



# 2018-2020 Strategic Plan

Board Approved 02/22/18



## **VISION:**

To maintain a highly reliable and secure bulk power system for peninsular Florida.

## **MISSION:**

To assure effective and efficient reduction of risks to the reliability and security of the peninsular Florida bulk power system.

## **CORE PRINCIPLES:**

### **Accountability**

- Maintain the public trust in fulfilling responsibilities.
- Act in a timely manner on the basis of facts to address issues related to events, emerging reliability risks, the needs of stakeholders, and the public interest.

### **Independence**

- Be impartial, objective, fair, and intellectually honest.
- Ensure governance practices that provide both regulatory independence and inclusion of stakeholder expertise to address reliability and security matters.
- Maintain the independence of FRCC's Compliance program from members and independence in FRCC's other functions through balanced representation of its diverse membership.

### **Inclusiveness and Transparency**

- Create opportunities for stakeholder engagement.
- Consider and balance the diverse interests of all stakeholders, including costs imposed to the consumer.
- Leverage industry expertise and avoid unnecessary duplication.



## **Innovation**

- Assess emerging risks and adapt to change.
- Encourage new ideas and prioritize efforts that contribute to improving productivity and reliable operations.

## **Excellence**

- Promote the active participation of the best technical experts.
- Strive for operational excellence.
- Make informed decisions regarding efficient use and allocation of resources.

## **Integrity**

- Maintain the highest levels of ethical conduct.
- Maintain respectful relationships.
- Protect the security of confidential information.



## **FRCC Strategic Plan Goals**

**Goal 1: Objective, risk-informed compliance monitoring, mitigation, enforcement, and entity registration**

**Goal 2: Reduction of known reliability risks**

**Goal 3: Identification and assessment of emerging reliability risks**

**Goal 4: Identification and reduction of cyber and physical security risks**

**Goal 5: Effective and efficient operations**

**Goal 6: Effective response during severe operating conditions**



**Strategic Plan Goal 1: Objective, risk-informed compliance monitoring, mitigation, enforcement, and entity registration**

**Goal Description**

FRCC is a strong enforcement authority that is objective, fair, and promotes a culture of reliability excellence through risk-informed compliance monitoring, enforcement, certification, and registration.

**Contributing Activities:**

- a) Support the Board review of FRCC structure – Prioritize and complete activities necessary to meet delegated functions; prioritize and implement activities to transition to the Board approved Regional Entity structure. (Target 2018-2020)
- b) Assess Mitigation Review Effectiveness – Continue Possible Non-Compliance Review (PNCR) Process and assess its effectiveness at reducing repeat violations. (Target: 2018)
- c) CMEP Technology Project – Support and participate, to the extent possible, in the development and implementation of the CMEP Technology Project. (Target: 2020)
- d) Guidance and Outreach – Provide guidance and outreach to registered entities to promote reliability and security of the BPS and compliance with the Reliability Standards, including activities under the Compliance Guidance Policy. (Target: Ongoing)



## **Strategic Plan Goal 2: Reduction of known reliability risks**

### **Goal Description**

FRCC identifies the most significant risks to reliability, provides assurance for mitigating reliability risks, and promotes a culture of reliability excellence by supporting reliability assessments, performance analysis, event analysis, situational awareness, and physical security and cybersecurity preparedness. As authorized by Member Services Directors, FRCC Member Services Division provides coordinated and centralized activities, processes and procedures for Operations and Planning to provide defense in depth and to identify and mitigate reliability risks.

### **Contributing Activities:**

- a) MS Assessment of Extreme Events – Conduct a high-level assessment of the FRCC region’s exposure to Extreme Events; in 2018, the Planning Committee will select one or more identified higher impact concerns and develop a scope of work and timeline for full review(s) to be submitted to the Board for approval before work begins. (Target: 2018)
- b) MS Tools for Coordinated Operations – Enhance and/or replace operation’s tools needed for communication and coordination between the RC and TOP/BAs and between TOP/BAs. The Operating Committee will develop a work plan to secure one or more BA/TOP/RC new or replacement coordination tools. (Target: 2018). Execute the workplan to enhance and/or replace the tools. (Target: per workplan)
- c) Analyze system performance, events, and relationships among data sources to identify risks and mitigation strategies, and provide recommendations and lessons learned. (Target: Ongoing)
- d) Conduct guidance outreach for CIP V5 implementation to include trends, issues, and lessons learned. (Target: Ongoing)



### **Strategic Plan Goal 3: Identification and assessment of emerging reliability risks**

#### **Goal Description**

FRCC identifies, evaluates, studies, and independently assesses emerging risks to reliability.

#### **Contributing Activity:**

Assessment of DER – The Operating and Planning Committees will work together to conduct an assessment of potential operational and planning issues that may occur with increased penetration of Utility-Scale Distributed Energy Resources. The assessment will include resource variability and modeling consideration. The assessment study scope timeframe should consider potential impacts through 2023. (Target: 2019)

### **Strategic Plan Goal 4: Identification and reduction of cyber and physical security risks**

#### **Goal Description**

FRCC works with stakeholders to develop and share information to foster BPS security in connection with both traditional and emerging risks.

#### **Contributing Activity:**

a) Security Awareness – Encourage participation in E-ISAC

The FRCC Staff will engage with members and registered entities to encourage more robust engagement with E-ISAC, including working with E-ISAC staff to hold a cyber workshop at FRCC for FRCC Board Members. (Target: 2018)

b) Promote collaboration and sharing of security best-practices between FRCC and members, between members, and between FRCC and other Regions. (Target: Ongoing)



## **Strategic Plan Goal 5: Effective and efficient operations**

### **Goal Description**

FRCC supports and encourages transparency, consistency, quality, efficiency, and timelines of results and operates as a collaborative enterprise.

### **Contributing Activity:**

MS Document Classification – Access and Implementation: redesign the FRCC website architecture to properly enable-document management/access with a goal to update the website in such a way as to allow us to fully implement and enforce the new classification system while retaining, or enhancing, usability for the end users. (Target: 2020)

## **Strategic Plan Goal 6: Effective response during severe operating conditions**

### **Goal Description**

FRCC promotes response plans and operational procedures that are flexible and provide the necessary framework for Registered Entities, including the FRCC RC, to respond seamlessly to the wide range of threats, including severe weather, physical and/or cyberattacks.

### **Contributing Activities**

- a) Support Registered Entities as they conduct drills and exercises to test their plans and procedures through the use of tabletop and/or simulator exercises under various scenarios, including cold weather events, generating capacity shortages and other high impact events. (Target: Ongoing)
- b) Provide training for operators and support staff on operational topics including communication protocols, situational awareness and emergency operations. (Target: Ongoing)