



NORTHEAST POWER COORDINATING COUNCIL, INC.  
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## **Approved NPCC 2019 Corporate Goals**

The ERO Enterprise Operating Plan sets forth the vision of a highly reliable and secure North American bulk power system, and it identifies the mission of the ERO Enterprise as assuring the effective and efficient reduction of risks to the reliability and security of that international, interconnected system. Core principles and goals are established, and a list of key contributing activities by the combined ERO Enterprise (NERC and the Regional Entities) are provided for a rolling three-year operational planning horizon. The majority of ERO Enterprise resources and activities focus on enhancing risk-based controls to minimize BPS reliability risk, while also identifying, evaluating, and addressing new and emerging issues affecting BPS reliability, including threats to cyber and physical security across North America.

Each of the NPCC 2019 Corporate Goals is presented in terms of support of a specific ERO goal, identified in the Operating Plan, to demonstrate complementary alignment. The proposed NPCC 2019 Corporate Goals are an expansion of the multitude of objectives outlined in the Board and FERC approved 2019 NPCC Business Plan and Budget. The Operating Plan goal addressing effective and efficient operations is a core requirement of NPCC management, and as such is not identified as a separate corporate goal. For NPCC Goals, Threshold and Target performance levels are identified. Attainment of a previous performance level is a pre-requisite for credit of attainment at a higher performance level. In addition, each aspect of a goal has been classified as either Qualitative or Qualitative and Quantitative, and a third-party reviewer has been identified to support objectivity and enhance auditability.

A summary of the proposed NPCC 2019 Corporate Goals appears on the next page, with the full set of supporting milestones for the NPCC 2019 Corporate Goals included on the subsequent pages.



## APPROVED NPCC 2019 CORPORATE GOALS

<i>Goal</i>	<i>Goal Objectives</i>	<i>Qualitative</i>	<i>Qualitative and Quantitative</i>	<i>Oversight Reviewer</i>
<b>I - (15%)</b>	<p><b>Goal Objective: Risk Responsive Reliability Standards</b>  <i>Coordinate Task Force, RSC, RCC, and stakeholder participation in developing risk responsive standards, cost effective Regional reliability criteria, and distributed energy resource (DER) reliability guidelines.</i></p>		X	<i>Reliability Coordinating and Regional Standards Committees</i>
<b>II - (20%)</b>	<p><b>Goal Objective: Risk Informed Compliance Monitoring, Mitigation, Enforcement, and Entity Registration</b>  <i>Promote reliability and resilience by analyzing non-compliance trends and associated risks, and providing guidance to registered entities in support of a culture of reliability.</i></p>	X	X	<i>Compliance Committee</i>
<b>III - (20%)</b>	<p><b>Goal Objective: Reduction of Known Risks to Reliability</b>  <i>Analyze system performance and events to evaluate potential reliability risks and trends to develop mitigation plans. Develop accurate system models for synchronous and inverter-based resources that provide Essential Reliability Services.</i></p>		X	<i>Reliability Coordinating Committee</i>
<b>IV- (25%)</b>	<p><b>Goal Objective: Identification and Assessment of Emerging Reliability Risks</b>  <i>Augment data collection for DERs to evaluate their potential for contributing to Essential Reliability Services, as well as their possible BPS reliability impacts. Evaluate NPCC Long-Range Energy Security and assess fuel availability as a part of evaluating resource adequacy and security.</i></p>		X	<i>Reliability Coordinating Committee</i>
<b>V - (20%)</b>	<p><b>Goal Objective: Identification and Reduction of Cyber and Physical Security Risks</b>  <i>Facilitate information sharing of physical and cyber security practices, threats, and vulnerabilities to foster electric power system reliability and resilience.</i></p>	X	X	<i>Reliability Coordinating and Compliance Committees</i>



