



2018-2022

STRATEGIC PLAN



By the New York
Independent
System Operator



Table of Contents

MESSAGE FROM THE PRESIDENT & CHIEF EXECUTIVE OFFICER	3
KEY 2017 ACCOMPLISHMENTS	4
THE NYISO	5
Introduction	5
Core Values & Mission.....	8
Strategic Objectives	9
Strategic Initiatives	10
2018-2022 STRATEGIC PLAN	12
Priority Projects & Activities.....	12
Trends & Technology.....	16
CORPORATE GOVERNANCE	19
Board of Directors	19
Corporate Officers	19

Message from the President & Chief Executive Officer

Everywhere one looks today, technology is revolutionizing the energy world. Along with this rapid change come new demands for the electric grid. The New York Independent System Operator (NYISO) is excited about the opportunities as well as the challenges that lie before us, and we are working hard to address these new dynamics with precision and innovation.



I am pleased to present the 2018-2022 NYISO Strategic Plan. The 2018-2022 plan reflects an approach of continuous adaptation to shifting market dynamics and a different industry paradigm. It outlines initiatives intended to enhance the NYISO's markets, operations, and planning activities in ways that will best position the NYISO for the future.

Clean energy resources are being increasingly added to the grid. Ongoing industry transformation and New York State's ambitious clean energy policies will redefine the power system and competitive wholesale electricity markets. Long-term reliability depends upon finding ways to harmonize the competitive wholesale markets with the state's actions to promote clean energy. The NYISO is committed to helping the state make the most of advancing renewable technologies, while staying a step ahead of reliability challenges with innovative solutions.

Consumers are incredibly savvy about their energy choices in a modern economy. From solar panels to combined heat and power systems, to energy management systems, consumers are taking more control over the way they use and think about energy and the environment.

This wave of change also means the NYISO must engage and work evermore closely with Stakeholders and Market Participants to ensure a competitive marketplace that continues to incentivize investment at the lowest cost possible. Advancing new ideas, products and services will be critical to reliability and renewable energy goals. This kind of focus, coupled with needed investments that strengthen the grid, will help us power the state's robust economic engine.

The NYISO is committed to being a leader in reliability, market design, and technological innovation. Defining future success for the NYISO hinges upon our ability to deliver these objectives in close coordination with our Market Participants, Stakeholders, policy makers and regulators. The 2018-2022 Strategic Plan details our efforts to identify and prioritize those issues.

While change is all around us, the NYISO has a clear vision for a strong, successful way forward. The efforts we are making today will help us define and succeed in this new era and for decades to come. The women and men of the NYISO are committed to building on the strengths of our past but with a dedication to building a vibrant future.

Together, we are the people who power New York. Thank you for the trust and confidence you place in us for this important role.

Sincerely,

Bradley C. Jones

President & CEO

Key 2017 Accomplishments

2017 was a year distinguished by several important accomplishments. In addition to maintaining expected system reliability, the NYISO also added new critical infrastructure and continued to support New York State policies regarding the development and reliable integration of new renewable resources and Distributed Energy Resources (DER).

- Published **Distributed Energy Resource Roadmap for New York's Wholesale Electricity Markets (DER Roadmap)** outlining how it expects DERs to integrate into wholesale markets, a goal central to the state's Reforming the Energy Vision initiative.
- Working with the New York State Department of Public Service and The Brattle Group, released the study, **Pricing Carbon into NYISO's Wholesale Energy Market to Support New York's Decarbonization Goals**. The study explores the role of markets and whether current rules should be revised to work in tandem with a carbon pricing methodology.
- Successfully achieved 2017 milestones in the multi-year project to upgrade both the **Energy Management System (EMS)** and the **Business Management System (BMS)**, which encompass the critical core reliability functions used by the system operators and the day ahead and real time energy market functionality.
- Issued its biannual **Comprehensive Reliability Plan**, providing a blueprint for meeting electric system reliability requirements through 2026, and confirming that the Reliability Needs identified in the **2016 Reliability Needs Assessment (RNA)** are resolved.
- Completed the first **Public Policy Transmission Planning Process** resulting in the evaluation and selection of the most efficient/cost effective projects to satisfy a Public Policy Transmission Need for transmission congestion relief in western New York.
- Successfully concluded the **Comprehensive Interconnection Process Improvements Assessment**, which identified interconnection practices to improve administrative efficiency, compress the interconnection study process and allow for expedited project development.
- Successfully completed and executed the **Transmission Congestion Contract (TCC) Balance of Period Auction**, maximizing the value of TCC awards based on the bids, offers, and the transmission line and contingency constraints.
- Implemented new **Capacity Market Demand Curves for the 2017/2018, 2018/2019, 2019/2020, and 2020/2021 Capability Years**, and established a new transparent, formulaic process to annually update net energy and ancillary service revenues between resets.

