

2025

# Strategic Plan

THE NEW YORK INDEPENDENT SYSTEM OPERATOR

## About the NYISO

The New York Independent System Operator (NYISO) is an independent, not-for-profit corporation responsible for operating the state's bulk electricity grid, administering New York's competitive wholesale electricity markets, conducting comprehensive long-term planning for the state's electric power system, and advancing the technological infrastructure of the electric system serving the Empire State. The NYISO's role in providing grid reliability and competitive markets brings economic and environmental benefits to all New Yorkers.



### For more information, visit:

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## Message from the Board Chair and President & Chief Executive Officer

Protecting electric system reliability, evolving competitive markets, planning for the future needs of the power grid, and providing independent data and analytics for stakeholders have been our top priorities since the NYISO's inception in 1999. As the electric system undergoes rapid and instrumental change, the strategic direction of the New York Independent System Operator (NYISO) remains focused on these core responsibilities as future of the grid unfolds in New York.

We're proud to present our *2025 Strategic Plan*, which acknowledges the accomplishments of the past year and looks ahead to the demands of the challenging work in front of us. The regulatory environment has changed dramatically over the course of the last year, raising concerns that the pace of developing new supply is not keeping up with increased demand forecasts. Our focus remains on collaboration with stakeholders and policymakers to provide an electric system that reliably and efficiently protects the health and safety of New Yorkers, while enabling our growing economy.

Competitive electric markets continue to provide the most powerful vehicle to align investments in the grid with reliability needs while delivering efficiencies for New Yorkers in a changing economy. During a time of uncertainty, competitive wholesale electricity markets administered by the NYISO also shift investment risk away from consumers. Our market design enhancements are integrating new technologies while supporting and incentivizing flexibility of the grid.

The NYISO's planning processes serve a critical role by informing the range of possible outcomes for the future grid. Projections of demand growth due in large part to the development of energy-intensive economic development projects require an adequate supply of resources with the needed performance characteristics to serve the growing demand for electricity. As public policies drive more fossil generators into retirement to meet decarbonization goals, the addition of new resources is not keeping pace with the expected demand growth resulting in narrowing reliability margins. Understanding and resolving these emerging reliability concerns is an imperative. The enhancements implemented to the interconnection process help support the reliable entry of new resources. New York has also experienced significant investments in new transmission in recent years through a variety of mechanisms, including the NYISO's Public Policy Transmission Planning Process. Moving forward, investment in transmission will continue to be needed to meet New York's energy goals.



Technological advances in the grid continue to drive new operational considerations and requirements. Our technology strategy will continue to deliver capabilities that allow the NYISO to adapt to the dynamic requirements of managing a more complex grid. To achieve this, the NYISO is investing in technologies that provide a new level of flexibility, scalability, and security, positioning the business to keep pace with the grid changes into the future.

Our governance process in New York prioritizes finding sound solutions through open lines of communication and collaboration. Coupled with a financial strategy that demonstrates fiscal discipline while meeting the needs of stakeholders, the NYISO will continue to provide customer value.

We understand that the foundation of the NYISO's success rests with our people. They are the front line serving our consumers and communities, building the technology, managing the risks, and driving innovation. This focus on *Our People* and the development of a "learning culture" continues to strengthen employee engagement and our ability to attract talent going forward.

Our *Strategic Plan* covers our steadfast efforts to support the reliability of the electric system, which serves as the backbone of our economy and provides for the health and safety of all New Yorkers. As always, we remain committed to meeting the challenges ahead.

Thank you for your support and continued trust in the NYISO.

Sincerely,

*Joseph P. Oates*

**Joseph P. Oates**, Chair  
NYISO Board of Directors

*Richard J. Dewey*

**Richard J. Dewey**,  
President & CEO

## Mission & Vision

The mission of the NYISO establishes the foundation from which all our responsibilities are delivered and the vision describes a future that we strive to achieve. Together, they provide the basis for the NYISO's Strategic Objectives as well as a reference to guide decision making and action at all levels of the organization.

- ✓ **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.

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## Core Values

The core values of the NYISO form the foundation on which we conduct ourselves. The core values provide the guiding principles for our organization as we work together to fulfill our mission and vision.

- ✓ **Our People**  
Working, learning and growing together, respecting and embracing our differences.
- ✓ **Customer Focus**  
Valuing our stakeholders' perspective.
- ✓ **Integrity**  
Commitment to honest, ethical, and transparent actions.
- ✓ **Innovation**  
Creating sound solutions in an environment of constant change.
- ✓ **Excellence**  
Accountability for excellence in all that we do.