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<b>I</b>	<b>Risk- Responsive Reliability Standards</b> <i>In support of ERO Enterprise Strategic Plan: Goal 1</i>	<b>Weighting:</b> <b>15% of Total</b>	
		<b>Threshold</b>	<b>Target</b>
I-1. (10%)	Coordinate participation in the ERO Standards Efficiency Review and development of a Regional approach to reliability guidelines for distributed energy resources.	<p>Coordinate Regional reliability input on all ERO Standards under development and RSC and NPCC member consideration for potential cost effective alternatives throughout 2019.</p> <p>Develop a coordinated Regional approach to reliability guidelines for distributed energy resources – by 9/19.</p>	<p>Coordinate and participate in all upcoming Standards Efficiency Review activities for 2019 to ensure Regional input is provided into the project.</p> <p>Create a forum under the RSC for DERs and expand coordination on DERs with NAGF, FERC and NARUC - by 12/19.</p>
I-2. (5%)	Coordinate reviews of Regional Directories to ensure NPCC Criteria requirements enhance reliability and that cost effective alternatives are considered.	Pilot process for identification of incremental enhancement to reliability and cost effectiveness for two NPCC Reliability Directories identified in the Strategic Review Report - by 12/19.	Incorporate process into a revised NPCC Directory Development and Revision Manual and post for industry comment - by 12/19.



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<b>II</b>	<b>Objective, Risk-Informed Compliance Monitoring, Mitigation, Enforcement, and Entity Registration</b> <i>In support of ERO Enterprise Strategic Plan: Goal 2</i>	<b>Weighting: 20% of total</b>	
	Promote reliability and resilience by analyzing non-compliance trends and associated risks, and providing guidance to registered entities in support of a culture of reliability.	<b>Threshold</b>	<b>Target</b>
II-1. (10%)	Analyze the root causes of Critical Infrastructure Protection noncompliances to provide focused and risk-based guidance to registered entities on the various reasons and aspects behind CIP non-compliance.	Compile and classify CIP audit findings (in Q3/Q4 2018 and Q1 2019), including potential noncompliances and areas of concern. Present analysis and results to CC - by 6/19.	Post anonymized CIP audit findings as a reference tool for registered entities and present CIP anonymized findings via webinar by 11/19. Present results to CC - by 12/19.
II-2. (5%)	Provide guidance to registered entities on how to rigorously self-assess potential noncompliance issues and how to thoroughly communicate noncompliance data/information, including mitigation activity, to NPCC for analysis.	Develop and post guides explaining content and depth that a registered entity should include in each section of CDAA - by 4/19.	Perform an enforcement webinar on techniques for efficient self-reporting - by 6/19. Report to CC - by 9/19. Provide guides to Fall Workshop and to NERC as input to CMEP IT tool – by 10/19.
II-3 (5%)	Develop a repeatable and documented method for analyzing and trending the root cause of each Operations and Planning (O&P) noncompliance.	Develop a repeatable and documented methodology to categorize root cause of each O&P noncompliance. Present process to CC - by 6/19.	Assign root cause categories to all Q1 and Q2 2019 noncompliances. Present results at Fall Workshop and to CC - by 12/19.



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III	<b>Reduction of Known Risks to Reliability</b> <i>In support of ERO Enterprise Strategic Plan: Goal 3</i>	<b>Weighting; 20% of Total</b>	
	Analyze system performance, events, and relationships among data sources to evaluate potential reliability risks and trends to develop industry mitigation plans. Develop and maintain accurate system models for synchronous and inverter-based resources that provide Essential Reliability Services.	<b>Threshold</b>	<b>Target</b>
III-1. (5%)	Analyze NPCC extreme contingency testing and past ERO system events to evaluate the ability of the system to respond and recover from disturbances, and develop initial recommendations for system resilience metrics.	Trend analysis of NPCC extreme contingency testing and all ERO-wide EAP events since 2015 (processed to date) to identify past resilience performance. Report findings to RCC at September 2019 meeting.	Develop recommendations for system resilience metrics based on past indicators to enhance reliability.  Report findings to RCC at December 2019 meeting.
III-2. (5%)	Implement the Entity Misoperation Composite Metric Score (Entity MCM Score) for all functional registered entities to enhance NPCC ability to analyze the risks associated with misoperations and to encourage registered entities to take appropriate actions and mitigation strategies to further reduce protection system misoperation rate.	Report better practice elements that registered entities have used to reduce their protection system misoperations to RCC at May 2019 meeting.	Report on the effectiveness of the use of the Entity MCM Score in reducing protection system misoperations to RCC at December 2019 meeting.
III-3. (10%)	Work with NERC/WECC and software vendor to create and test default data for NPCC for the recently developed NERC/WECC PSS/E distributed generation dynamic model (DER_A model).  Work with software vendor to resolve solution issues involving the use of the NERC dynamic composite PSS/E load model (CMLD); consider alternate dynamic load modeling approaches.	Develop acceptable DER_A model default data for NPCC and test through UFLS sensitivity analysis – report findings to RCC at September 2019 meeting.	Resolve issues involving the use of a dynamic load model for the NPCC UFLS sensitivity analysis – report findings to RCC at December 2019 meeting