These key accomplishments build upon the organization's ongoing commitment to lowering grid-management charges, improving compliance with applicable reliability standards, facilitating industry compliance with state policies, and lowering the cost of electricity to consumers across New York.

The NYISO

Introduction

The New York Independent System Operator (NYISO), which began operating in 1999, is a not-for-profit corporation primarily regulated by the Federal Energy Regulatory Commission (FERC). The governance, structure, and mission of the NYISO comply with the guiding principles in the FERC's open access regulations — Orders 888 and 2000. The NYISO is governed jointly by an independent Board of Directors and Market Participants (transmission owners, generation owners, other electric power suppliers, end-use consumers, public power and environmental sectors). In accordance with a rigorous code of conduct, NYISO Board members and staff are required to be independent from the interests of Market Participants.

The NYISO serves the public interest and provides benefit to consumers by fulfilling an array of essential responsibilities, which include:

- Reliable operation of New York's bulk electricity grid
- Fair and open administration of competitive wholesale electricity markets
- Planning for the future of New York's power system
- Advancing the technological infrastructure of the electric system serving New York



A look inside the state-of-the-art, 64,000 square foot, NYISO Control Center that was fully renovated in 2014.

Reliable Operations

The NYISO manages the flow of electricity across more than 11,000 miles of high-voltage transmission lines serving New York on a minute-to-minute basis, balancing supply and demand

throughout the state in accordance with the federal policy of open and non-discriminatory access to the grid. Working with transmission owners, the New York State Reliability Council (NYSRC), the Northeast Power Coordinating Council (NPCC), and the North American Electric Reliability Corporation (NERC), the NYISO adheres to the nation's strictest set of reliability standards, which include nearly 1,000 requirements designed to promote reliability for New York consumers. To provide the lowest-cost power available to reliably meet consumer needs, the NYISO conducts and monitors competitive auctions of wholesale electricity every five minutes, every day of the year.

In 2014 the NYISO opened a new primary power control center. This new control center — among the most technologically sophisticated in the world — improves operator visibility of wide-area and local grid conditions, enhances integration of new technologies, and provides situational awareness displays and other tools needed to meet stricter federal requirements for the monitoring and controlling the bulk power grid.

Efficient Markets

As market administrator, the NYISO conducts a continuous series of auctions, in which load-serving entities bid to purchase electric energy offered for sale by suppliers. Similarly, the NYISO administers markets to purchase balancing requirements and various operating reserves needed to maintain system reliability. The NYISO also operates markets that allow Market Participants to purchase the installed capacity needed to meet reliability requirements. Energy service companies and end-use consumers can provide demand response resources and compete with suppliers in several of these markets.

Pursuant to its tariff, the NYISO maintains credit requirements to ensure all Market Participants enter into transactions with a reasonable assurance that they will be protected from a payment default. The NYISO's independent market monitor and internal market monitoring and performance group watch the markets for attempts at manipulation, identify potential market improvements, and report any tariff violations to the FERC.

Comprehensive Planning

The NYISO's Comprehensive System Planning Process (CSPP) is a unique, "all source" planning process that evaluates transmission, generation, and demand response on a comparable basis. It is the primary tool used by the NYISO to inform transmission expansion and electric infrastructure investment decisions in the New York Control Area. Developed through its stakeholder governance process, the CSPP establishes that the NYISO will identify reliability and economic needs and administer a process whereby solutions are proposed, evaluated, and implemented in order to maintain the reliability of the bulk electric power system. Pursuant to FERC Order 1000, the NYISO has adapted its CSPP to evaluate transmission