## The Roles of the NYISO

### Reliable Operations

Maintaining bulk power system reliability is the cornerstone of the NYISO's mission, shaping how we operate, design markets, and conduct system planning. Through the efforts of a highly dedicated and skilled workforce, 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. The NYISO operates one of the most technologically sophisticated control centers of its kind; an essential tool to support reliability and the transition to a clean energy future. The control center provides operator visibility of regional and local grid conditions, and the situational awareness displays and other tools needed to meet strict requirements for the monitoring and control of the bulk electric system. Advanced forecasting capability to manage increasingly dynamic loads, weather patterns, and the integration of renewable wind and solar resources supports the efficient and reliable operation of the grid. Managing the grid reliably while integrating new technologies and capabilities is imperative. The changes occurring require the NYISO to anticipate future reliability challenges and integrate the skills and tools needed into operations in advance. The NYISO's expertise in operating the power system, often described as the most complex machine in the world, is essential for a reliable grid now and in the future.

### Efficient Markets

The NYISO supports reliability for New York State through the administration of three complementary markets: energy, ancillary services, and capacity. The NYISO-administered wholesale electricity markets continue to lead the way toward a cleaner, resilient, and efficient electricity grid. The NYISO market design team is developing new tools and programs to integrate emissions-free technologies and encourage investment in resources that are fast-ramping, flexible, and dispatchable – resource characteristics that are becoming increasingly important for grid reliability. These reforms will evolve the markets in light of the anticipated resource mix, serving as a model for wholesale electricity market design harmonized with clean energy policy. **Market signals that guide investment and value high-performing resources will help provide a reliable transition to a more renewable and distributed power grid.**

Maintaining proper oversight of the market function is an essential role of the NYISO. The NYISO's independent market monitor and internal market mitigation and analysis group continually surveil the markets for attempts at manipulation, identify potential market improvements, and report any violations of the tariffs to the Federal Energy Regulatory Commission (FERC). The NYISO's credit requirements

establish that all market participants entering into transactions must provide reasonable assurance to protect the market from the potential for payment defaults.

### **Comprehensive Planning**

The NYISO's independent, fact-based planning processes assess reliability and inform market participants, developers, and policymakers on the implications of public policies and technological advancements impacting the needs of the grid and the pace of change on the electric system.

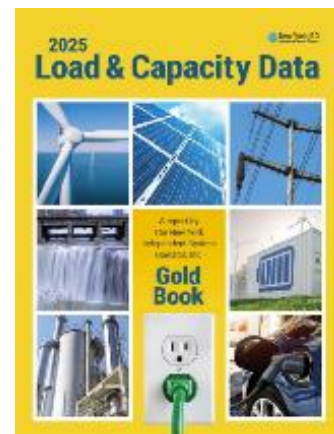
**The Comprehensive System Planning Process resolves reliability needs, identifies economic transmission investment opportunities, and addresses transmission needs driven by public policy requirements in New York State.**

- **The Reliability Planning Process** includes short- and long-term assessments to evaluate and identify reliability needs culminating in a *Comprehensive Reliability Plan*. The *Quarterly Short-Term Assessment of Reliability* (STAR) quickly reviews changes to the system, such as generator deactivations, and addresses reliability needs up to five years into the future. For a longer-term view, the *Reliability Needs Assessment* looks ahead ten years, and the *Comprehensive Reliability Plan* addresses any reliability needs identified on the bulk transmission system.
- **The System & Resource Outlook** (*The Outlook*) evaluates various potential future system conditions over a 20-year time horizon and identifies transmission and resource investment opportunities driven by economics and public policy. During a time of significant change, *The Outlook* provides a view of possible pathways to a clean energy future to inform policymaking, the Coordinated Grid Planning Process, and other investment decisions across New York State.
- **The Public Policy Transmission Planning Process** allows the NYISO to seek proposed solutions for a New York State Public Service Commission (PSC) identified transmission need. The NYISO evaluates proposals and recommends a solution that is reviewed by NYISO stakeholders and then selected by the NYISO Board of Directors. This process has resulted in New York's most significant investment in new transmission in decades.
- **The Interconnection Process** is another important aspect of the planning process. With the significant volume of interconnection requests across the nation, FERC Order 2023 and 2023A ("Improvements to Generator Interconnection Procedures and Agreements") adopt reforms to address interconnection queue backlogs, improve cost and timing certainty, and prevent undue discrimination of new technologies. The NYISO responded with a new approach to improve the efficiency and transparency of its interconnection process, including the implementation of a two-phase approach to cluster studies. The NYISO is committed to improving the interconnection process while continuing to provide the necessary reliability analyses through an efficient, transparent, and timely process.

