

2025 Strategic Plan

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EXECUTIVE VICE PRESIDENT & CHIEF OPERATING OFFICER, NYISO

Management Committee
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“Our 2025 Strategic Plan 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.”

Joseph P. Oates

Chair, NYISO Board of Directors

Richard J. Dewey

NYISO President & CEO

2025 Strategic Plan

- Strategic Planning Process
- Mission & Vision, Core Values
- Roles of the NYISO
- Key Areas of Strategic Focus
- Strategic Objectives
- Strategic Initiatives
- Governance
- Key Accomplishments

Strategic Planning Process

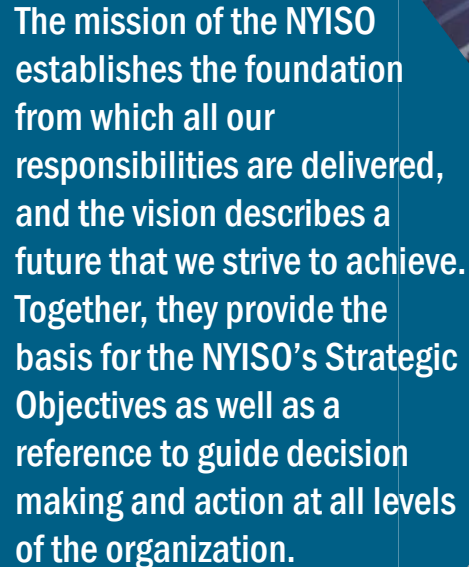
Strategic Planning Process



- An ongoing process through which the NYISO examines current grid realities, defines its vision for the future and sets its forward course.
- The Strategic Planning Process brings together the industry understanding and expertise of the NYISO board, management team, and stakeholders.
- This process provide a direct line of communication between stakeholders and NYISO senior leadership on areas of strategic value to the sector.

Mission & Vision, Core Values

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.

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

Roles of the NYISO

Roles of the NYISO

■ Reliable Operations

- NYISO's mission of maintaining bulk power system reliability shapes how we operate, design markets, and conduct system planning
- The rapid changes occurring require the NYISO to anticipate future reliability challenges and integrate the skills and tools needed into operation in advance

■ Efficient Markets

- Enhancements are underway to help meet the requirements of public policy, strengthen the reliability of the grid, and position the competitive markets for future technologies
- Market signals that guide investment and value high performing resources will help provide a reliable transition to a more renewable and distributed power grid



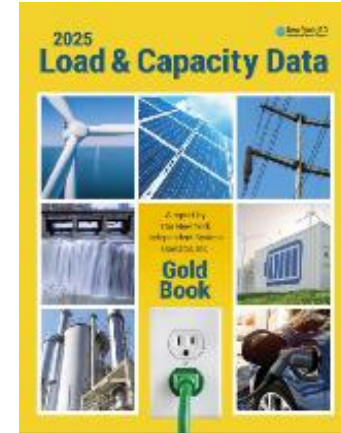
Roles of the NYISO

■ Comprehensive Planning

- 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
- An important step in supporting New York's ambitious clean energy goals is to anticipate the future grid to promote a better understanding of what will be needed to meet reliability, including emerging technologies facilitated by an effective interconnection process to integrate those technologies

■ Authoritative Source

- The need for factual information has never been more important and a pillar of the NYISO's focus is to serve as an independent source of fact-based information on the evolving electric system

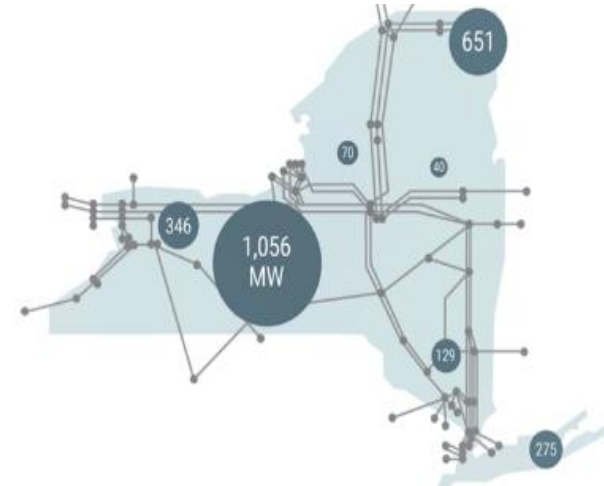


Key Areas of Strategic Focus

Evolving State and Federal Policy Drivers

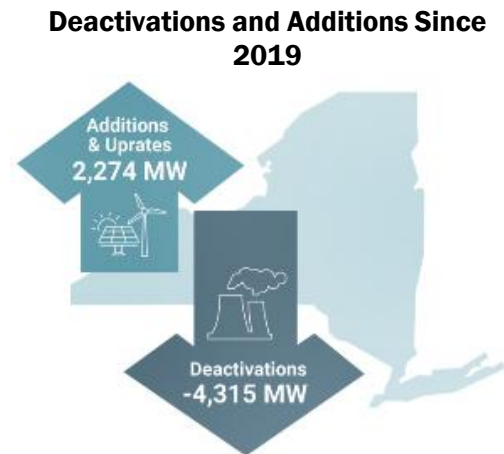
- **New York State Energy Policy has taken several steps to drive climate progress and align with current realities:**
 - Draft State Energy Plan released providing valuable analysis of future energy scenarios
 - State's 2025 budget committed \$1 billion over five years for transportation/buildings decarbonization
 - Prioritize the construction of nuclear in response to projected power demand growth from data centers and industrial expansion
 - NYC Offshore Wind Public Policy Transmission need cancelled recognizing the delay in anticipated offshore wind development
 - Bulk Energy Storage Program Implementation Plan approved
- **National Energy Policy and priorities shifted dramatically in 2025:**
 - Clean energy and climate programs are being significantly downscaled or eliminated
 - 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