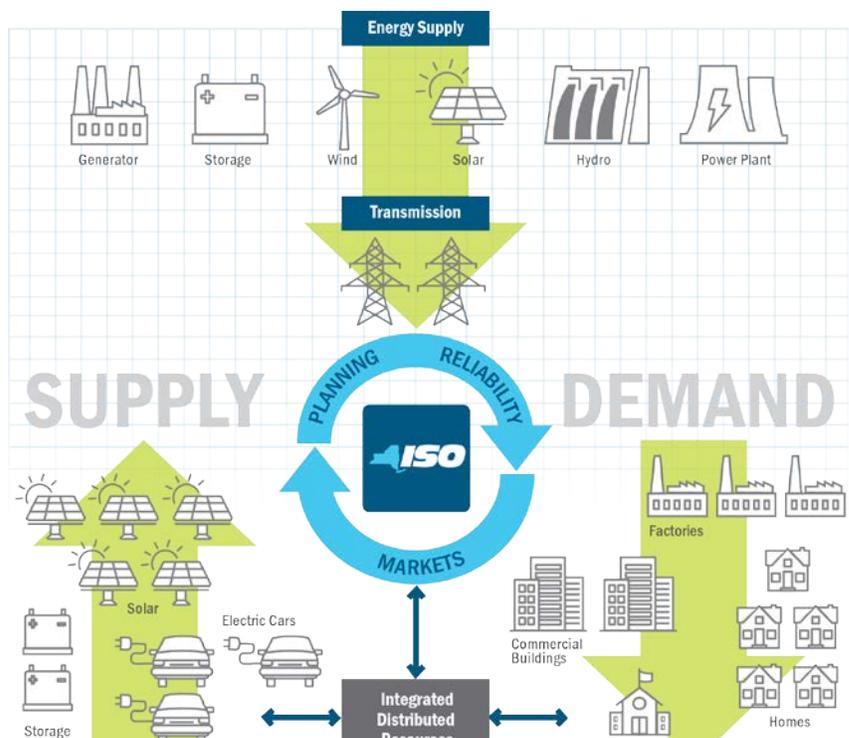
expansion investments driven by public policy requirements, as well as those driven by reliability and economic needs. This planning process enhancement will assist state policy makers in identifying and evaluating proposals to achieve various public policy objectives. The NYISO uses this process to select the more efficient or cost-effective transmission projects that will be eligible for cost allocation and cost recovery under its tariff.

The NYISO strives to achieve its strategic objectives with the guidance of government policy makers and regulators, and the direct involvement of Market Participants. As it serves the greater interest of the state and the people of New York, the NYISO’s efforts are most visible in the forum it provides to share ideas on how to resolve issues and solve problems. With more than 400 Market Participants, the NYISO engages a wide spectrum of interests, including representatives from public power & environmental parties, end-use consumers, transmission owners, generation owners, and other suppliers. The governance structure includes three standing committees — the Management Committee, the Business Issues Committee, and the Operating Committee. Each committee oversees its own set of working groups and/or subcommittees. The NYISO’s achievement of its objectives depends on the active involvement of participants in the shared governance committee process.

The Grid of the Future

It is a time of both continuity and change for the grid. The centralized grid exists as a dependable mainstay, yet faces unprecedented growth and evolution as large-scale renewables and distributed energy resources connect and place new demands on grid functionality. At the same time, historical, predictable demand patterns that characterized infrastructure planning over much of the last century are shifting. Consumers, increasingly empowered with intelligent digital technologies and

Figure 1: Tomorrow’s Electric Grid



advanced communications tools, are transitioning from traditional purchasers of energy to becoming active participants on the grid — adjusting their energy use patterns to reflect grid conditions and tailoring their energy use to meet their own needs for reliability and clean power.

It is clear from the transition underway that the grid of the future will be a power system with a diverse mix of resources and consumption patterns that differ greatly from what the industry has been based upon for the past decades. The NYISO is at the center of this changing landscape. Through its expertise in operating New York’s power grid, advanced energy market design, open and transparent system planning, and collaborative relationship with policymakers and Market Participants the NYISO is uniquely poised to embrace these changes and continue to reliably and efficiently respond to the energy needs of New Yorkers.

Core Values & Mission

The core values and mission of the NYISO establish the foundation from which all of our responsibilities are derived. Together, they provide the basis for the NYISO’s strategic objectives, as well as a reference point to guide decision making and actions at all levels of the organization.

