



Overall NYPA Strategic Plan 2007-2009

MISSION STATEMENT

DECISION DRIVERS

STRATEGIC RESULT AREAS

MISSION STATEMENT

A mission statement is a clear definition of the aims, focus and emphasis of an organization over a specified time frame. Following is a statement of NYPA's mission for the next three years:

***O**ur Mission is...*

*to provide clean, economical
and reliable energy consistent
with our commitment to safety,
while promoting energy
efficiency and innovation, for
the benefit of our customers
and all New Yorkers.*

DECISION DRIVERS

Underlying this Mission Statement is a set of core drivers that define the priorities for the organization. Drivers determine how we will make decisions, perform our work and deal with others. By understanding the driving forces behind our mission, we will make decisions that will support our company's goals.

PUBLIC BENEFIT

Our history demonstrates that the underlying, and perhaps primary, purpose of the authority is to implement the State's energy policy in the public interest as such policy and interests are determined at any point in time by the Governor and/or the Legislature and approved by the Board of Trustees.

We will utilize, when called upon, our resources, people and expertise to provide a crucial public service in the State's energy sector.

OPERATING EXCELLENCE

Reliable operation of our generation and transmission assets is essential to carry out our mission.

We will achieve operating excellence through focused O&M practices, Life Extensions and continuous improvements to our business processes including succession preparedness and planning.

COST EFFECTIVENESS

The survival of the Authority mandates that our cost of operation be below that of any competing power supplier or operator.

We will continually examine all our processes and practices through industry benchmarking and provide sufficient financial resources, to attain best-in-class performance.

ENERGY EFFICIENCY SERVICES & TECHNOLOGIES

We believe our role is to be a leader in energy efficiency programs by stimulating new energy technologies throughout New York State.

We will demonstrate the commercial viability of available technologies to encourage private investment. We will retain and expand energy-service markets for our customers and the benefit of the people of New York State.

ETHICS

NYPA, as a public entity, has a responsibility to operate at the highest level of honesty, ethical conduct, and public trust in all of its activities. Authority employees are entitled to privacy in their personal affairs; however as employees of a public entity, they must conduct Authority business solely in the public interest and in an ethical manner.

We will develop and deliver ethics and compliance training to all NYPA employees that not only reaffirm awareness and compliance with the laws, regulations and policies that govern our behavior but also articulate our commitment to ethical business conduct.

FINANCIAL

NYPA must have the financial resources necessary to achieve our mission, to maximize opportunities to serve our customers, and to preserve our strong credit rating.

We commit to utilizing the Authority's assets in a responsible manner consistent with our mission for our customers and the benefit of the people of New York State.

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BUSINESS GROWTH in New York State

We must continuously identify new opportunities to support economic growth in New York State as a means to promote competition, add customer value and improve financial performance.

NYPA will be an engine for economic development in New York State by using more low-cost power to create and retain jobs. We will commit a portion of our available resources to leverage economic development initiatives throughout the State.

CUSTOMER LOYALTY

True customer loyalty is defined as the selection of NYPA as the supplier of choice and the support of NYPA politically and publicly.

We will win customer loyalty by providing a wide range of value-added services tailored to individual customer needs. We will aggressively communicate the benefits and services NYPA provides.

STAKEHOLDER SUPPORT

The electric utility industry is changing at a rapid and accelerating pace. We must maximize our efforts to establish and maintain among our key stakeholders an awareness of our unique value and range of contributions

We will aggressively build awareness of NYPA's Mission and purpose by cultivating better relationships with all our customers, public officials and other key influencers to ensure they support us and share in our commitment.

COMPETITIVE PRIVATE SECTOR

We believe the private sector should be able to meet the challenges of deregulation and capitalize on available opportunities in the energy marketplace.

We will buy the electricity from private sources to meet future capacity requirements

We believe that any transmission lines necessary to maintain reliability can effectively be built by merchant providers and the utilities that directly serve retail consumers.

The only circumstances under which the NYPA would foresee building any new generation or transmission facilities would be in response to a compelling public or reliability need that is not being fulfilled by the private sector.

PERFORMANCE COMMITMENT

In today's competitive world, results count.

We will hold ourselves and each other accountable, recognize and reward successful contributors, and actively confront non-performers.

We will set clear performance and behavior expectations and provide continuous feedback.

STRATEGIC RESULT AREAS

If we are to succeed in our Mission, there are specific areas where we need to articulate our vision and make clear our intentions. In order to do that for both internal & external stakeholders, we need to define our goals & objectives as well as identify the specific actions we are taking that support that vision.

GENERATION

GOALS:

Align NYPA's generation policy and practices to the State Energy Plan.

Maintain the high performance reliability of NYPA's generation assets.

Ensure that our generation assets are operated in a safe and efficient manner.

OBJECTIVES:

1. Provide a continued supply of economical power to our customers and all of New York State.
2. Complete the life extension and modernization efforts at our hydro facilities.
3. Successfully implement the re-license of the Niagara Power Project for a period of 50 years.
4. Support the continuing implementation of a successful competitive electricity market in New York State.
5. Facilitate expansion of renewable energy sources within New York State.
6. Participate in the State's Hydrogen Economy.
7. Ensure the capacity to meet our power contract requirements for all our customers.

