



# NPCC Long-Term Strategy

# Company Overview

## Northeast Power Coordinating Council (NPCC)

- Type: 501c not-for-profit corporation
- Responsibilities:
  - Ensures compliance with continent-wide and Regional Reliability Standards
  - Develops Regional Reliability Standards
  - Coordinates system planning, design, and operations
  - Assesses reliability
  - Establishes Regionally-specific criteria
  - Monitoring and enforcement of criteria compliance

Regional  
Entity  
activities

Criteria  
Services  
activities

## Geographic Coverage

- NPCC Region: Nearly 1.2 million square miles
- Population: Over 62 million people
- U.S. Coverage: New England states and New York
- Canadian Coverage: Ontario, Québec, New Brunswick, and Nova Scotia
- Net Energy for Load: Approximately 43% U.S., 57% Canadian
- Majority of Canadian net energy for load within NPCC Region (approximately 65%)

# ERO Commitment

NPCC is dedicated, as part of the Electric Reliability Organization (ERO) Enterprise, to achieving a highly reliable and secure North American Bulk Power System (BPS). NPCC commits to efficient collaboration within the ERO Enterprise. We eliminate duplication, provide clear guidance, and actively share resources. Innovation drives our collective progress.

Unity and Role Acknowledgement:

- NPCC recognizes the distinct yet interconnected roles within the ERO Enterprise. We pledge to work harmoniously, leveraging our collective expertise.
- NPCC actively supports ERO Enterprise activities. We strive to eliminate redundant efforts, streamlining processes for greater efficiency.
- NPCC collaborates in developing clear and consistent guidance across the ERO Enterprise. Our communication aligns with industry-wide standards.
- NPCC actively supports innovation and encourages the exchange of best practices.





# Letter from the CEO

I am pleased to share with you the NPCC Long-term Strategy, which outlines our commitment to guide, promote, build, and enhance the reliability, resilience, and security of the international Bulk Power System (BPS) within Northeastern North America. As part of the Electric Reliability Organization (ERO) Enterprise, we play a crucial role in achieving the collective vision of a highly reliable and secure North American BPS.

Our mission is clear: to effectively and efficiently reduce risks to the reliability, resilience, and security of critical energy infrastructure. This plan positions NPCC for the future and anticipates structural changes in the electricity industry, growing interdependencies, and evolving challenges. It ensures our planning efforts, resource allocation, and reliability assurance programs align with the public interest.

Shifts in the energy demand and supply resource mix due to decarbonization efforts, rapid adoption of digital technologies, integration of distributed energy resources (DER) and variable energy resources (VER), and retirement of resources are driving change. These changes blur the lines between distribution, sub-transmission, and BPS coordination and planning. Cyber and physical security also remain central concerns.

We are committed to guiding decision-makers through our assessments of BPS reliability while maintaining transparency, objectivity, and effectiveness. Our focus on operational continuity and employee well-being initiatives supports the reliability, security and resilience of the BPS in Northeastern North America.

Together, we will navigate these challenges and continue to uphold our mission.





**NPCC, Inc.**

***Advise. Promote. Build. Enhance. Regulate.***

## Vision

- A highly reliable and secure North American bulk power system

## Mission

- To assure effective and efficient reduction of risks to the reliability and security of the grid