Core Values

- **Accountability:** Taking responsibility to do what needs to be done
- **Operational Excellence:** Commitment to excellence in all our processes, systems and products
- **Integrity:** Commitment to honest, ethical, and transparent actions
- **Team Work:** Working together, succeeding together, respecting each other
- **Customer Focus:** Understanding the customer perspective
- **Innovation:** Pursuing creative and sound solutions
- **Enthusiasm:** Having a passion for our work and our interaction with our customers, Stakeholders and policy makers

Mission

The mission of the New York Independent System Operator, in collaboration with its Stakeholders, is to serve the public interest and provide benefit to consumers by:

- Maintaining and enhancing regional reliability
- Operating open, fair and competitive wholesale electricity markets
- Planning the power system for the future
- Providing factual information to policy makers, stakeholders and investors in the power system

Strategic Objectives

Six strategic objectives underlay the various initiatives of the NYISO and provide guidance for the allocation of human, financial, and technological resources. These objectives instill discipline to the use of resources, helping to evaluate and prioritize NYISO investments toward those activities that best meet the goals articulated by each objective.

1. A Leader in Reliability

- Promote resource adequacy and transmission security now and in the future.
- Sustain and enhance reliable operation of the bulk electricity grid and the wholesale electricity markets.
- Provide a secure environment to protect cyber, physical, and personnel resources.

2. A Leader in Market Design & Performance

- Develop enhancements to the wholesale electricity markets that increase reliability and market efficiency and create value for consumers.
- Foster a market environment conducive to new investments in the wholesale electricity markets that attract and retain resources needed in the state.

3. Authoritative Source of Information on Key Issues

- Take a proactive leadership role in providing an independent, unbiased source of information on the operation of the bulk power system and wholesale market in New York, and identifying future needs by analyzing the reliability, environmental and cost attributes of policy and technology choices.
- Conduct stakeholder outreach activities in leadership forums, national and international conferences, as well as professional and standard setting groups.

4. Excellence in Execution

- Sustain a culture that promotes and strives for flawless performance in all that we do and engenders customer confidence in our operations, markets, and planning.

5. Sustain & Enhance Robust Planning Processes

- Strengthen planning capabilities to effectively implement the CSPP, which includes reliability, economic, and public policy planning studies and other planning initiatives in New York.
- Coordinate with Market Participants, State and Regional Planning Agencies and other key Stakeholders to complete studies and to analyze reliability, operations and market impacts of a broad range of energy-related federal and state policy goals, including environmental, fuel diversity, energy efficiency and renewable integration.

6. Leader in Technology Innovation

- Work with regulators and other Stakeholders to promote the advancement of DERs and Smart Grid standards based on industry best practices and state-of-the-art technologies
- Develop innovative market products, advanced reliability tools, and information architecture utilizing modern industry capabilities and applicable technology advances.
- Develop advanced technologies to maintain reliable, optimally performing and secure systems.
- Reinforce and enhance cyber security protocols and best practices.

Strategic Initiatives

To meet evolving regulatory requirements, and expected technical, financial and market challenges the NYISO has identified key strategic initiatives in addition to its core responsibilities and ongoing project plans. These initiatives provide guidance for projects and resource allocations in 2018 and in the future.

Reliability through Markets

The NYISO will enhance its energy and capacity markets to maintain system reliability and operate efficient wholesale power markets. Market signals must align with system reliability needs in order to have effective resource responses in the short-term and to encourage investment when and where it is needed over the long-term.

- **Goal:** To protect reliability and to improve the effectiveness of the markets.

Integration of Distributed Energy Resources

The NYISO will develop the tools needed to plan and operate the bulk power system in an environment that includes greater levels of distributed energy resources. The NYISO market design will drive changes that support the integration of new resource types.

- **Goal:** To ensure bulk power system reliability and competitive markets throughout the changing resource landscape.

Integration of Public Policy

The NYISO will assume a pivotal role in the integration of public policy objectives while taking appropriate steps to ensure that such efforts complement open, fair and competitive markets.

- **Goal:** To effectively manage long-term policy objectives while protecting and promoting the reliability of the power system and the benefits of competitive markets.

Technology & Infrastructure Investment

The NYISO will position itself to manage the increasingly complex, costly, but necessary systems required to run New York’s bulk power system and wholesale markets. The upgrade of the Energy Management and Business Management Systems (EMS/BMS) is a substantial effort requiring the commitment of resources across the organization. The EMS/BMS upgrade is critical for the NYISO to meet its core reliability and market objectives going forward.