### Authoritative Source

**A pillar of the NYISO’s focus is to serve as an independent source of fact-based information on the evolving electric system.** As the state works to achieve decarbonization mandates under the Climate Leadership and Community Protection Act (CLCPA), the need for factual information from an independent source has never been more important. We continue to implement new strategies to disseminate critical information on the grid of the future.

Our commitment to provide comprehensive analysis and information that can be relied upon is demonstrated through focused communication channels. Building on reports that compile critical data, such as our annual *Gold Book* and the planning reports that provide comprehensive technical evaluations of the power grid, we seek to provide a deeper understanding of the essential work underway. The annual *Power Trends* report serves as a trusted reference for elected officials, opinion leaders, industry experts, and the media. Through NYISO podcasts that feature in-depth yet accessible discussions with industry experts and through our social media presence, we seek to reach an even greater audience. Our objective is to share the NYISO’s unique and deep expertise to guide the ever-evolving understanding of the current and future grid. **We also are mindful that the human side of our business matters, and we feature stories that demonstrate the dedication of our workforce in serving all New Yorkers and giving back to the communities in which we live.**



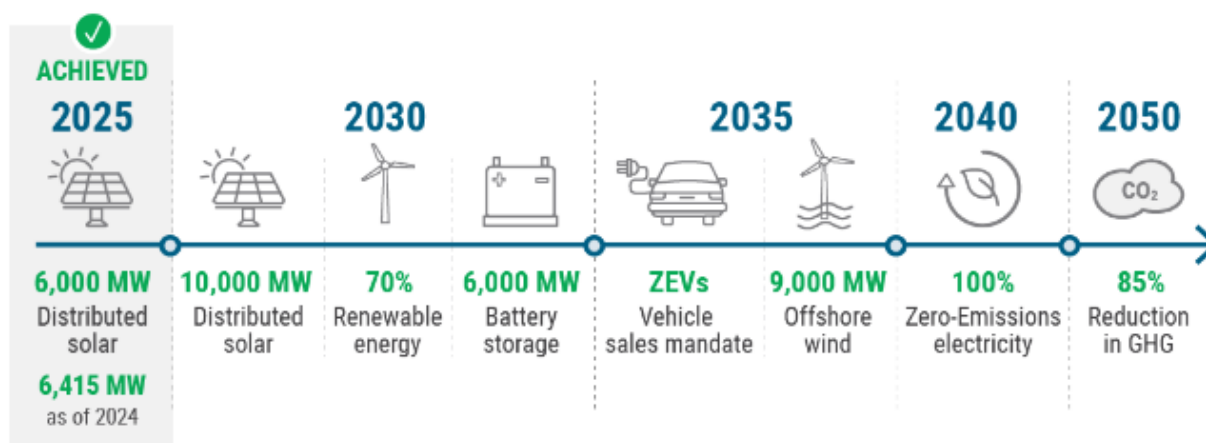
**An important step in supporting New York’s ambitious clean energy goals is to study the future grid to promote a better understanding of what will be needed to meet reliability, including emerging technologies.**

## Key Areas of Strategic Focus

### Evolving State Policy

In New York, increased adoption of renewable energy sources and energy storage is a key strategy to mitigate climate change, improve air quality, increase energy security and resilience, and provide other benefits. The transition is underway to a grid with significantly more renewable resources and distributed generation while also recognizing the reliability value of centralized generation stations including hydroelectric, nuclear and fossil. Looking to the future, developing demand-side solutions will become more important as electrification and large loads increase demand on the system.

The pace of the grid transformation is driven primarily by state policy, notably New York State’s CLCPA, working toward 70% of electricity to be generated from renewables by 2030 and 100% zero-emission by 2040. The CLCPA also includes specific technology deployments of 9,000 megawatts (MW) of offshore wind by 2035, 6,000 MW of distributed solar by 2025 (subsequently increased to 10,000 MW by 2030), and 3,000 MW of energy storage (subsequently increased to 6,000 MW) by 2030. In addition, the economy-wide greenhouse gas emission reductions included in the CLCPA will drive greater electrification of other sectors, such as transportation and buildings. The rate of electrification is an important component of forecasting the timing and nature of the future demand on the grid and understanding the associated reliability implications.



