



**NY Power  
Authority**

# **First 100 Days: Commercial Operations**

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# Commercial Ops Context

Retail

Energy Services



Economic Development



Wholesale

Marketing Power Plants



# Commercial Ops Context: Challenges

## Retail

Energy Services

Economic Development

## Wholesale

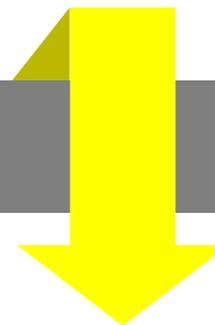
Marketing Power Plants



- Declining revenue
- Changing demand

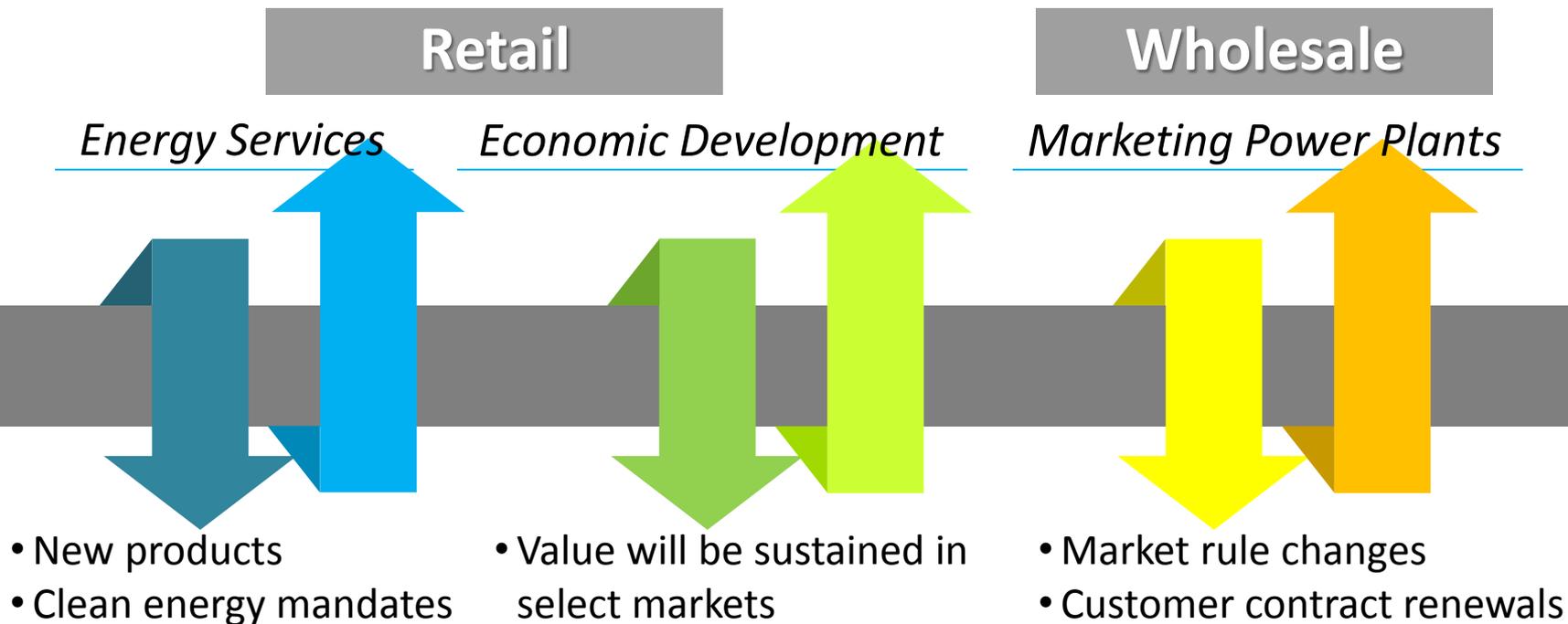


- Shrinking discount
- Customer compliance



- Sustained low prices
- Increased competition

# Commercial Ops Context: Opportunities



# First 100 Days: Top Priorities

## Retail

### Energy Services

**1** Redesign grants for 2017 and 2018, break-even by 2019

**2** Align team through re-organization and expanded metrics

### Economic Development

**3** Assess comparative value state-wide

**4** Identify customers at-risk of failing obligations

## Wholesale

### Marketing Power Plants

**5** Update hedging strategy with Enterprise Risk

**6** Pursue market rule changes and modeling modifications

# First 100 Days: Expected Output

## Retail

### Energy Services

**1** *Redesign grants*  
Reduce projected losses, tie grants to revenue

**2** *Align team*  
Eliminate overlaps, bring team together around common goals

Updated business plan

### Economic Development

**3** *Assess comparative value*  
Align value proposition with new allocations

**4** *Identify at-risk customers*  
Enable outreach to reduce non-compliance, potential selling of energy services

Revised allocation strategy

## Wholesale

### Marketing Power Plants

**5** *Update hedging strategy*  
Secure merchant revenue for 2017 and 2018

**6** *Pursue market changes*  
Increase revenue from existing assets and prepare for market evolution

2017/18 hedging plan

# Closing: Environment, Jobs, People

