

STRATEGIC PLANNING PROCESS - 2013

Trustee Meeting

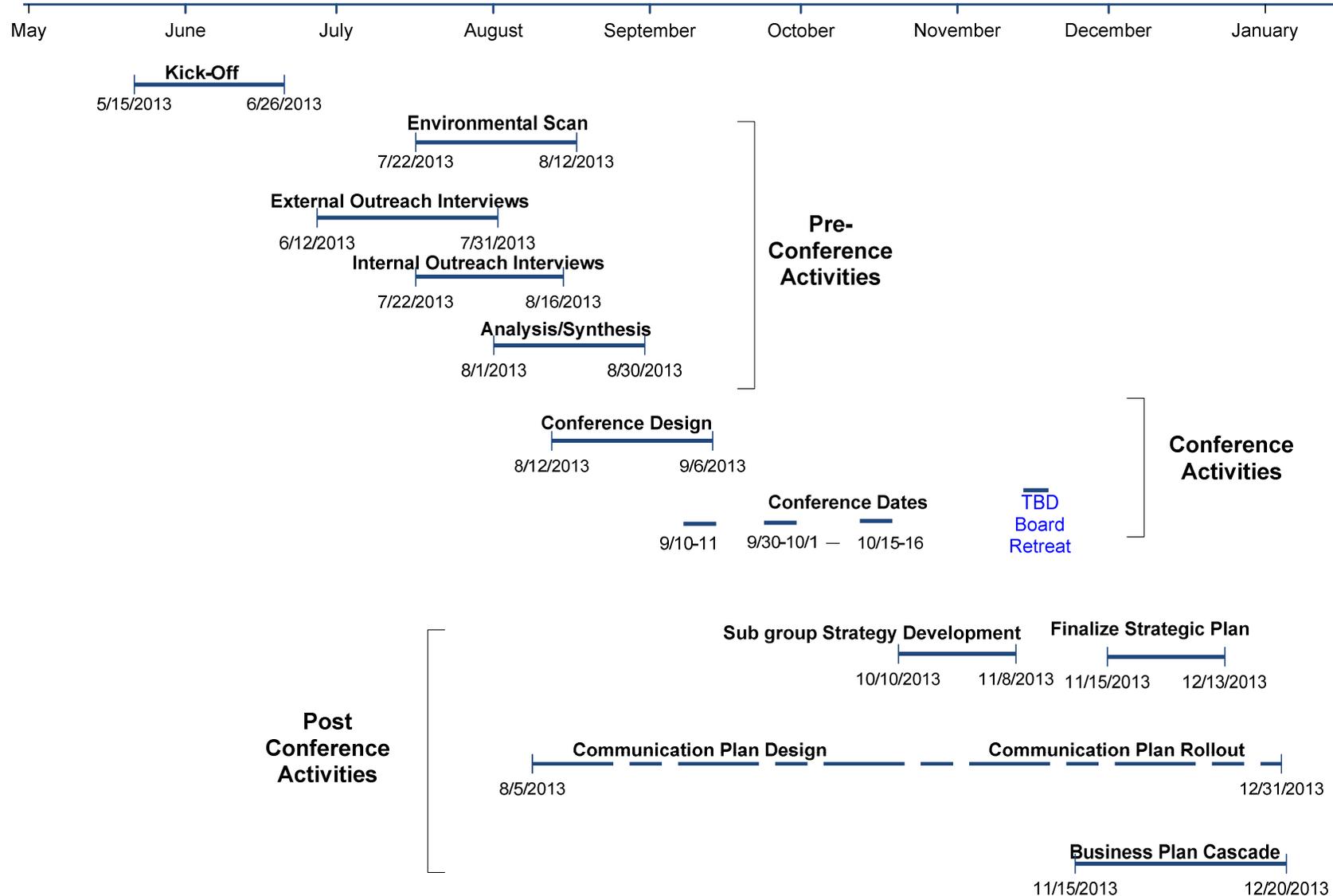
July 23, 2013

Bob Lurie

OVERALL PROCESS

Steps	Objective
Kick-Off	Develop and obtain approval for overall strategy process and schedule
Environmental Scan	Gather information on energy industry to augment and inform interview and planning processes
External Outreach	Clarify vision of the future in energy with subject matter experts in energy and government. Understand external view of NYPA's role.
Internal Outreach	Solicit internal expertise on energy issues and NYPA's role
Analysis and Synthesis	Develop major themes to be addressed in planning
Conference Design	Define a conference agenda which will achieve the planning objectives
Conference Events	Achieve consensus on strategic direction and tactical actions through a series of planning workshops
Strategy Communication	Inform and engage staff on the strategic plan
Cascade Strategy to Business Plans	Ensure business plans and performance measures align with and support the strategy

SCHEDULE



OUTREACH

- Survey on Trends and Forces in the Energy Industry
- External Interviews
 - Energy Experts
 - Other Energy Related Agencies and Authorities
 - Customers
 - Financial Institutions
 - Clean Energy/Renewables Oriented Organizations
 - Other Utilities
 - Energy Research Organizations
- Strategy Drivers
 - Low Gas Prices: Continued or expanded availability of low priced gas over the long term
 - Technology Advances: Increasing technical and financial viability of distributed generation, combined heat and power (CHP), smart grid, energy storage and microgrids
 - Climate Change: Significant climate changes will increase the need for hardening of infrastructure and may shift load patterns
 - Changes in Policies and Environmental Regulations: New legislation intended to lessen or reverse the change
- Coordinating Outreach with New York State Energy Plan Efforts

INTERNAL OUTREACH & CORE TEAM

- Internal Outreach will include all Business Unit executives and other subject matter experts throughout NYPA
 - Survey on Trends and Forces in the Energy Industry
 - Internal Interviews
 - Strategy Drivers

- Empaneled Core Team
 - Innovative high potential staff selected by their Business Unit executives to engage throughout the strategic planning process

DESIRED OUTCOME

- To prepare NYPA to continue to fulfill its mission in a transformed energy industry
- To set long-term goals and develop the roadmap to achieve them
- To align with and support the New York State Energy Plan
- To communicate our strategy to our stakeholders, staff and the public