The Climate Action Council, under the leadership of NYSERDA and the New York State Department of Environmental Conservation, released a comprehensive Scoping Plan for implementation of the CLCPA. The Scoping Plan is the framework for how New York will reduce greenhouse gas emissions and achieve net-zero emissions, increase renewable energy use, and ensure all communities equitably benefit in the clean energy transition. The PSC has furthered programs to spur transmission and resource development

across the state. The release in July 2025 of the draft State Energy Plan by the State Energy Planning Board provides the latest view of how the objectives of the CLCPA together with the Scoping Plan, state actions, and other factors have converged to shape New York’s energy future. As New York moves the energy transition forward, the NYISO strives to support a responsible and reliable transition that maximizes the use of competitive wholesale markets.

New York State has taken several steps recently to drive climate progress and align with the realities of the current environment such as: 1) the draft State Energy Plan was released providing valuable analysis of future energy scenarios, 2) the state’s 2025 budget committed \$1 billion over five years for transportation/buildings decarbonization, 3) the governor instructed NYPA to prioritize the construction of a new upstate nuclear plant in response to projected power demand growth from data centers and industrial expansion, 4) the PSC cancelled the NYC Offshore Wind Public Policy Transmission need recognizing the delay in anticipated offshore wind development in consideration of federal policy, and 5) the PSC adopted, with modifications, the draft Bulk Energy Storage Program Implementation Plan proposed by the New York State Energy Research and Development Authority.

### **Federal Energy Policy Implementation**

In 2025, under the new presidential administration, federal energy policy and priorities shifted dramatically. The administration’s guiding principle of achieving “energy dominance” replaced prior climate-focused policies with a strategy centered on expanding domestic oil, gas, and coal development. One of the administration’s first major moves was withdrawing the United States from the Paris Climate Agreement, signaling a broad rejection of international climate cooperation. At the same time, the administration declared a “national energy emergency,” to expand federal authority to expedite fossil fuel projects under laws like the Defense Production Act and Federal Power Act. Additionally, the administration has opened up federal lands and waters to energy extraction, simplified federal leasing rules, and scaled back many environmental review and regulatory processes. These regulatory rollbacks are a central aspect of the administration’s energy agenda. The Clean Power Plan, introduced under President Obama to limit carbon emissions from power plants, was repealed and replaced with the less stringent Affordable Clean Energy rule. The administration is also reviving pipeline projects like Keystone XL and Dakota Access, boosting U.S. energy exports, and focusing on supporting coal, including keeping plants operational.

Overall, clean energy and climate programs are being significantly downscaled or eliminated. Funding and incentives for renewable energy projects, electric vehicle infrastructure, and emissions research has been cut or frozen. Consequentially, offshore wind projects face new barriers to leasing and permitting,

including for New York’s projects. This could slow the state's progress towards meeting its climate goals and have broader long-term implications for the development of the domestic offshore wind industry. Multiple lawsuits are challenging the latest federal actions.

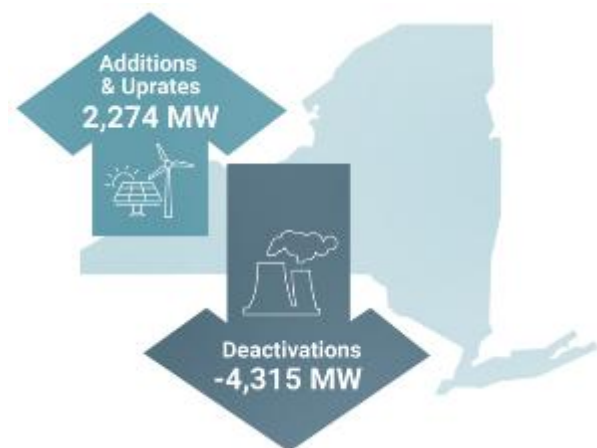
## The NYISO is committed to facilitating the transition to a more sustainable grid.

### Maintaining System Reliability

Realizing the clean and reliable grid of the future requires a balanced and carefully planned path forward. Economic and technological uncertainties, geopolitical issues, siting and permitting challenges, regulatory uncertainties, and persistent supply chain constraints affecting the power industry on a global scale are impacting the pace of investment in New York. The NYISO seeks to position its new interconnection process with a continued focus on reliability while also managing and expediting the large volume of renewable and storage resources seeking to connect to the grid. The NYISO moved aggressively with stakeholders to implement essential reforms last year, including a new technology platform and customer-focused support model to guide the interconnection process.

