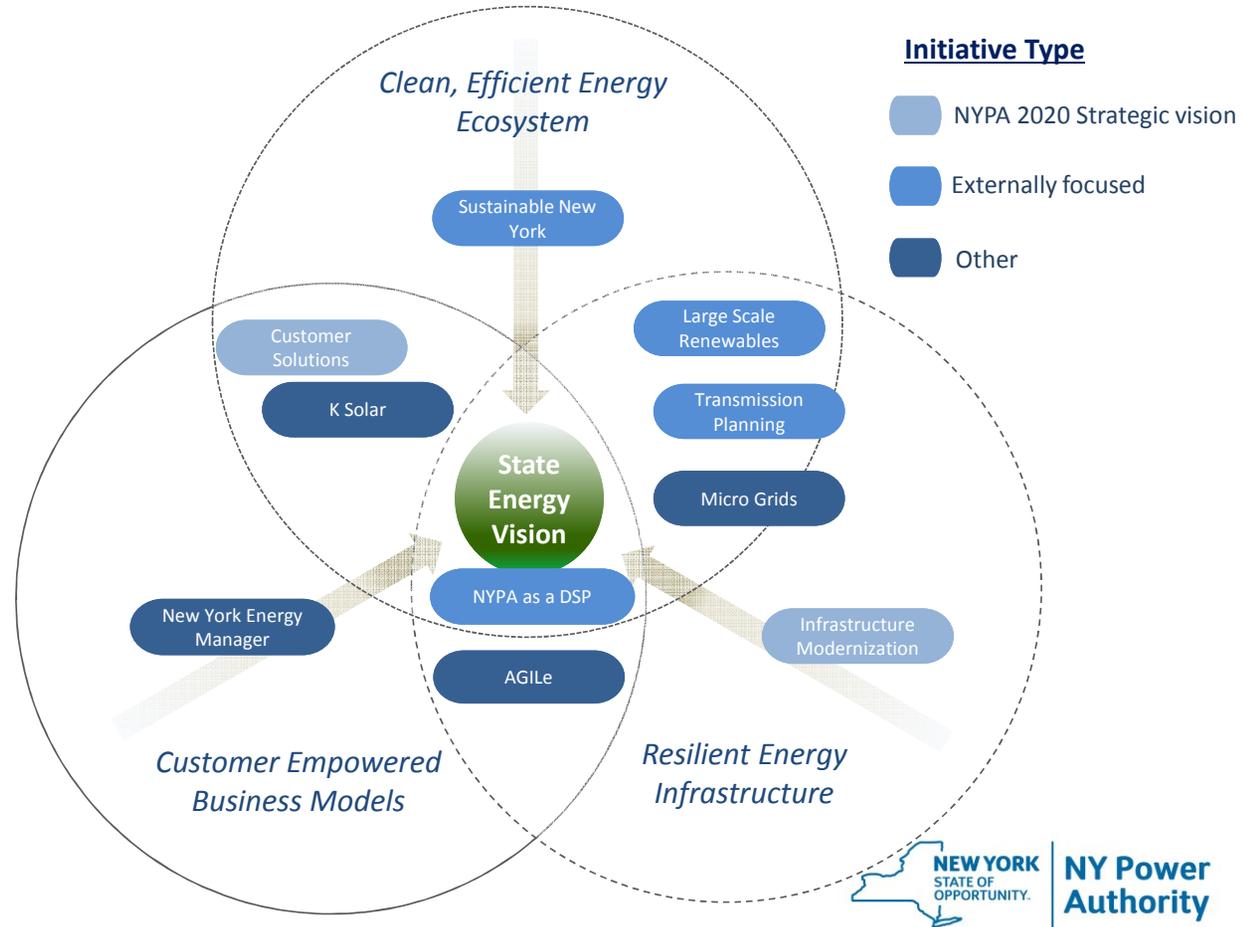


We continue to pursue a portfolio of strategic initiatives that focus on both NYPA’s transformation into a leading edge utility and support broader State energy ambitions...

<p>NYPA as a DSP</p>	<ul style="list-style-type: none"> <li>• Bringing customers and DER’s together through a unified “itunes” style platform</li> <li>• Demonstrating transactional market component of REV with Muni’s</li> <li>• Deliver reliability and customer value (economic and carbon) in a Distributed Energy Future</li> </ul>
<p>Infrastructure Modernization</p>	<ul style="list-style-type: none"> <li>• Strategic Asset Management Plan</li> <li>• Others to be added</li> </ul>
<p>NYEM</p>	<ul style="list-style-type: none"> <li>• Customer energy usage data platform targeting energy efficiency and load balancing opportunities</li> <li>• Supporting State EO88 obligations</li> <li>• 100 customer + roll out</li> </ul>



The reworking of our corporate metric regime continues on schedule – reporting will start in Q2 2016

Level 1: Corporate Metrics

- EVA
- O&M cost per mWh
- Commercial availability
- Load optimization
- Carbon avoidance

DEFINE	MEASURE	REPORT	SET TARGETS
Y	Y	APR	Q2

Level 2: Business Unit Level Metrics

- Operations
- Customer
- ERM
- Support Services

DEFINE	MEASURE	REPORT	SET TARGETS
Y	APR	MAY	Q3
Y	Y	Y	tbc

Level 3: Integrate into employee PPR's Work with HR and Change Management to implement for 2017 goal setting

Metric Dashboard Manual with real data for July 2016 Automated system late 2016



# 2016 Strategic Planning Activities

Q4

## Scenario Planning:

- Integrating strategy, enterprise risk and finance
- Forward planning tool for ops

Q3

“Big Ideas”: Identify external potential initiatives for NYPA to utilize its financial capacity to help deliver the State Energy Vision:

- Evaluate opportunities for the near and long term

## Business Intelligence Capability:

- Quarterly industry updates to the Trustees and broader business

Q2

## 2016 Strategy Offsite:

- Delivery: April 5<sup>th</sup> & April 12<sup>th</sup>
- Theme: Navigating uncertainty in a rapidly changing business environment
- Key Outputs: Understand changes/updates that may be needed to our Plan - assess opportunities and risks in light of the impact changes in the energy landscape may have on NYPA.

Q1

## Corporate Metrics Redesign and Rollout

- Alignment to NYPA 2020 vision and broader state energy goals
- Transparency