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## **NYISO Issues 2008-2012 Strategic Plan** *Sets long-term goals for the next five years*

Rensselaer, NY -- Maintaining the reliable operation of the state's bulk electricity grid, sustaining the design, development and oversight of competitive wholesale electricity markets, and continuing enhancement of system and resource planning are key elements of the NYISO's 2008-2012 Strategic Plan.

The NYISO will continue to focus on its Excellence in Execution initiative, emphasize its long-range Comprehensive Reliability Planning Process (CRPP), and work to remain an authoritative, unbiased source of information on matters regarding the bulk electricity grid and the state's wholesale electricity markets.

The plan, approved by the NYISO Board of Directors, lays out the NYISO's direction from 2008 to 2012, creating a five-year strategy that balances long-term objectives, operational priorities, and cost control.

"The Strategic Plan provides a blueprint that incorporates long-term objectives, financial discipline and operational priorities," said Mark S. Lynch, the NYISO's President & CEO. "It is an important document that will guide the organization into the 21<sup>st</sup> century's second decade."

Revised and approved yearly, the Strategic Plan reflects the goals and vision of the NYISO Board of Directors, NYISO's senior management, and Market Participants.

In the plan, the NYISO's Vision Statement is fourfold:

- To maintain and enhance regional reliability through state-of-the-art processes;
- To develop and manage efficient and competitive wholesale electricity markets;
- To provide credible, accurate information about the markets and system operations; and
- To provide quality service to Market Participants.

The company's seven Core Values continue to be Accountability, Quality, Teamwork, Integrity, Customer Focus, Innovation, and Enthusiasm. The NYISO's Guiding Principals focus on excellence and quality customer service. With them, the NYISO intends to:

- Continually strive to make market and reliability requirements complement each other;
- Provide a market environment that attracts physical infrastructure investment;
- Maintain its independence by remaining objective on market issues;
- Strictly adhere to existing laws, regulation and tariff requirements;
- Institutionalize Excellence in Execution.

The five Strategic Initiatives and Objectives laid out in the plan focus on reliability, market design and performance, sustaining and enhancing the NYISO's robust planning process, continuing as an authoritative source on key energy issues, and Excellence in Execution.

### **A leader in reliability**

The NYISO is dedicated to managing the reliable operation of New York's bulk electricity grid and the operation of fair and equitable wholesale electricity markets. It will work with the Electric Reliability Organization (ERO) and the New York State Reliability Council (NYSRC) to promote resource adequacy, creating and establishing clear roles regarding development and reliability enforcement.

The NYISO will remain active in discussions regarding National Interest Electric Transmission Corridor (NIETC) designations in New York. It will strive to lead on interregional planning initiatives and initiate reports and studies on conditions in adjacent regions that could impact the state's electricity grid reliability.

## **A leader in market design and performance**

As a leader in market design and performance, the NYISO will work to introduce long-term forward capacity markets and the appropriate use of long-term contractual agreements to provide longer-term price certainty. It will further develop the financial transmission rights market, including the Transmission Congestion Contracts market and other products to hedge congestion.

The NYISO will encourage and accommodate the entry of new technologies into the market, emphasizing intermittent and demand side resources, promoting increased liquidity in the markets. Market price certainty will be cultivated through reducing notification periods for price corrections and reservations.

The NYISO plans to increase its congruity with neighboring regional markets by coordinating planned activities and resolving seams issues.

## **Robust planning processes**

The NYISO will continue to augment the CRPP's planning capabilities. Two reports – the Reliability Needs Assessment (RNA) and the Comprehensive Reliability Plan (CRP) – will be compiled and released by the NYISO and Market Participants, as part of the CRPP. The studies will clearly establish future reliability and resource adequacy needs and solutions in New York.

The company will continue its efforts in support of the Federal Energy Regulatory Commission's Order 890 – which reforms the open-access transmission regulatory framework and provides for more effective regulation and transparency in system planning.

## **An authoritative source**

As an authoritative source on the operation of the bulk power system and wholesale electricity markets, the NYISO intends to take a leadership role in providing objective, reliable information on matters that may potentially impact system operations or the markets. The NYISO will provide research and scenario planning reports to inform policy makers of the impact a broad range of energy-related federal and state level policy goals could have on the system and markets – with a focus on environmental, energy efficiency and renewable energy matters. The NYISO will continue to provide data on the need for an Article X-type siting law for new generation facilities in New York.

## **Looking back, moving forward**

This year's Strategic Plan document also includes a summary of the NYISO's accomplishments and a commitment to build upon the success the NYISO has achieved to date.

"Everyone at the NYISO has contributed to this record of achievement, and the NYISO will work toward continued success by striving to attain these strategic goals and objectives," Mr. Lynch said.

A copy of the plan is available to read online at [www.nyiso.com](http://www.nyiso.com).

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The New York Independent System Operator (NYISO) – [www.nyiso.com](http://www.nyiso.com) – is a nonprofit corporation that began operations in 1999. The NYISO operates the Empire State's bulk electricity grid, administers New York's wholesale electricity markets, and performs comprehensive reliability planning for state's bulk electricity system. The NYISO's market volume was \$8.6 billion in 2006.