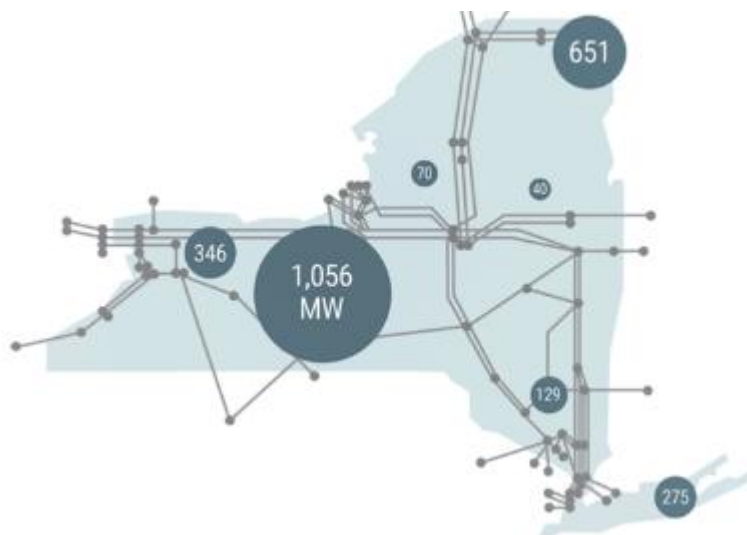
The NYISO is obligated under its federally regulated tariffs to pursue solutions to resolve reliability issues when and if reliability margins decrease to a level in violation of any applicable reliability rules. As conveyed in the NYISO’s *2024 Reliability Needs Assessment* and anticipated in the soon-to-be-released *2025-2034 Comprehensive Reliability Plan*, fossil fuel generation is retiring faster than new resources are entering service leading to declining reliability margins across the state, but most acutely in the New York City area. Additionally, energy security has become a more visible concern as supply margins shrink, and winter reliability comes more sharply into focus. New York is projected to become a winter-peaking electric system by the 2040s, driven primarily by electrification of space heating and transportation. On the coldest days, the availability of natural gas for power generation can be limited, and interruptions to natural gas supply will introduce further challenges for reliable electric grid operations. In order to allow for the most responsible transition and better manage the winter risk, the NYISO coordinates with the New York State Reliability Council to better model fuel security. Additionally, enhancements to planning studies and market designs that better reflect winter conditions work together to bolster reliability.

### Deactivations and Additions Since 2019



The responsibility of the NYISO in facilitating a reliable transition is manifested with the implementation of the New York State Department of Environmental Conservation’s “Peaker Rule.” The Peaker Rule has resulted in the closure or reduced operation of approximately 1,027 MW of affected fossil-fired generators as of May 2023, with an additional 590 MW deactivated as of May 2025. As part of its reliability charge, the NYISO communicates emerging reliability needs in advance and manages the transitory challenges to maintain reliability until long-term solutions can be built. As public policy goals seek to decarbonize the grid, a diverse supply mix including nuclear, solar, wind, storage, hydroelectric, and fossil-fired generation will be needed for reliable power system operations. In addition, energy efficiency and demand-side management will continue to play an important role in reducing energy consumption to support reliability, lowering costs, and mitigating environmental impacts.

**12,567 MW of Expected Large Load Demand by 2035**



As public policies continue to shape the grid of the future, the need to invest in the transmission system has never been greater. A historic level of transmission investment is underway, with three Public Policy Transmission projects completed, and a fourth selected to improve reliability and deliver offshore wind energy from Long Island to New York City and the rest of the state. A fifth solicitation issued to accommodate delivery of up to 6,000 MW of offshore wind electricity into New York City was cancelled by the PSC due to federal regulatory challenges of further offshore wind build. The level of transmission investment underway in New York will ultimately deliver more clean energy to consumers and enhance grid reliability.

At the same time, load growth driven by economic development and projected electrification of the transportation and building sectors, combined with the changing resource mix with less dispatchable on-demand resources on the system, introduce reliability challenges. As generator deactivations in the state are outpacing new supply additions, the electrification programs and new large-load customers associated with economic development initiatives are pushing projected demand higher. Together, these forces are narrowing reliability margins across New York and increasing the risk of future reliability needs. Solving future reliability risks and resource needs will require a combination of new supply coming into service,

construction of additional transmission facilities, increased energy efficiency, and integration of demand response resources. A balanced approach to the retirement and addition of resources including consideration of repowering, is essential for grid reliability, economic efficiency, and the environment.