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<b>IV.</b>	<b>Identification and Assessment of Emerging Risks to Reliability</b> <i>In support of ERO Enterprise Strategic Plan: Goal 4</i>	<b>Weighting; 25% of Total</b>	
	Augment data collection for DERs to evaluate their potential for contributing to Essential Reliability Services, as well as their possible BPS reliability impacts. Evaluate NPCC Long-Range Energy Security and assess fuel availability as part of evaluating resource adequacy and security.	<b>Threshold</b>	<b>Target</b>
IV-1. (5%)	Facilitate the integration of Distributed Energy Resources (DER) through promoting and assisting in the coordination of data at the transmission and distribution interface.	Perform a pilot program with key DER stakeholders to define data and practices needed to effectively and efficiently integrate DERs and identify and prioritize the gaps between the current state and the desired state. Report findings to RCC at September 2019 meeting.	Collaborate with transmission and distribution entities to develop a plan addressing the steps needed to improve the coordination of the identified priority gaps. Report recommendations to RCC at December 2019 meeting.
IV-2. (10%)	Evaluate NPCC Long-Range Energy Security through a quantitative GE MARS scenario-based impact analysis, over a range of potential future conditions (2024), including fuel availability, environmental constraints, resource mix and load forecast (weather) assumptions.	Present approach, scenarios and assumptions to RCC at May 2019 meeting.	Report findings illustrating the range of LOLE impacts from scenario-based analyses and recommend reliability risk level to RCC at December 2019 meeting.
IV-3. (10%)	Develop an electric and gas inter-dependency Table Top Exercise to identify BPS reliability risks and solutions, including opportunities for more resilience.	Develop a Table Top Exercise involving the NPCC electric system operators, gas producers and pipeline representatives to identify operational issues	Conduct the Table Top Exercise at a Fall 2019 meeting with NPCC Reliability Coordinators and operating personnel .



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	With the cooperation of Argonne Labs and one or more NPCC Reliability Coordinators, develop an associated training table top exercise emphasizing system resilience benefits.	associated with electric and gas system inter-dependencies. Present the developed Table Top Exercise to RCC at September, 2019 Meeting.	Report “lessons learned” to RCC at December 2019 Meeting.
<b>V.</b>	<b>Identification and Reduction of Cyber and Physical Security Risks</b> <i>In support of ERO Enterprise Strategic Plan: Goal 5</i>	<b>Weighting; 20% of Total</b>	
	Facilitate information sharing of physical and cyber security practices, threats, and vulnerabilities to foster electric power system reliability and resilience.	<b>Threshold</b>	<b>Target</b>
V-1. (10%)	Emphasizing physical security, establish a vehicle to enable NPCC registered entities’s physical security personnel to network, share information and better practice elements, technology, and strategies in a controlled space.	Facilitate a secure environment to share physical protection related information among registered entities in NPCC through the establishment of a Physical Security Working Group. Present charter to RCC at May 2019 meeting.	Develop confidential guidance regarding better practices and technologies under a confidentiality agreement to physical security experts at registered entities. Present summary to RCC at December 2019 meeting.
V-2. (10%)	Develop and communicate high-level internal control flow diagrams that map to the cyber security vulnerabilities outlined in the 2018 RISC Report.	Develop internal controls flow diagrams for two of cyber vulnerabilities identified in the 2018 RISC Report. Present status at Spring Workshop and present internal control flow diagrams to CC by 6/19.	Develop internal controls flow diagrams for two additional cyber vulnerabilities. Present controls diagrams to CC by 9/19, present status at Fall Workshop, and perform webinar by 12/19.