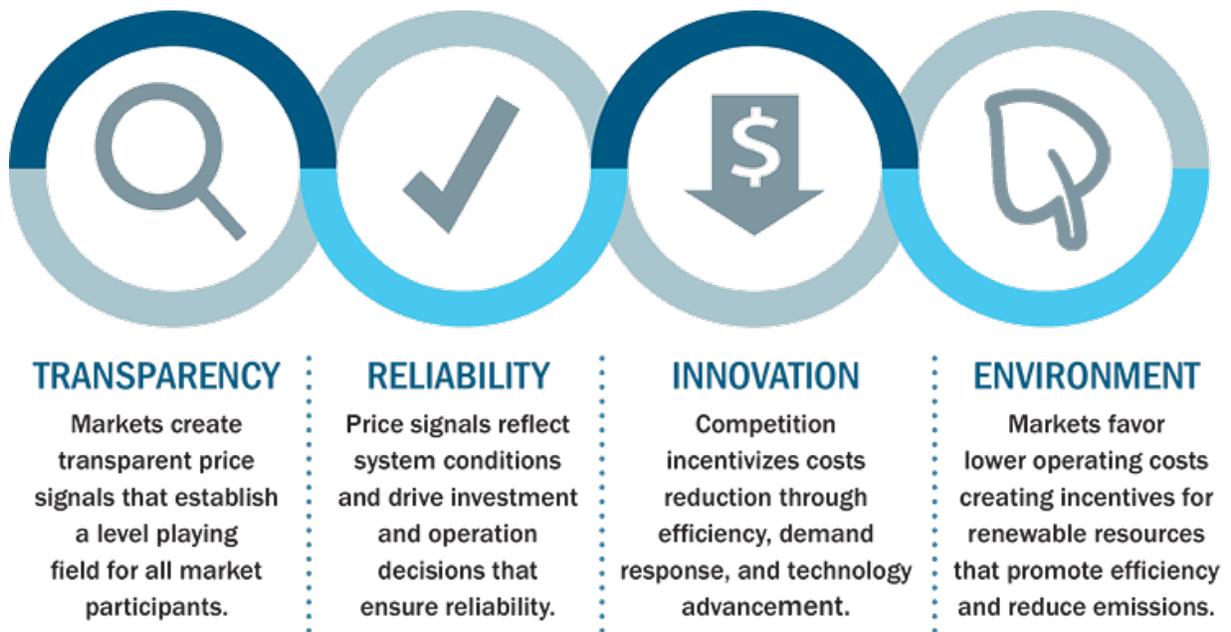
- **Goal:** To ensure that NYISO’s mission critical systems are robust, secure and evolving with industry best practices.

Sustainable Business Model

The NYISO will position itself to operate increasingly complex systems in an environment of rising cost pressure. The NYISO will address the costs associated with meeting these challenges by identifying cost drivers and taking steps to reduce those that can be managed.

- **Goal:** To ensure that the NYISO is equipped to manage increasing costs in an environment of decreasing MWh throughput.

Figure 2: Grid Operations & Wholesale Energy Markets



2018-2022 Strategic Plan

Priority Projects & Activities

The following Strategic Plan represents a mixture of core business activities conducted by the NYISO, such as the publication of annual reports and completion of required economic and reliability planning processes, as well as projects and initiatives developed specifically to address strategic priorities.

Strategic Objective: A Leader in Reliability

- Promote resource adequacy and transmission security now and in the future.
 - Performance Assurance
 - RMR Cost Recovery Phase II
- Sustain and enhance reliable operation of the bulk electricity grid and the wholesale electricity markets.
 - EMS BMS System Upgrade
 - EMS BMS Workstation Upgrade
 - PI System Upgrade
 - Gurobi (MIP) Hardware Refresh
 - Gurobi (MIP) Software Refresh
 - EPG PMU Enhancements
 - TOA Platform Upgrade Phase II
- Provide a secure environment to protect cyber, physical, and personnel resources.
 - NERC CIP Audit Preparation
 - NERC CIP Standards for Supply Chain Management Preparation

Strategic Objective: A Leader in Market Design & Performance

- Develop enhancements to the wholesale electricity markets that increase reliability and market efficiency and create value for consumers.
 - DER Participation Model
 - Large Solar Participation Model
 - Energy Storage Integration & Optimization
 - Integrating Public Policy Initiative
 - RTC-RTD Convergence Improvements (SOM)