### **Market Considerations for the Future Grid**

Additionally, the NYISO's efforts are designed to enable the NYISO to make necessary market enhancements and implement operating protocols that support reliability through the most innovative wholesale market design at the lowest overall cost to consumers, while meeting ambitious state environmental policy objectives. The NYISO's studies highlight the needed attributes for resources (such as dispatchability, flexibility, and duration) critical for reliability. With state contracts driving significant investment in the New York Control Area for wind, solar, and storage, we are continually working to evolve market products in preparation for a resource mix that is increasingly renewable, intermittent, and energy-limited. The NYISO is developing market improvements to dynamically determine needed reserves, expand existing or advance new products to balance intermittency, and allow for the participation of new and evolving resource technologies. Together with stakeholders, the NYISO is also analyzing how the capacity market should evolve to support reliability in a cost-effective manner. Improvements must enhance capacity market signals to secure a resource mix that can support growing winter reliability needs, deliver energy to alleviate transmission constraints and locate where the need is greatest (or value is highest).

### **Evolving the NYISO's Workforce and Business Delivery**

Energy policy, together with market drivers, are increasing the demands on the NYISO to manage greater complexity, requiring reevaluation of the approach to business delivery. NYISO market applications must provide customers with flexibility and options to adjust their market participation models as their blend of resources changes. **With the integration of renewable and distributed grid resources, the power system is more dynamic, increasing the need for studies, monitoring, and controls as well as enhanced market signals.** Grid reliability applications also need new capabilities that enable the operation of an increasingly complex portfolio of energy resources and manage growing reliability risk. The products and services offered by the NYISO are continually enhanced to remain current with rapidly developing technologies as well as to support longer-term needs shaped by public policy. The NYISO's technology platforms also must scale to manage the increasing demands from a more complex grid.

A dedicated and skilled workforce is fundamental to the success of the organization. To continue serving New Yorkers at the highest standards, the NYISO is focused on supporting employee development

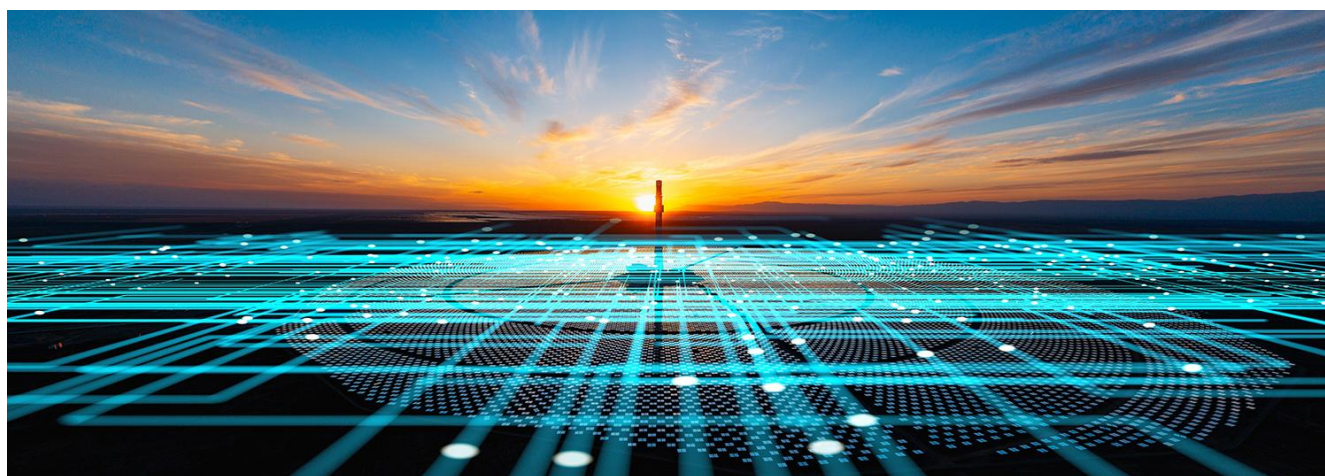
to ensure we have the knowledge, skills, and experience to perform at the highest level. Employees are empowered to develop professionally through a wide range of opportunities such as cross-departmental training programs, mentoring and group learning experiences, and an education assistance program.

In addition, to support the changing nature of the workforce and how work is accomplished, the NYISO has instituted a comprehensive workforce engagement and inclusion program to promote its culture of respect, support, and recognition for all individuals within the NYISO, which is reflective of the society in which we exist and operate. By having a more inclusive workplace, the NYISO benefits from a broader range of experience, abilities, ideas, and perspectives. A focus on workforce engagement and inclusion fosters a culture of collaboration and innovation that better positions the NYISO to meet future challenges.

