IEEE oower&enel for electric power professionals







Volume 14 • Number 5 • September/October 2016 www.ieee.org/power





features

- 16 Embracing an Adaptable,
 Flexible Posture
 By Luis (Nando) Ochoa, Fabrizio Pilo,
 Andrew Keane, Paul Cuffe, and Giuditta Pisano
- 29 **The Utility and Grid of the Future**By Julio Romero Agüero, Amin Khodaei,
 and Ralph Masiello
- 38 Latin American Energy Markets
 By Alberto Vargas, Osvaldo R. Saavedra,
 Mauricio E. Samper, Sergio Rivera,
 and Rodrigo Rodriguez

48 Going Beyond Cybersecurity Compliance

By Ellen Smith, Scott Corzine, Donald Racey, Patrick Dunne, Colin Hassett, and Joe Weiss

- 57 **Becoming the Utility of the Future** By Richard E. Brown, C. Scott Wilson, Hugo van Nispen
- 66 Applying the Principle of Locality By Johan H. Enslin, Ronak Bhatt, and Robert Cox

ontents



Digital Object Identifier 10.1109/MPE.2016.2574162

columns & departments

- 4 From the Editor
- 6 Leader's Corner
- 12 Guest Editorial
- 76 History
- 90 Calendar
- 92 In My View