



---

*Generating More Than Electricity*

## 2010 Mission Statement and Strategic Plan

MISSION	Page 1
VISION	Page 1
VALUES	Page 2
STRATEGIC GOALS	Page 3
BALANCED SCORECARD	Page 5

## MISSION

*The mission statement is a clear definition of the charter and underlying purpose of the organization, articulating the aims, focus, and emphasis of the organization.*

*Our Mission is to ...*

**Provide clean, low-cost, and reliable energy consistent with our commitment to the environment and safety, while promoting economic development and job development, energy efficiency, renewables and innovation, for the benefit of our customers and all New Yorkers.**

## VISION

*The vision statement articulates the direction(s) that the organization will pursue. It implicitly recognizes the underlying Mission, but provides a clear statement of upcoming priorities and focus for the management team.*

We will own assets and implement programs in accordance with our enabling statute where public involvement provides positive value to New York State, and we will help shape and support the State's energy policy in the public interest.

# VALUES

*Values articulate the underlying principles and aims of our business philosophy that guide our conduct, practices, and decisions and that we will consistently strive to achieve throughout the organization.*

**Integrity** – We will operate at the highest level of honesty, ethical conduct, and public trust in all of our activities.

**Safety** – We will always strive to encourage and support an accident-free workplace for our employees.

**Employee Development** – We value our employees and will invest in their development.

**Job Development** – We will utilize our power resources to support the creation and retention of New York State jobs

**Sustainability** – We will manage all aspects of our business through the lens of sustainability, which holistically integrates business objectives with environmental and social concerns (i.e., the “triple bottom line” approach).

**Clean Energy** – We are committed to the efficient use of energy and promoting clean power supply technologies.

**Stakeholder Management** – We will aggressively build awareness of NYPA’s Mission and purpose by cultivating positive relationships with our Stakeholders – customers, public officials, regulatory agencies, community representatives, and other opinion leaders – to ensure they support us and share in our commitment.

**Financial Strength** – We will maintain NYPA’s financial strength so as to have the financial resources needed to fulfill our Mission.

# STRATEGIC GOALS

*Strategic Goals are the specific programs that focus our resources and efforts over the horizon of the strategic plan. Strategic Goals are supported by Business Unit Initiatives which are projects with defined objectives and a clear beginning and end. Each business unit organization must balance the incremental effort defined by these initiatives with management of the ongoing business of the enterprise.*

1. **Power Supply Optimization:** Identify and implement opportunities to increase the performance of NYPA's generation and transmission infrastructure. Develop the necessary capabilities to perform integrated resource planning & analysis and supply portfolio management and optimization. Plan, acquire, and develop cost effective and environmentally responsible power supply to meet our customer requirements.
2. **Financial Strength:** Ensure NYPA's ability to finance future initiatives. Develop programs to maintain a Capital Project Reserve sufficient to ensure financial strength. Assure adequate rate levels for NYPA's investments. Assess the business case for on-going asset ownership and operation, and create a process or model to provide decision-making support on both an individual market area basis and on a system-wide portfolio approach.
3. **Enterprise Risk and Compliance:** Improve risk management and compliance profile. Implement Enterprise Risk Management tools to cover all NYPA functions. Develop and implement business continuity plans/processes and comprehensive emergency management plans for all essential NYPA functions. Institute a process to monitor and report applicable legal and regulatory compliance risks and issues.
4. **Economic Development:** Allocate use of NYPA's economic development power programs to maximize creation and retention of New York State jobs. Reform NYPA's statewide economic development power programs to have a greater impact on job attraction, creation and retention; and on long-term capital investment. Optimize existing programs and catalyze the process for the creation of new statewide economic development programs.

5. **Energy Efficiency:** Enhance energy efficiency programs to support the State's current plan to achieve a 15% reduction in energy demand by 2015. Provide a leadership role in delivering energy efficiency programs, promoting energy conservation, and stimulating new energy technologies and renewables throughout New York State. Demonstrate the commercial viability of available technologies to encourage public and private investment. Work to expand energy-service technologies and act as a source of financing for energy efficiency initiatives benefiting all the people of New York State.
6. **Renewables:** Develop generation and transmission projects to support the State's current plan to achieve a 30% renewable portfolio standard by 2015. Encourage use of renewable technologies to help decrease demand for fossil generation. Facilitate commercial demonstration of emerging energy technologies, to reduce environmental impact.
7. **Workforce Renewal:** Develop programs to address changing/aging workforce trends. Enhance the skills and strengthen the knowledge and diversity of our workforce. Provide appropriate total compensation practices that are competitive and support NYPA's Mission. Develop and implement a workforce plan that optimizes our existing structure and provides for future needs and succession plans.
8. **Safety Leadership:** Continue to pursue a "zero" accident rate and maintain an industry leadership position. Establish additional safety training activities and processes that further ingrain safe work practices into the behavior of all NYPA employees.
9. **Sustainability:** Develop programs to instill a culture of sustainability across the enterprise. Ensure that we will make choices utilizing sustainability principles in our operations – focusing on a "triple bottom line" approach that holistically integrates business objectives with environmental and social concerns. Monitor and report on progress in meeting the sustainability goals we have set for ourselves.

# BALANCED SCORECARD

*The Balanced Scorecard sets the performance goals and targets that we will strive for during 2010 and beyond.*

Strategic Goals	Descriptions	Performance Measures	2010 Target
<b>1. Power Supply Optimization</b>	<i>Identify and implement opportunities to increase the performance of New York State generation and transmission infrastructure</i>	Generation Market Readiness (%)	<b>99.4%</b>
		Transmission Reliability (%)	<b>96.0%</b>
<b>2. Financial Strength</b>	<i>Control costs to ensure NYPA's ability to finance future initiatives</i>	O&M Budget (Millions)	<b>\$312</b>
<b>3. Enterprise Risk and Compliance</b>	<i>Improve risk management and compliance profile</i>	Enterprise Risk	<b>100</b>
	<i>Create minimal impact from energy operations and facilities</i>	Environmental Incidents (#)	<b>27</b>
<b>4. Economic Development</b>	<i>Allocate use of NYPA economic development power programs to maximize creation and retention of New York State jobs</i>	Jobs Created/ Retained	<b>2,000</b>
<b>5. Energy Efficiency</b>	<i>Enhance energy efficiency programs to support the Governor's plan to achieve a 15% reduction in energy demand by 2015</i>	Energy Efficiency (MWHs)	<b>75,000</b>
<b>6. Renewables</b>	<i>Develop generation and transmission projects to support the Governor's plan to achieve a 30% renewable portfolio standard by 2015</i>	Renewable Energy (MWHs)	<b>222,000</b>
<b>7. Workforce Renewal</b>	<i>Develop programs to address changing/aging workforce trends</i>	Succession Planning Information Tool Rollout	<b>100%</b>
<b>8. Safety Leadership</b>	<i>Continue to pursue a "zero" accident rate and maintain an industry safety leadership position</i>	Recordable Incidence Rate (OSHA Rate)	<b>1.00</b>
<b>9. Sustainability</b>	<i>Develop and implement programs to instill a culture of sustainability across the enterprise</i>	Sustainability Profile	<b>35</b>