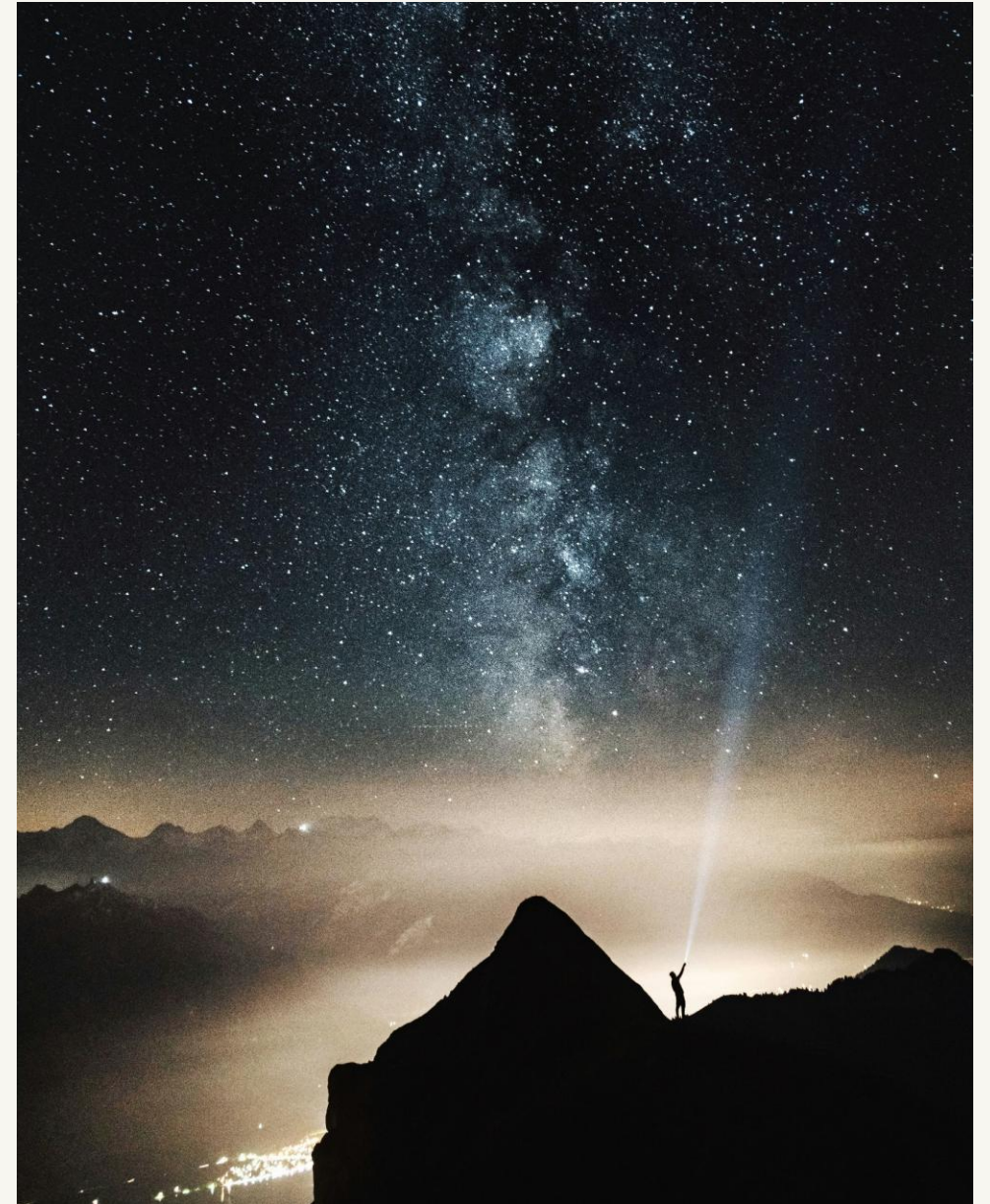
## Core Values

- Fair, Inclusive, and Transparent
- Integrity, Ethics, and Compliance
- Accountability, Adaptability, and Innovation



# Strategic Vision

- NPCC is seen as the most credible impartial advisor and trusted educator on energy-related matters in Northeastern North America.







## NPCC's Strategic Vision and Focus

- Through the prioritization of staff continuity and positive employee experiences, NPCC serves as a trusted educator and unbiased advisor in energy matters.
- We empower stakeholders with knowledge, foster collaboration, and guide fact-based energy approaches.
- Our strategic focus enhances reliability, resilience, and security of the electricity segment of critical energy infrastructure in Northeastern North America.
- We actively address security threats, mitigate risks, and support the reliable implementation of emerging energy technologies.

# NPCC Focus Areas



## Advise

- Advise and Educate on Energy-related Matters



## Promote

- Promote Reliability Across the Region



## Build

- Build and Develop a High-Performing, Engaged Workforce



## Enhance

- Enhance Resilience Against Critical Energy Infrastructure Threats



## Regulate

- Impartial Regulation and Comprehensive Oversight

# Advise and Educate on Energy-related Matters

**Value Proposition:** NPCC is viewed as a credible unbiased advisor and serves the public interest by educating and advising stakeholders, fostering collaboration, and helping to guide decision-makers on best practices and regulations when integrating reliable energy approaches in Northeastern North America.

