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2020-2022 Strategic Plan

Board Approved February 19, 2020

MISSION:

To coordinate a safe, reliable and secure bulk power system with our Members.

VISION:

To be the premier organization for grid reliability and security in North America.

CORE PRINCIPLES:

Integrity and Accountability

- Maintain the highest levels of ethical conduct.
- Maintain member trust in fulfilling responsibilities.
- Be respectful, unbiased, transparent, and intellectually honest.

Collaboration

- Promote value via coordination and information sharing.
- Rely on member expertise and active participation to address reliability and security matters.
- Ensure balanced consideration of the diverse interests of all members.

Adaptability

- Assess and adapt to changes in industry, technological changes, and emerging risks.

Excellence

- Promote reliability, compliance, and cost effectiveness.

FRCC Strategic Plan Goals

Goal 1: Effective, Efficient, and Coordinated Planning and Operations

Goal 2: Excel at Reliability Coordinator Operations

Goal 3: Assessment of Risks and Enhancements to Reliability

Goal 4: Foster Member Communication, Information Sharing, and Training

Goal 5: Establish Appropriate Metrics for our Vision

Strategic Plan Goal 1: Effective, Efficient, and Coordinated Planning and Operations

Goal Description

FRCC provides coordinated and centralized processes and procedures that promote effective, efficient, and compliant operations and planning activities.

Contributing Activities

- a) Enhance and/or replace the tools needed for communication and coordination between the RC and TOP/BAs and between TOP/BAs. Execute the OC approved workplan to enhance and/or replace the tools (Status: 10% complete; Resource level: H, Target: 2020).
- b) Redesign the FRCC website architecture to enable document management/access with a goal of updating the website in such a way as to allow the full implementation and enforcement of the FRCC classification system while retaining (or even enhancing) usability for end users (Status: 20% complete; Resource level: H, Target: 2022).
- c) As approved by the OC, relocate servers currently housed at the FRCC offices to a secure, highly reliable, commercial colocation facility and enable server clustering to allow for real-time redundancy that enables live patching and minimizes downtime (Status: 20% complete; Resource level: H, Target 2020).

Strategic Plan Goal 2: Excel at Reliability Coordinator Operations

Goal Description

FRCC develops and coordinates process, procedures, and training that provide guidance and direction to the Reliability Coordinator in preventing and responding to a wide range of potential threats to reliability in a compliant manner.

Contributing Activities

- a) FRCC will perform a review of the RC Agent's performance of the RC Agent's CIP Compliance Program pursuant to Section 6.3(b) of the RC Agent Agreement (Status: Not Started; Resource level: H, Target: 2020).
- b) A Task Force of the Board will evaluate FRCC's risks under the current RC Agent Agreement and make recommendations, as needed, to the Board (Resource level: L, Target: October 2020 Board Meeting).
- c) Improve efficiency, effectiveness, and automation related to information sharing, database updates, and related activities between members and the RC Agent (e.g., Equipment Status Report Database phase 2, member request ticketing system phase 2) (Resource level: M-H, Target: 2020-2021).
- d) Under the direction of the OC, Staff will perform a review of the RC Agent's performance pursuant to Section 6.3a of the RC Agent Agreement. The scope of the review as well as the review report will be developed and approved by the OC (Status: Not started; Resource level: H, Target: 2021).
- e) Using tabletop and/or simulator exercises, support Registered Entities as they conduct drills and exercises to test their plans and procedures for a variety of scenarios, including cold weather events, generating capacity shortages, and other high impact events (Status: 90% complete for 2019; Resource level: M, Target: Recurring - Annual).
- f) Provide training for operators and support staff on operational topics including communication protocols, situational awareness, and emergency operations (Status: Complete for 2019; Resource level: H, Target: Recurring - Annual).

Strategic Plan Goal 3: Identification and Assessment of Risks and Enhancements to Reliability

Goal Description

FRCC proactively evaluates known and emerging potential reliability, cyber, and physical security risks by supporting technical assessments, conducting workshops, and promoting open discussions within the FRCC committee structure.

Contributing Activities

- a) Assess FRCC system performance in the operating horizon and system events to identify potential risks and mitigation strategies, and to provide recommendations and lessons learned for the benefit of FRCC and its members. (Status: 90% complete for 2019; Resource level: H, Target: Continuous – includes monthly review by OC)
- b) Monitor and assess FRCC generation mix in the planning horizon within FRCC to identify and develop mitigation strategies that address future potential risks to the BES within the FRCC area (e.g. dynamic studies with solar penetration sensitivities). (Status: 90% complete for 2019; Resource level: H, Target: Recurring and as needed)
- c) Promote collaboration and sharing of security, operations, planning, and internal controls best-practices between FRCC and members, between members, and between FRCC and other organizations. (Status: 90% complete for 2019; Resource level: L, Target: Recurring)
- d) OC & PC will conduct an annual member workshop to discuss new and emerging technologies as well as the current NERC and SERC reliability risk priorities to identify any needed changes at FRCC. Provide relevant updates and any recommended changes to the Board on a periodic basis. (Resource level: M, Target: 2021 and 2022).
- e) Regarding the resiliency of the BES to serve load, considering current and planned fuel infrastructure and resource mix, the OC & PC will provide the Board i) potential future study options and ii) results of any additional Board directed studies. (Resource level: M, H, Target: i) 2020, ii) 2022).
- f) The PC and TTS will refine the FRCC Generator interconnection Service Request (GISR) evaluation and review process methodology to ensure interconnection requests and potential third-party impacts are evaluated on a timely basis for members to identify potential reliability impacts associated with each interconnection request. The PC and TTS will also create a forward-looking annual Inverter Based Resource (IBR) Regional evaluation of queued IBR installations at off-peak system levels (outside current GISR and Long-Range Transmission Study processes) to flag potential reliability issues (Resource level: H, Target: end of 2020).

Strategic Plan Goal 4: Foster Member Communication, Information Sharing, and Training

Goal Description

FRCC promotes a culture of trust, openness, and transparency by encouraging member communication within the FRCC committee structure to enable the sharing of relevant information for the benefit of FRCC members.

Contributing Activities

- a) Coordinate planner training and technical workshops (Status: 50% complete for 2019; Resource level: M, Target: Recurring - Annual).
- b) Coordinate teambuilding activities for the Board of Directors (Status: Complete for 2019; Resource level: L, Target: Recurring annually).
- c) Coordinate the presentation of targeted cyber security training (Status: Complete for 2019; Resource level: L, Target: Annual).

Goal 5: Establish Appropriate Metrics for our Vision

Goal Description

Establish appropriate metrics to measure progress toward the FRCC Vision.

Contributing Activities

- a) The OC and PC will develop and present to the Board the recommended metrics to be used to assess FRCC performance (Resource Level: M, Target: Mid 2021).
- b) Capture FRCC's performance on the metrics (Resource Level: M, Target: Mid 2022).
- c) Assess FRCC's performance against other similarly situated organizations (Resource Level: M, Target: End of 2022) to be presented to the Board at the meeting immediately following completion of the benchmarking process.