INITIATIVES:

1. Complete the Life Extension & Modernization Program at the St. Lawrence Project by 2013
2. Complete the Life Extension & Modernization Program at the Blenheim-Gilboa Project by 2010
3. Establish refurbishment program for the Lewiston Pump Generating Plant the control system at Niagara RMNPP.
4. Plan for the orderly closure of the 885MW Poletti Plant and re-positioning of other in-city units.
5. Continue the Maintenance Resource Management program while shaping the direction of maintenance and modification activities with asset management perspective.
6. Manage the re-alignment of staff towards an O&M focused organization
7. Manage the prospective retirements within the business units to maintain effective workforce capabilities to meet business requirements
8. Support the review of clean coal technology in New York State.
9. Institute LEEDS measures at all NYPA facilities.
10. Implement a comprehensive configuration management program.

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TRANSMISSION

GOAL:

NYPA will operate and maintain its high voltage transmission facilities, consistent with its commitment to safety and the environment, working closely with the NYISO, the other transmission owners and the PSC to help ensure a high level of power system reliability.

OBJECTIVES:

1. Maximize NYPA's transmission system availability and reliability, and protect NYPA's rights of way from adverse impacts.
2. Maintain state-of-the-art primary and backup Energy Control Centers to help ensure reliable and secure operation of NYPA's transmission and generation assets.
3. Pursue new technologies and work practices to improve the capability and efficiency of the New York State transmission grid.
4. Help achieve successful competitive generation and transmission markets in New York State.
5. Provide quality and cost effective transmission related services for NYPA and external entities.

INITIATIVES:

1. Ensure that transmission facility operators are fully compliant with NERC certification standards.
2. Tri-Lakes Reliability Project, continue to work with Niagara Mohawk to facilitate the installation of the New Line in 2008,
3. Ensure replacement of Transmission related protective relays at all substations in accordance with the PGBU Protective Relay Replacement program.
4. Upgrade NYPA's Energy Management System, including cyber security standard compliance, by the end of 2009.
5. Complete NYPA's ISO meter upgrade program by end of 2008.
6. Protect transmission easements from intrusions and development that would adversely impact use of such easements for transmission purposes in the future.
7. Complete an examination of transmission line clearances to verify compliance with the National Electric Safety Code by end of 2008.
8. Complete assessment of life extension requirements for the Moses Adirondack lines in 2006 and NATL lines in 2008.
9. Complete current 4-year Integrated Vegetation Management program on all lines by end of 2008.
10. Facilitate the interconnection process of new wind generating facilities to NYPA transmission lines.
11. Seymour GT reconfiguration project achieve an in service date of May 2007.
12. Install direct ECC EMS connections to the RTU's at the major NYPA substations by summer 2009.
13. Implement all applicable reliability standards enacted as a result of the creation of the Electric Reliability Organization.
14. Evaluate modern grid initiatives on all our transmission facilities.

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ECONOMIC DEVELOPMENT

GOAL:

NYPA will support New York's economy with its hydropower and other power resources.

OBJECTIVES:

1. Optimize the use of its available hydropower and other low cost power resources for economic development purposes.
2. Strengthen economic development activities with Empire State Development Corporation, the Public Service Commission and other appropriate entities.

INITIATIVES:

1. Develop a strategic assessment of the best use of such power for economic development purposes.
2. Continue active consultation with Empire State Development Corporation, the Public Service Commission and others regarding the allocation of power for economic development.

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ENERGY SERVICES

GOAL:

NYPA will assist in the improvement of overall energy efficiency in New York State.

OBJECTIVES:

1. Implement energy efficiency services for NYPA customers, and to the extent authorized by law, provide such services to state and local governmental agencies as well as other eligible entities to reduce their costs and improve the environment.
2. Partner with the public and private sector to deliver new value added energy services.
3. Obtain state legislation to expand NYPA authority to provide energy services.
4. Further assist in the implementation of Executive Order No. 111.

INITIATIVES:

1. Meet with public and civic leaders to educate them on program offerings, and to identify cost effective project opportunities.
2. Work with New York State Energy Research & Development Authority (NYSERDA), Long Island Power Authority (LIPA), Public Service Commission (PSC), Department of Energy (DOE) & United States Green Building Council (USGBC) to enhance program offerings.
3. Affiliate with New York State based professional organizations and their members to raise awareness of NYPA program offerings.
4. Solicit input from external entities (NAESCO, etc.) to develop new strategies for program enhancement and market penetration.
5. Work with manufacturers and contractors to develop new technologies and enhance customer savings and program offerings.

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TECHNOLOGY

GOAL:

Develop and demonstrate innovative energy technologies to benefit NYPA, its customers and the people of New York State.

OBJECTIVES:

1. Develop and transfer to NYPA facilities technologies that focus on productivity, O&M savings, increased reliability, and capital asset utilization.
2. Implement and develop clean and efficient distributed resources and renewable energy technologies for NYPA customers and as authorized by law.
3. Promote the development and use of clean transportation technologies in New York State.
4. Participate in collaborative research at national and state levels.

INITIATIVES:

1. Equipment condition monitoring and expert diagnostic systems development and deployment.
2. Substation, transmission and hydro-plant reliability centered maintenance program.
3. Time synchronized measurement techniques for improved power system performance monitoring and event reconstruction.
4. Stay current in development of bio-mass and clean coal generation technologies.
5. Provide technological solutions and value added services to our customers.
6. Work with eligible entities to develop and implement renewable and distributed generation technologies, and combined heat and power applications.
7. Develop and implement energy storage technologies.
8. Partner with customers & other organizations to procure clean modes of transportation and demonstrate new electric drive technologies.
9. Leverage NYPA co-funding with other State & Federal funding to develop new projects.
10. Actively participate in the EPRI, NYSERDA and USDOE advisory structures.
11. Partner with NYSERDA, EPRI and USDOE in the development and implementation of the H2 Road Map.