## Serve as a Trusted Educator

- Enhance Presence
- Provide Exceptional Communication

## Advise Industry on Energy-related Matters

- Provide Targeted Outreach and Guidance
- Conduct State, Provincial and Federal Regulator Briefings
- Educate on Reliability Risks



# Promote Reliability Across the Region

**Value Proposition:** NPCC enhances the reliability of critical energy infrastructure in Northeastern North America, addressing challenges such as the changing energy supply mix, extreme weather events, and regional adaptation to emerging energy technologies and the penetration of Distributed Energy Resources (DER), Variable Energy Resources (VER), and Inverter Based Resources (IBRs).

## Enhancing System Resilience

- Extreme Condition Preparedness
- Collect Stakeholder Feedback
- Identify and Address Gaps in Existing NERC Reliability Standards
- Drive Continuous Improvement of NPCC Reliability Criteria

## Facilitate the Attainment of Energy Sufficiency

- Conduct Seasonal Probabilistic Analysis
- Inter-Regional and Wide Area Analysis

## Support Reliable Integration of Emerging Energy Technologies

- Conduct EMT Modeling Forums
- Investigate AI Tools
- Variable Generation/Load Surveys

# Build and Develop a High- Performing, Engaged Workforce

**Value Proposition:** NPCC aims to build a high-performing, engaged workforce by emphasizing collaboration, growth, and work-life balance, ensuring excellence in critical energy infrastructure responsibilities.

## Talent Retention and Development

- Implement Programs for Professional Growth
- Foster a Culture of Continuous Learning

## Employee Well-Being and Satisfaction

- Evolve Our Inclusive, Collaborative Environment Where Employees Feel Valued and Motivated

# Enhance Resilience Against Critical Energy Infrastructure Threats

**Value Proposition:** NPCC continues to fortify its internal systems and support the continued resilience of the critical energy infrastructure in Northeastern North America against both cyber and physical threats.

## Address Cyber and Physical Threats within Northeastern North America

- Enhance Interactions and Information Sharing
- Promote Operational Technology Security and Resilience
- Strengthen Cybersecurity for Digital Substations
- Evaluate BPS Reliability Risks and Enhance Security Integration

## Address Cyber and Physical Threats to NPCC Resources

- Align to National Institute of Standards and Technology (NIST) Cybersecurity Framework
- Maintain Robust Cybersecurity and Data Protection Program



# Regulate Impartially and Conduct Comprehensive Oversight

**Value Proposition:** NPCC assures the reliability and security of the interconnected power system in the Northeast through impartial regulation and oversight. By upholding the highest standards of transparency, accountability, and technical excellence, we foster trust among stakeholders, support reliability and proactively mitigate risks to grid stability.

## Comprehensive Oversight

- Collect Stakeholder Feedback
- Comprehensive Regulatory Processing
- Educate Entities on Risk and Obligations

## Risk Mitigation

- Inverter Based Resources Outreach
- Enhance Compliance Training and Resources
- Strengthen Reliability Maturity

# Long-Term Strategy Summary

## Advise and Educate

Serves as a trusted, unbiased advisor by educating stakeholders, fostering collaboration, and guiding decision-makers on best practices for reliable energy integration.

Key priorities include enhancing presence and communication, delivering targeted outreach and regulator briefings, and educating on reliability risks.

## Promote Reliability

Supports system reliability and resilience by preparing for extreme conditions, addressing gaps in standards, and driving continuous improvement of reliability criteria.

Supports energy sufficiency and integration of emerging technologies through probabilistic and wide-area analyses, EMT modeling forums, and variable generation/load studies.

## Build Operational Continuity and Employee Well-Being

Manages staff turnover to maintain operational continuity.

Prioritizes employee morale and work-life balance for a positive NPCC experience.

## Enhance Resilience

Manages and mitigates impacts from bulk power system reliability risks through enhanced information sharing.

Actively addresses cyber and physical security threats by maintaining a robust cybersecurity and data protection program.

## Impartial Regulation and Comprehensive Oversight

Provides impartial oversight, fostering stakeholder trust via transparency, accountability, and technical excellence.

Supports risk mitigation through outreach on inverter-based resources, enhanced compliance training, and reliability maturity initiatives.



# **Advise. Promote. Build. Enhance. Regulate.**

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