- Foster a market environment conducive to new investments in the wholesale electricity markets that attract and retain resources needed in the state.
 - Alternative Methods for Determining LCRs (SOM)
 - Constraint Specific Transmission Demand Curves (SOM)
 - Model 100+kV Transmission Constraints (SOM)
 - FERC Order 745: Monthly Net Benefits
 - FERC Order 831: Offer Caps
 - CRIS for External — ROS Transmission Investments
 - Competitive Entry Exemption for Increased CRIS
 - On Ramps and Off Ramps for Zones
 - BSM Repowering

Strategic Objective: Authoritative Source of Information

- Take a proactive leadership role in providing an independent, unbiased source of information on the operation of the bulk power system and wholesale electricity markets in New York, and identification of future needs by analyzing the reliability, environmental and economic attributes of policy and technology choices.
 - Electric Quarterly Report (EQR) DSS Report Update
 - Produce Consumer Impact Analyses
 - Publish Annual Consumer Report
 - Issue 2018 Power Trends
 - Key Topics Tracking for Public Website
- Conduct Stakeholder outreach activities in leadership forums, national and international conferences, as well as professional and standard setting groups.
 - Conduct semi-annual Environmental Advisory Council meetings
 - Conduct legislative outreach to key policy makers, legislators, and other government officials
 - Conduct control room tours and market overview presentations to educate the public, interested groups and policy making officials
 - Position executive leadership and subject matter experts as thought leaders in industry publications and events
 - Participate in NAESB and NIST standard setting committees
 - Support activities of ISO RTO Council (IRC) Committees throughout 2018

Strategic Objective: Excellence in Execution

- Sustain culture that promotes and strives for flawless performance in all that we do and engenders customer confidence in our operations, markets and planning.
 - NAESB PKI Phase II
 - Automate ICAP Import Rights
 - Load Forecaster Upgrade & Build-Out
 - ICAP AMS Redesign & Testing Improvements Phase II
 - North Subzone Redistricting
 - CMS Projected True-Up Exposure Enhancement
 - Vendor Management Tool
 - Expense Report Automation
 - Rate Schedule 12 Settlement
 - FERC Form 1 Redesign
 - Application Testing Improvements Phase II
 - Public Website Content Management Platform & Redesign

Strategic Objective: Sustain & Enhance Robust Planning Processes

- Strengthen planning capabilities to effectively implement the Comprehensive System Planning Process (CSPP), which includes reliability, economic, and public policy planning studies and other planning initiatives in New York.
 - Interconnection Project Queue (or Portal) Automation
 - Comprehensive System Planning Process Review
 - Winter CRIS Enhancements
 - Model-On-Demand Upgrade & Build-Out
 - Complete AC Transmission Public Policy Transmission Planning Report
 - Administer the 2018 cycle of the Public Policy Transmission Planning Process
 - Perform Reliability Needs Assessment
 - Complete System Impact Studies for projects submitted in response to the Public Policy Transmission Planning Process
 - Complete 2017 CARIS Phase I Study
 - Perform, as requested, 2018 CARIS Phase II studies

- Coordinate with Market Participants, State and Regional Planning Agencies and other key Stakeholders to complete studies and to analyze reliability, operations and market impacts of a broad range of energy-related federal and state level policy goals, including environmental, fuel diversity, energy efficiency and renewable integration.
 - Complete the Class Year 2017 Facilities Study
 - Initiate the Class Year 2018 Facilities Study
 - Publish 2018 Gold Book
 - Complete and publish Locational Capacity Requirements
 - Complete 2018 Area Transmission Review
 - Support New York State system planning activities by providing technical advice and coordination with NYS DPS, NYSERDA, and DEC
 - Provide modeling data to various agencies (e.g. FERC, DOE, NERC, NPCC, PSC) and Market Participants
 - Support NPCC Task Force on Coordination of Planning and Task Force on System Studies activities throughout 2018
 - Complete 2018 Annual Fault Current Assessment
 - Publish 2018 New York Transmission Map
 - Perform Generator Deactivation Assessments and select solutions, as necessary
 - Maintain interconnection studies, transmission system impact studies, and process documentation on the NYISO website
 - Coordinate interregional planning activities in accordance with the Northeastern ISO/RTO Planning Coordination Protocol, and support Eastern Interconnection Planning Collaborative (EIPC) activities

