



Generating More Than Electricity

2013 Mission Statement and Strategic Plan

MISSION	1
VISION	1
VALUES	2
CORPORATE STRATEGIC GOALS	3
BALANCED SCORECARD - 2012	4
BALANCED SCORECARD - 2013	5

MISSION

The mission statement is a clear definition of the charter and underlying purpose of the organization, articulating the aims, focus, and emphasis of the organization.

Our Mission is to ...

Provide clean, low-cost, and reliable energy consistent with our commitment to the environment and safety, while promoting economic development and job development, energy efficiency, renewables and innovation, for the benefit of our customers and all New Yorkers.

VISION

The vision statement articulates the direction(s) that the organization will pursue. It implicitly recognizes the underlying Mission, but provides a clear statement of upcoming priorities and focus for the management team.

We will own assets and implement programs in accordance with our enabling statute where public involvement provides positive value to New York State, and we will help shape and support the State's energy policy in the public interest.

VALUES

Values articulate the underlying principles and aims of our business philosophy that guide our conduct, practices, and decisions and that we will consistently strive to achieve throughout the organization.

Integrity – We will operate at the highest level of honesty, ethical conduct, and public trust in all of our activities.

Safety – We will always strive to encourage and support an accident-free workplace for our employees.

Employee Development – We value our employees and will invest in their development.

Job Development – We will utilize our power resources to support the creation and retention of New York State jobs

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

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

Stakeholder Management – We will 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 – We will maintain NYPA’s financial strength so as to have the financial resources needed to fulfill our Mission.

CORPORATE STRATEGIC GOALS

Strategic Goals are the specific areas in which we focus our resources and efforts over the horizon of the strategic plan. Strategic Goals are supported by Strategic Initiatives which are projects with defined objectives and a clear beginning and end. Each business unit organization must balance the incremental effort defined by these initiatives with management of the ongoing business of the enterprise.

The Strategic Goals are grouped within three categories of Mission, Stewardship and Accountability that, respectively, define: our purpose; our intention to maintain and grow the resources entrusted to us; and our commitment to responsible leadership.

Mission Goals:

Economic Development: Administer economic development power programs, including Governor’s Recharge NY Power Program, to maximize creation and retention of New York State jobs

Energy Services: Enhance energy efficiency programs to reduce energy usage statewide. Assist in the achievement of the SAGE commission goal of aggregate annual budget savings of \$100+ million per year within 4 years through energy efficiency investments in all State facilities where valid economic payback exists

Energy Infrastructure: Develop transmission and generation projects to meet New York State’s needs

Stewardship Goals:

Financial Management: Ensure that NYPA has the financial resources to achieve its mission

Maintain Infrastructure: Identify and implement opportunities to increase the performance of New York State generation and transmission infrastructure

Workforce Management: Develop programs to address workforce issues of succession planning, retention, compensation and training

Accountability Goals:

Safety Leadership: Pursue a “zero” accident rate and maintain an industry safety leadership position

Environmental Responsibility: Create minimal impact from operations and facilities

Enterprise Risk: Promote achievement of the mission by effective risk identification and management and risk-informed decision making

Compliance: Monitor and report applicable legal/regulatory compliance requirements and ensure that they are met

BALANCED SCORECARD - 2012

The 2012 Balanced Scorecard displays the strategic goals, performance targets and results achieved for 2012.

Mission Goals				
Strategic Goal	Objective	Performance Measure	2012 Target	2012 Results
Economic Development	<i>Administer economic development power programs, including Governor's Recharge NY Power Program, to maximize creation and retention of New York State jobs</i>	Jobs Created and Retained per MW Allocated	n/a	n/a
Energy Services	<i>Enhance energy efficiency programs to reduce energy usage statewide. Assist in the achievement of the SAGE commission goal of aggregate annual budget savings of \$100+ million per year within 4 years through energy efficiency investments in all State facilities where valid economic payback exists</i>	MMBTUs Saved	400 MMBTUs	407.5 MMBTUs
		Energy Efficiency Investment In State Facilities	\$80M	\$116.5M
Energy Infrastructure	<i>Develop transmission and generation projects to meet New York State's needs</i>	Energy Highway	100%	100%
Stewardship Goals				
Strategic Goal	Objective	Performance Measure	2012 Target	2012 Results
Financial Management	<i>Ensure that NYPA has the financial resources to achieve its mission</i>	O&M Budget	\$370.9M	\$369.2
		Debt Coverage Ratio	2.5	2.85
Maintain Infrastructure	<i>Identify and implement opportunities to increase the performance of New York State generation and transmission infrastructure</i>	Generation Market Readiness	99.4%	99.7%
		Transmission Reliability	96.56%	97.64%
Workforce Management	<i>Develop programs to address workforce issues of succession planning, retention, compensation and training</i>	Retention	475	500
		Training	100%	100%
Accountability Goals				
Strategic Goal	Objective	Performance Measure	2012 Target	2012 Results
Safety Leadership	<i>Continue to pursue a "zero" accident rate and maintain an industry safety leadership position</i>	Recordable Incidence Rate (OSHA Rate)	1.00	1.85
Environmental Responsibility	<i>Create minimal impact from operations and facilities</i>	Environmental Incidents	29	35
Enterprise Risk	<i>Promote achievement of the mission by effective risk identification and management and risk-informed decision making</i>	Enterprise Wide Risk Management Program	100%	100%
Compliance	<i>Monitor and report applicable legal/regulatory compliance requirements and ensure that they are met</i>	Compliance Reporting	100%	100%
		Compliance Training	100%	100%

BALANCED SCORECARD - 2013

The 2013 Balanced Scorecard sets the performance goals and targets that we will strive for during 2013. The performance goals are represented by both quantified and milestone-based measures

Quantified Measures			
Goal	Objective	Performance Measure	2013 Target
Energy Services	Enhance energy efficiency programs to reduce energy usage statewide. Assist in the achievement of the SAGE commission goal of aggregate annual budget savings of \$100+ million per year within 4 years through energy efficiency investments in all State facilities where valid economic payback exists	MMBTUs Saved	400 MMBTUs
		Energy Efficiency Investment In State Facilities (\$ Millions)	\$57M
Financial Management	Ensure that NYPA has the financial resources to achieve its mission	O&M Budget Performance (\$ Millions)	\$426.4M
		Debt Coverage Ratio	2.4
Maintain Infrastructure	Identify and implement opportunities to increase the performance of New York State generation and transmission infrastructure	Generation Market Readiness	99.4%
		Transmission System Reliability	95.69%
Workforce Management	Develop programs to address workforce issues of succession planning, retention, compensation and training	Retention (# of Touchpoints)	475
Safety Leadership	Continue to pursue a "zero" accident rate and maintain an industry safety leadership position	DART Rate (Index)	0.78
Environmental Responsibility	Create minimal impact from operations and facilities	Environmental Incidents (Units)	32

Milestone Measures			
Goal	Objective	Performance Measure	2013 Target
Energy Infrastructure	Develop transmission and generation projects to meet New York State's needs	Energy Highway	100%
Workforce Management	Develop programs to address workforce issues of succession planning, retention, compensation and training	Training	100%
Enterprise Risk	Promote achievement of the mission by effective risk identification and management and risk-informed decision making	Enterprise Risk Management Program	100%
Compliance	Monitor and report applicable legal/regulatory compliance requirements and ensure that they are met	Compliance Reporting	100%
		Compliance Training	100%