12,567 MW of Expected Large Load Demand by 2035



Reliability and Market Considerations for the Future Grid

- **The NYISO is uniquely positioned to:**
 - Continually assess the reliability, economic, and public policy aspects of the electric grid transition
 - Provide solutions to integrate new resources to help provide a balanced and carefully planned transition to a clean energy future
- **NYISO's Grid in Transition initiative is designed to enable the NYISO to:**
 - Make market enhancements and implement operating protocols to maintain reliability at the lowest cost to consumers while meeting policy objectives
 - Highlight the needed resource attributes critical for reliability
 - Working to evolve market products in preparation for a changing resource mix
 - Analyzing how the capacity market should evolve to support reliability in a cost-effective manner



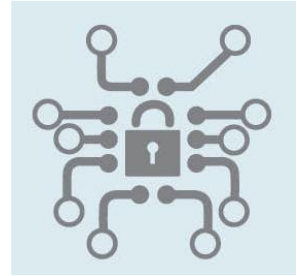
Evolving the NYISO's Business Delivery and Workforce

- **Increased complexity of energy policy and market drivers require the NYISO to reevaluate the approach to business delivery**
 - Provide customers more flexibility and options to adjust market participation models as their resources change
 - Satisfy increased need for studies, monitoring, and controls, as well as enhanced market signals
 - Scale technology platforms with resource entry and changing transactional volumes
- **Serving New Yorkers at the highest standards**
 - Empower professional development to enhance knowledge, skills, and experience
 - Foster culture of collaboration and innovation through workforce engagement and inclusion

A Leader in the Application of Technology

- **New requirements stemming from increased grid complexity**

- The NYISO technology strategy needs to deliver capabilities allowing rapid adaptation to more dynamic operational and planning requirements
- Adapt to changing needs of the grid by investing in technologies that allow greater flexibility and scalability



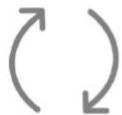
- **Technology strategy is designed to provide a modern software architecture and delivery approach that enables NYISO to:**

- Increase the automation of testing
- Expand the hybrid infrastructure model and enhance the digital user experience
- Responsibly leverage artificial intelligence enabled solutions such as machine learning
- Heighten the NYISO's ability to protect grid and market operations against cyber threats

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. The NYISO will work in collaboration with stakeholders to achieve these strategic objectives.

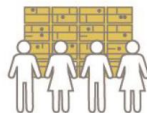
Strategic Objectives



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 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.



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.

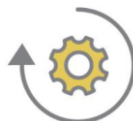
Strategic Objectives



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 in transition.
- Foster fair, competitive and transparent wholesale electricity markets that attract new investments and retain needed resources.



Authoritative Source of Information on Key Issues

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 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

Governance

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 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.

Governance

Standing Committees

Management Committee

Recommends tariff changes to the Board of Directors, reviews the NYISO's annual budget, recommends candidates to fill vacancies on the NYISO 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.

Governance

Board of Directors

Joseph P. Oates Board Chair	Gizman Abbas	Teresa F. Marrinan
	Michael A. Crowe	Heather Rivard
David R. Hill Board Vice Chair	Steve Doyon	Sally A. Talberg
	Mark S. Lynch	Richard J. Dewey

Governance

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
Senior Vice President, System &
Resource Planning

Deneen Byrne
Vice President,
Human Resources

Cheryl L. Hussey
Vice President &
Chief Financial Officer

Shaun Johnson
Vice President,
Market Structures

Aaron Markham
Vice President
Operations

Robb A. Pike
Vice President
Market Operations

Key Accomplishments

Key 2025 Accomplishments

- 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.
- Enhanced the online System Conditions page, incorporating a grid alert system (effectively deployed throughout summer 2025).
- Conducted a comprehensive review of the capacity market structure with recommendations ensuring resource adequacy.
- Designed seasonal market modifications to the capacity market for increased winter demand/transition to a winter peaking system.
- Continued implementation activities on Balancing Intermittency, Dynamic Reserves, and Duct Firing to enhance energy markets.
- Completed technology upgrades to Capacity, Energy/Business Management, and Market systems, for improved performance, reliability, strengthened cybersecurity, and future operational and regulatory requirements.
- 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.
- Continued to invest in professional development programs that prioritize employee learning and competencies, job satisfaction, and inclusion in alignment with the NYISO mission.

The New York Independent System Operator (NYISO)
is a 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.

Questions?