Strategic Objective: A Leader in Technology Innovation

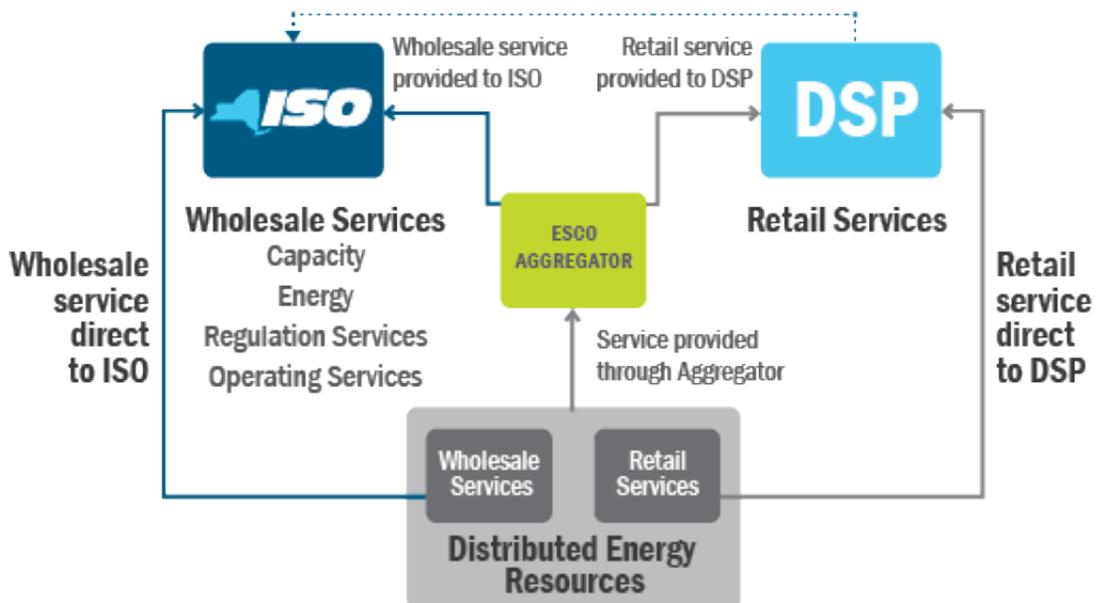
- Work with regulators and other Stakeholders to promote the advancement of DERs and Smart Grid standards based on industry best practices and state-of-the-art technologies.
 - Provide leadership in standards development for smart grid technologies
 - Provide leadership in the investigatory work of DER enabling technologies within the NYISO and other ISOs/RTOs in the IRC (e.g. Internet-based communications)
- Develop innovative market products, advanced reliability tools, and information architecture utilizing modern industry capabilities and applicable technology advancement.
 - DER Pilot Framework
 - Planning High Performance Computing (HPC) Platform Upgrade
 - Granular Pricing & Market Price Delivery
 - Enterprise Information Management - Data Integration Phase III
 - Software AG Upgrade

- Develop advanced technologies to maintain reliable, optimally performing and secure operation of existing systems.
 - Microsoft System Upgrade
 - Network Infrastructure Upgrade
 - Application Platform Upgrade Phase V
 - Database Platform Upgrade Phase II
 - Telephone System Upgrade
 - Laptop Refresh & Upgrade
 - Corporate Workstation Replacement
- Reinforce and enhance cyber security protocols and best practices.
 - Identity and Access Management – 2018
 - Engage with industry leadership in development of security standards, best practices and policies
 - Improve Security Operations and enhance Perimeter Defenses as well as overall Security Resiliency

Trends & Technology

New York State’s public policy goals are increasingly emphasizing reliance on renewable energy to achieve greenhouse gas reduction goals and other environmental objectives. As a result, the grid of the future will not only deliver energy from central power stations but increasingly from renewable resources and Distributed Energy Resources (DER).

Figure 3: Integrating DER in Wholesale Markets



DERs are poised to transform New York’s wholesale electric system. They can help grid operators by improving system resiliency, energy security, and fuel diversity. DERs can lower consumer prices, improve market efficiency, and allow consumers to take greater control of their electricity use and costs through a variety of new technologies.

