



## 2015 Mission Statement and Strategic Plan

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# MISSION

*Our Mission is to ...*

**Power the economic growth and competitiveness of New York State by providing customers with low cost, clean, reliable power and the innovative energy infrastructure and services they value.**

# VISION

**Our vision is a Power Authority that enables a thriving New York State through the provision of sustainable, affordable energy, stewardship of the state's natural resources and leadership in innovative technologies and energy efficiency services.**

# VALUES

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

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

**Employee Development** – Value our employees and invest in their development.

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

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

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

**Stakeholder Management** – 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** – Maintain NYPA’s financial strength so as to have the financial resources needed to fulfill our Mission.

# CORPORATE STRATEGIC GOALS

## **Financial Effectiveness:**

Maximize the financial capacity of NYPA to make capital investments that help achieve our goals.

## **Operational Effectiveness:**

Maximize the efficiency, reliability and flexibility of our assets and organization.

## **Value from Energy:**

Maximize the benefit and minimize the negative impact of each unit of energy provided to the customer and the state.

# STRATEGIC INITIATIVES

## **Customer Solutions:**

Expand NYPA's customer solution offerings through the provision of a seamless bundle of services aligned to customer needs.

## **Asset Management:**

Develop an asset management capability and process to improve the efficiency and effectiveness of our O&M and capital investments.

## **Smart Generation and Transmission:**

Make the generation and transmission system more flexible, resilient, and agile utilizing existing and emerging technologies.

## **Workforce Planning:**

Develop and implement a strategic workforce plan that ensures that NYPA attracts, retains, and develops employees with the skills competencies to achieve our goals.

## **Knowledge Management:**

Establish an enterprise wide system to capture, organize, distribute, and utilize NYPA intellectual assets.

## **Process Excellence:**

Create a business process improvement function to increase productivity, reduce cost, advance sustainability and safety goals and manage risk.