b. Process description
    - i. Internal NYISO
    - ii. Stakeholder
  
- II. Executive Summary
  - i. Vision
  - ii. Mission
  - iii. Objectives
  - iv. Recommendations
  
- III. Situation Analysis
  - a. Current Environment
  - b. Future Environment
    - i. Regulatory
    - ii. Economic
    - iii. Technology and Infrastructure
  
- IV. Overall Market Destination
  - a. Principles
    - i. Reliability
    - ii. Efficient and Fair Market
    - iii. Customer Service
    - iv. Operational Excellence
    - v. Environmental Quality
    - vi. Fully SMD compliant
  - b. 12- 24 months – Clear and agreed upon
    - i. SMD 2.0 Implementation
    - ii. Follow-on SMD 2.0 improvements
    - iii. Resource Adequacy Model
    - iv. Pancaking
    - v. Evaluation of FERC SMD Final Order
    - vi. File for RTO status w/significant MP support
  - c. 2-5 years
    - i. Virtual RTO
      - 1. sorted out the hodgepodge of MOU's
    - ii. Seams fixed
    - iii. Generation and transmission expansion enabled
    - iv. North East Markets fully functional

- v. Overarching coordination of North Eastern RTO's - including Canada
  - 1. Regional Transmission Planning
  - 2. Regional Markets where appropriate e.g., ICAP, Reserves, etc.
- V. Governance
  - a. Board
  - b. Stakeholder
- VI. NYISO Business Model
  - a. ISO Future Status
    - i. Single state RTO
  - b. Budget Projections
    - i. Capital Investment
    - ii. Operating expenses
  - c. Facilities
  - d. Superior Workforce
    - i. Succession Planning
    - ii. Compensation philosophy
    - iii. Training
  - e. Risk Management
- VII. Implementation Plan – thought is this would span the entire period to get us to the end state and it must include Goals and Objectives appropriately grouped. It will likely include sections matching those in Sections IV, V, and VI. For example
  - a. Regulatory Status
  - b. Market Evolution
  - c. Technology
  - d. Reliability
  - e. Workforce
  - f. Facilities
  - g. Budget
  - h. Governance (if changes are required)
  - i. Milestones