### **A Leader in the Application of Technology**

As evolving public policy and technological advances continue to drive a transition towards a grid with increased renewable resources and distributed generation, **the NYISO's technology strategy will need to deliver capabilities that allow the NYISO to adapt to the dynamic operational and planning requirements of managing a more complex grid.** To achieve this, the NYISO will invest in technologies that provide a new level of flexibility and scalability, positioning the business to adapt to changing needs more rapidly.

The NYISO's technology strategy is designed with these primary objectives – modernize software delivery capabilities and application architecture with continued focus on high degree of test automation; expand the hybrid infrastructure model and enhance digital user experience; responsibly leverage artificial intelligence (AI)-enabled solutions such as machine learning; continue to advance strategic cyber security capabilities to manage the growing level of threats to continue to protect the grid and market operations against evolving and escalating cyber threats. In addition, the NYISO technology strategy continues to invest in developing and enhancing skills necessary to implement the capabilities in the technology strategy.



## The Strategic Planning Process

The *2025 Strategic Plan* is the result of an ongoing process through which the NYISO sets its forward course by bringing together the industry understanding and expertise of its board, management team, and stakeholders to examine current grid realities and define its vision for the future.



Beginning in the first quarter each year, the NYISO initiates strategic planning through off-site meetings of its senior leaders with representatives from all of its industry sectors: transmission owners, generation owners, public power and environmental, end-use consumers, and other suppliers. Although topics vary between sectors, these discussions provide a direct line of communication between stakeholders and NYISO senior leadership on areas of strategic value to the sector. The feedback from sector meetings is distilled into several key themes formulated as questions, which are explored further at the Annual Board of Directors & Management Committee Meeting in June. This meeting provides an opportunity for stakeholders to share their ideas and comments directly with the NYISO Board on key strategic topics.

The output from the Annual Board of Directors & Management Committee Meeting serves as a critical input for the strategic planning sessions that the board holds with NYISO senior leaders to establish the NYISO's strategic priorities for the future. Each year the NYISO's *Strategic Plan* is shared across the enterprise and presented to market participants to provide transparency and clarity on the organization's strategic direction.

# Strategic Objectives

The NYISO works in collaboration with its stakeholders to achieve its strategic objectives. Six strategic objectives underlay the work of the NYISO and provide guidance for the allocation of its human, financial, and technological resources. These objectives instill discipline into the use of resources, helping to evaluate and prioritize the NYISO's investments and actions that best meet the goals articulated by each objective.



## Leader in Reliability

Maintaining power system reliability is the NYISO's primary responsibility. The changing grid and portfolio of resources requires continuous enhancement of the NYISO's market products, operational, and planning practices to ensure the ability to efficiently and reliably serve New York's power system requirements.

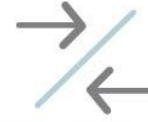
- Sustain and enhance reliable operation of the changing New York electric grid.
- Provide a secure environment to protect the NYISO cyber, physical, and personnel resources.



## Excellence in Execution & Workforce Development

Sustain a culture that fosters quality in all that we do and engenders customer confidence in our operations, markets and planning.

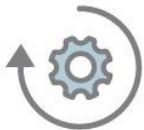
- Support and develop the NYISO workforce to ensure the organization has the professional talent, skills and quality focus needed to fulfill the NYISO's mission.
- Demonstrate fiscal responsibility and cost management in order to provide value to consumers.
- Foster an inclusive environment of continuous improvement to maximize the value the NYISO delivers.



## Robust System Planning

Provide comprehensive system planning through reliability, economic, public policy studies and other planning initiatives to guide the evolving power system.

- Complete studies to analyze state and interregional reliability, transmission, operations and market impacts and needs to enable federal and state clean energy policy goals.
- Provide a reliable, transparent, and timely interconnection process to manage the integration of new resources.
- Continuously improve studies to develop a deeper understanding, together with stakeholders, of system needs to facilitate the grid in transition.



## Leader in Market Design & Performance

Support reliability, market efficiency and value for consumers through the design and administration of the wholesale electricity markets.

- The NYISO's market design must incentivize the attributes needed for reliability and work in conjunction with public policy to facilitate the grid transition.
- Foster fair, competitive and transparent wholesale electricity markets that attract new investments and retain needed resources.



