



## 2012 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 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 - 2011

The 2011 Balanced Scorecard displays the strategic goals, performance targets and results achieved for 2011.

Strategic Goals	Objectives	Performance Measures	2011 Target	2011 Results
<b>1. Power Supply Optimization</b>	<i>Identify and implement opportunities to increase the performance of New York State generation and transmission infrastructure</i>	Generation Market Readiness	99.4%	<b>99.9%</b>
		Transmission Reliability	97.71%	<b>96.71%</b>
		Installed MWs to Meet Demand	518 MWs	<b>518 MWs</b>
<b>2. Financial Strength</b>	<i>Control costs to ensure NYPA's ability to finance future initiatives</i>	O&M Budget (Millions)	\$312.3M	<b>\$317.7M</b>
<b>3. Enterprise Risk and Compliance</b>	<i>Improve risk management and compliance profile</i>	Enterprise Risk	100%	<b>95%</b>
	<i>Improve compliance profile</i>	Compliance Reporting	75%	<b>75%</b>
		Compliance Training	75%	<b>75%</b>
	<i>Create minimal impact from energy operations and facilities</i>	Environmental Incidents (#)	27	<b>34</b>
<b>4. Economic Development</b>	<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	<b>2,065</b>
<b>5. Energy Efficiency</b>	<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	<b>78,681 MWHs</b>
<b>6. Renewables</b>	<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)	200,000 MWHs	<b>222,390 MWHs</b>
<b>7. Workforce Renewal</b>	<i>Develop programs to address changing/aging workforce trends</i>	Succession Planning Information Tool Rollout	80%	<b>60%</b>
<b>8. Safety Leadership</b>	<i>Continue to pursue a "zero" accident rate and maintain an industry safety leadership position</i>	Recordable Incidence Rate (OSHA Rate)	1.00	<b>1.56</b>
<b>9. Sustainability</b>	<i>Develop and implement programs to instill a culture of sustainability across the enterprise</i>	Sustainability Profile	15	<b>18</b>

# BALANCED SCORECARD - 2012

The 2012 Balanced Scorecard sets the performance goals and targets that we will strive for during 2012. The performance goals are represented by both quantified and milestone-based measures

Mission Goals			
Strategic Goal	Objective	Performance Measure	2012 Target
<b>Economic Development</b>	Administer economic development power programs, including Governor's Recharge NY Power Program, to maximize creation and retention of New York State jobs	Jobs Created and Retained per MW Allocated	TBD *
<b>Energy Services</b>	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	\$80M
<b>Energy Infrastructure</b>	Develop transmission and generation projects to meet New York State's needs	Energy Highway	Milestones †

Stewardship Goals			
Strategic Goal	Objective	Performance Measure	2012 Target
<b>Financial Management</b>	Ensure that NYPA has the financial resources to achieve its mission	O&M Budget	\$370.9M
		Debt Coverage Ratio	2.5
<b>Maintain Infrastructure</b>	Identify and implement opportunities to increase the performance of New York State generation and transmission infrastructure	Generation Market Readiness	99.4%
		Transmission Reliability	96.56%
<b>Workforce Management</b>	Develop programs to address workforce issues of succession planning, retention, compensation and training	Succession Preparedness	Milestones =
		Retention	Milestones =
		Training	Milestones =

Accountability Goals			
Strategic Goal	Objective	Performance Measure	2012 Target
<b>Safety Leadership</b>	Continue to pursue a "zero" accident rate and maintain an industry safety leadership position	Recordable Incidence Rate (OSHA Rate)	1.00
<b>Environmental Responsibility</b>	Create minimal impact from operations and facilities	Environmental Incidents	29
<b>Enterprise Risk</b>	Promote achievement of the mission by effective risk identification and management and risk-informed decision making	Enterprise Wide Risk Management Program	Milestones =
<b>Compliance</b>	Monitor and report applicable legal/regulatory compliance requirements and ensure that they are met	Compliance Reporting	Milestones =
		Compliance Training	Milestones =

\* The annual target for the Jobs Created/Retained per MW Allocated will be determined as part of the ReChargeNY program roll out.

† These measures are evaluated on the timely completion of a defined set of significant achievements, referred to as milestones.