These emerging trends will require the NYISO to evolve its market and grid software platforms and acquire and retain talented employees to operate and plan the grid and markets of the future.

True to its mission, the NYISO puts tremendous effort into ensuring that our employees’ skills and capabilities are closely aligned with our strategic focus. The NYISO is conducting a review of the organizational impacts of various levels of renewable and DER penetration, which encompasses staffing levels, skill sets, and the potential for automation in the five- and ten-year time horizons.

In addition, the NYISO will continue to develop its technology and infrastructure to ensure its information systems are capable of meeting business objectives and stay aligned with the NYISO’s strategic focus. NYISO’s technology development is rooted in a collaborative effort in which multiple IT strategy components are formulated to guide overall technology direction. One of the key components is *Strategic Applications* and as part of this, the 2018 Strategic Plan will include significant investments in its EMS/BMS replacement, Distributed Energy Resources, and new grid and market capabilities. The plan also includes investments in components such as software Solution Delivery, Cloud Computing services, and Enterprise Security.

The *Solution Delivery* component investigates the use of rapid development processes with modern techniques and tools to improve NYISO’s flexibility to deliver software solutions. New Solution Delivery processes will incorporate new development pipelines with an agile methodology and built-in test automation to create more efficiency, improve quality, and increase flexibility and speed of deployments.

The *Cloud Computing* component has established a new governance model to ensure a more consistent and detailed assessment of cloud computing services and providers used by the NYISO. This governance structure now allows for a comprehensive assessment of how any cloud computing service would integrate with NYISO’s enterprise ecosystem. Furthermore, this governance structure enables the NYISO to provide more flexible solutions based on cloud services that operate in a secure and efficient manner.

The *Enterprise Security* component continues to be one of the focal points of the IT Strategy given the increasingly complex security threat landscape. It will continue to focus on operational security and compliance excellence, managing risk, and external partnerships to strengthen resilience,

security operations, and overall perimeter defenses.

Two additional IT strategy components are Technology Lifecycle and IT Service Management, both of which focus on continued operations improvements. Together, all six IT strategy components are designed to work in tandem to focus on the following key themes derived from NYISO's strategic business objectives:

- Maintaining IT reliability through the reduction of operational risk, improvements in security and by increasing quality of solutions.
- Improving customer focus through increased flexibility in delivery of solutions and improvements in IT services provided to the business.
- Improving overall efficiencies through automation of IT processes and optimization of the technology portfolio.
- Supporting new business capabilities for improvements in grid and market operations, and enable advancements for the integration of DERs and wide area situational awareness improvements in smart grid applications.

Corporate Governance

Board of Directors

Michael B. Bemis, Board Chair

Former President of Exelon Power and President of Energy Delivery for the Exelon Corporation; Chief Executive of London Electricity; and Executive Vice President for Entergy Corporation

Ave M. Bie, Board Vice Chair

Partner in the law firm of Quarles & Brady and former Chair of the Wisconsin Public Service Commission

Daniel C. Hill

Former Senior Vice President and Chief Information Officer of Exelon Corporation

Robert A. Hiney

Former Executive Vice President for Power Generation of the New York Power Authority (NYPA)

Roger B. Kelley

Former President & CEO of the New York Power Authority, former President & CEO of Peregrine Midstream Partners, LLC., and former President & CEO of Fortistar Renewable

James V. Mahoney

President and CEO of Energy Market Solutions, Inc. and former President and CEO of DPL Inc., a regional energy and utility company

Thomas Ryan, Jr.

Former President and Chief Operating Officer of the American Stock Exchange

Jane Sadowsky

Managing Partner at Gardener Advisory LLC

Bradley C. Jones

President and CEO of the New York Independent System Operator

Corporate Officers

Bradley C. Jones

President and CEO

Richard Dewey

Executive Vice President

Rick Gonzales

Senior Vice President and Chief Operating Officer

Rana Mukerji

Senior Vice President, Market Structures

Douglas Chapman

Vice President, Chief Information Officer

Diane L. Egan

Board Secretary and Corporate Secretary

Robert E. Fernandez

General Counsel

Cheryl Hussey

Chief Financial Officer and Vice President, Human Resources

Kevin Lanahan

Vice President, External Affairs

Emilie Nelson

Vice President, Market Operations

Zachary G. Smith

Vice President, System and Resource Planning

Wesley Yeomans

Vice President, Operations



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