## Leader in Application of Technology

The NYISO IT Strategy and technology investments will position the NYISO with reliable, secure systems and the flexibility and agility to comprehensively respond to emerging industry trends.

- Provide industry leading reliability management systems that evolve with the needs of the grid.
- Enable industry leading market capabilities through the application of advanced technology platforms.
- Build and evolve a technology ecosystem that provides new levels of flexibility and agility to meet the needs of the future grid.
- Enhance cyber security capabilities to protect grid and market operations against evolving and escalating cyber threats.



## Authoritative Source of Information

The NYISO will continue to emphasize its role as a trusted, independent and expert source of information on the reliable operation of New York's bulk electric system and wholesale electricity markets for the public, policymakers, and stakeholders.

- Identify future grid needs by analyzing policy and technology developments and work collaboratively to find solutions.
- Provide industry leadership through forums, conferences, and professional and standard setting groups.

## Governance

Working with the 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.** Primarily regulated by FERC; the governance, structure, and mission of the NYISO comply with the guiding principles in FERC’s open access regulations — Order Nos. 888 and 2000.

The NYISO is governed jointly by an independent Board of Directors and market participants comprised of 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.

### Standing Committees

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, subcommittees, and task forces. **The NYISO’s achievement of its objectives depends on the active involvement of participants in the shared governance process.**

#### Management Committee

Recommends tariff changes to the Board of Directors, reviews the NYISO’s annual budget, recommends candidates to fill vacancies on the Board, and supervises the activity of all other committees.

#### Business Issues Committee

Establishes rules related to business issues and provides a forum for discussion of those rules and issues.

#### Operating Committee

Coordinates operations, develops procedures, evaluates proposed system expansions and acts as a liaison to the NYSRC.

## Board of Directors

**Joseph P. Oates**  
Board Chair

**David R. Hill**  
Board Vice Chair

**Gizman Abbas**

**Michael A. Crowe**

**Steve Doyon**

**Mark S. Lynch**

**Teresa F. Marrinan**

**Heather Rivard**

**Sally A. Talberg**

**Richard J. Dewey**

## Corporate Officers

**Richard J. Dewey**  
President & Chief  
Executive Officer

**Emilie Nelson**  
Executive Vice President &  
Chief Operating Officer

**Robert E. Fernandez**  
Executive Vice President,  
General Counsel &  
Chief Compliance Officer

**Diane L. Egan**  
Corporate Secretary &  
Board Secretary

**Douglas L. Chapman**  
Senior Vice President &  
Chief Information Officer

**Kevin Lanahan**  
Senior Vice President,  
External Affairs &  
Corporate Communications

**Zachary G. Smith**  
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System & Resource Planning

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## Key Accomplishments

During the past year, the NYISO continued to maintain expected system reliability, added critical infrastructure, and worked to advance New York State policies requiring the development and reliable integration of new renewable resources and distributed energy resources. Notable accomplishments include:

- Successfully operated the grid through challenging winter and summer system conditions.
- Advancing more than 240 generation projects through the first phase of the interconnection cluster study following its inaugural commencement in August 2024 — a crucial step and significant milestone toward integrating new supply.
- Enhanced the online System Conditions page, incorporating a grid alert system to communicate when energy supplies are limited and conservation measures may be necessary. The system was effectively deployed throughout summer 2025, providing enhanced communication during the heat waves experienced.
- Conducted a comprehensive review of the capacity market structure with recommendations ensuring the market continues to support resource adequacy and delivers transparent, predictable, and efficient market outcomes.
- Designed seasonal market modifications to the capacity market to address increased winter demand and the transition to a winter peaking system.
- Continued implementation activities on Balancing Intermittency, Dynamic Reserves, and Duct Firing to enhance energy markets, focusing on utilizing existing resources to their full capabilities and managing the future grid to ensure grid reliability, increase efficiency, and lower total production costs.
- Completed technology upgrades to the Capacity, Energy/Business Management, and Market systems, resulting in improved performance, increased reliability, strengthened cybersecurity, and alignment with future operational and regulatory requirements.
- Achieving our role as an authoritative source of information, published *Power Trends 2025*, focusing on how reliability margins continue to decline as fossil-based generation retires and new supply resources are not keeping pace with expected demand growth.
- Outstanding performance in a NERC Compliance Audit pertaining to operations, planning and critical infrastructure over a multi-year period.
- Continued to invest in professional development programs that prioritize employee learning and competencies, job satisfaction, and inclusion in alignment with the NYISO mission.



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