



2011 Mission Statement and Strategic Plan

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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 programs that focus our resources and efforts over the horizon of the strategic plan. Strategic Goals are supported by Business Unit 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.

- 1. Power Supply Optimization:** Identify and implement opportunities to increase the performance of NYPA's generation and transmission infrastructure. Develop the necessary capabilities to perform integrated resource planning & analysis and supply portfolio management and optimization. Plan, acquire, and develop cost effective and environmentally responsible power supply to meet our customer requirements.
- 2. Financial Strength:** Ensure that NYPA has the financial resources to achieve its mission. Assure adequate rate levels to support NYPA's current investments and develop programs to maintain the ability to finance future initiatives. Enhance the efficiency of the business planning process through the integration of the strategic, budgeting and financial planning programs. Implement commodity and credit risk management processes and monitor marketplace and legislative developments that may affect NYPA's financial standing.
- 3. Enterprise Risk and Compliance:** Promote achievement of the Authority's multi-faceted mission by facilitating disciplined identification, assessment, prioritization, and mitigation of ongoing and emergent risks throughout the enterprise; and risk-informed decision-making and resource allocation through a regular, consolidated view of the potential impacts of uncertainty on strategic drivers. Develop and implement business continuity plans/processes and comprehensive emergency management plans for all essential NYPA functions. Institute a process to monitor and report applicable legal and regulatory compliance risks and issues.
- 4. Economic Development:** Allocate use of NYPA's economic development power programs to maximize creation and retention of New York State jobs. Reform NYPA's statewide economic development power programs to have a greater impact on job attraction, creation and retention; and on long-term capital investment. Optimize existing programs and catalyze the process for the creation of new statewide economic development programs.

5. **Energy Efficiency:** Enhance energy efficiency programs to support the State’s current plan to achieve a 15% reduction in energy demand by 2015. Provide a leadership role in delivering energy efficiency programs, promoting energy conservation, and stimulating new energy technologies and renewables throughout New York State. Demonstrate the commercial viability of available technologies to encourage public and private investment. Work to expand energy-service technologies and act as a source of financing for energy efficiency initiatives benefiting all the people of New York State.
6. **Renewables:** Develop generation and transmission projects to support the State’s current plan to achieve a 30% renewable portfolio standard by 2015. Encourage use of renewable technologies to help decrease demand for fossil generation. Facilitate commercial demonstration of emerging energy technologies, to reduce environmental impact.
7. **Workforce Renewal:** Develop programs to address changing/aging workforce trends. Enhance the skills and strengthen the knowledge and diversity of our workforce. Provide appropriate total compensation practices that are competitive and support NYPA’s Mission. Develop and implement a workforce plan that optimizes our existing structure and provides for future needs and succession plans.
8. **Safety Leadership:** Continue to pursue a “zero” accident rate and maintain an industry leadership position. Establish additional safety training activities and processes that further ingrain safe work practices into the behavior of all NYPA employees.
9. **Sustainability:** Develop programs to instill a culture of sustainability across the enterprise. Ensure that we will make choices utilizing sustainability principles in our operations – focusing on a “triple bottom line” approach that holistically integrates business objectives with environmental and social concerns. Monitor and report on progress in meeting the sustainability goals we have set for ourselves.

BALANCED SCORECARD

2010 Balanced Scorecard

The 2010 Balanced Scorecard displays the performance targets and results achieved in 2010.

Strategic Goals	Objectives	Performance Measures	2010 Target	2010 Results
1. Power Supply Optimization	<i>Identify and implement opportunities to increase the performance of New York State generation and transmission infrastructure</i>	Generation Market Readiness (%)	99.4%	99.8%
		Transmission Reliability (%)	96.0%	95.8%
2. Financial Strength	<i>Control costs to ensure NYPA's ability to finance future initiatives</i>	O&M Budget (Millions)	\$312M	\$310M
3. Enterprise Risk and Compliance	<i>Improve risk management and compliance profile</i>	Enterprise Risk	100%	100%
	<i>Create minimal impact from energy operations and facilities</i>	Environmental Incidents (#)	27	27
4. Economic Development	<i>Allocate use of NYPA economic development power programs to maximize creation and retention of New York State jobs</i>	Jobs Created/ Retained	2,000	2,490
5. Energy Efficiency	<i>Enhance energy efficiency programs to support the Governor's plan to achieve a 15% reduction in energy demand by 2015</i>	Energy Efficiency (MWHs)	75,000 MWHs	89,859 MWHs
6. Renewables	<i>Develop generation and transmission projects to support the Governor's plan to achieve a 30% renewable portfolio standard by 2015</i>	Renewable Energy (MWHs)	207,000 MWHs	217,200 MWHs
7. Workforce Renewal	<i>Develop programs to address changing/aging workforce trends</i>	Succession Planning Information Tool Rollout	100%	100%
8. 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	1.39
9. Sustainability	<i>Develop and implement programs to instill a culture of sustainability across the enterprise</i>	Sustainability Profile	35	40

2011 Balanced Scorecard

The 2011 Balanced Scorecard sets the performance goals and targets that we will strive for during 2011.

Strategic Goals	Objectives	Performance Measures	2011 Target
1. Power Supply Optimization	<i>Identify and implement opportunities to increase the performance of New York State generation and transmission infrastructure</i>	Generation Market Readiness	99.4%
		Transmission Reliability	97.73%
		Installed MWs to Meet Customer Needs	521 MW
2. Financial Strength	<i>Control costs to ensure NYPA's ability to finance future initiatives</i>	O&M Budget	\$312M
3. Enterprise Risk and Compliance	<i>Promote achievement of the mission by effective risk identification and management and through risk-informed decision making.</i>	Enterprise Risk	100%
	<i>Improve compliance profile</i>	Compliance Reporting	100%
		Compliance Training	100%
	<i>Create minimal impact from energy operations and facilities</i>	Environmental Incidents	27
4. Economic Development	<i>Allocate use of NYPA economic development power programs to maximize creation and retention of New York State jobs</i>	Jobs Created/ Retained	2,000
5. Energy Efficiency	<i>Enhance energy efficiency programs to support the Governor's plan to achieve a 15% reduction in energy demand by 2015</i>	Energy Efficiency	75,000 MWHs
6. Renewables	<i>Develop generation and transmission projects to support the Governor's plan to achieve a 30% renewable portfolio standard by 2015</i>	Renewable Energy	200,000 MWHs
7. Workforce Renewal	<i>Develop programs to address changing/aging workforce trends</i>	Succession Preparedness	100%
8. 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
9. Sustainability	<i>Develop and implement programs to instill a culture of sustainability across the enterprise</i>	Sustainability Profile	16