

GENERATING POWER FOR YOU EVERY DAY

Independent Power Producers of New York, Inc.



IPPNY's Membership is Powerful

IPPNY is a New York State trade association representing companies involved in the development of generation, marketing and sale of electric power and natural gas. Utilizing cutting-edge technologies and fuel types such as cogeneration, nuclear, hydro, coal, wind, landfill waste, resource recovery, and biomass, IPPNY member companies have invested \$10 billion worth of private energy infrastructure development in New York State since 2000.



www.ippny.org



Dear Energy Industry Professional:

If you are serious about succeeding in New York's electric power supply industry, IPPNY is the place for you.

IPPNY established in 1986, has a proven track record of advancing the interests of the sector, member companies and people who work for them.

Whether you are a small developer, a major generator, industry supplier, or an associated business, IPPNY generates power for you in Albany by connecting you to the information and people you need to successfully operate every day.

IPPNY eliminates work and worry from your job by covering your bases and keeping you informed. We generate power. Political power to protect your interests. By plugging into IPPNY, your company can tend to the business it does best: developing, generating and selling electricity.

IPPNY actively represents supply sector companies in all of the following areas:

- *New York State Office of the Governor*
- *New York State Senate and Assembly*
- *New York Independent System Operator*
- *New York State Department of Environmental Conservation*
- *New York State Public Service Commission*
- *State Authorities and Agencies: NYPA, NYSEDA, Tax and Finance, LIPA*

IPPNY further supports sector issues through filings with the Federal Energy Regulatory Commission (FERC). These filings – and all IPPNY public positions – are developed through a consensus process, where every IPPNY Member has the opportunity to shape policy. Over the years, IPPNY has learned the power of many voices combined into one.

That's why IPPNY is effective at representing the interests of our members on issues like the recently-instituted New York State Energy Plan. IPPNY's advocacy, during the energy planning process, ensured that the adopted plan reaffirmed a commitment to the competitive market structure, as well as reflected

a balance that encourages adequate supplies of three inter-related elements -generation, energy efficiency and demand response, and transmission and distribution. IPPNY members are confident that their concerns will be heard, regardless of the many voices pursuing the sometimes conflicting goals of energy policy in New York State.

IPPNY is a catalyst for these and other initiatives, driven by association-coordinated communications about the critical issues facing the sector.

Our communications give Members a voice in policy development while keeping them up to the minute informed about bottom-line issues.

IPPNY's Conferences and Member events are the place, where the business of power gets done in New York. These meetings are business incubators. A must for anyone advancing in the competitive power supply field.

IPPNY staff is top-notch, bringing together years of experience and savvy in New York's electric industry and government.

What this all adds up to is power for you as an electric supply sector company. IPPNY gives you the power to advance your business, your career and your industry, while saving valuable time and money.

Come join us at IPPNY and see how much power we can generate for you. Call 518-436-3749 today.

Regards,



Gavin J. Donohue
President & CEO



WWW.IPPNY.ORG

“Through close coordination and consensus building, IPPNY is able to make the power of the Association much greater than the sum of its parts.”

*— Pete Norgeot, President/CEO
AES-NY, LLC*



Generating Value

IPPNY advocates fair competition among wholesale and retail suppliers of electricity, promotes non-discriminatory access to utility transmission and distribution system costs, and seeks the continual refinement of New York’s wholesale electricity markets.

IPPNY knows Albany and constantly monitors every legislative and regulatory action that could impact the competitive electricity marketplace. IPPNY maintains an active, highly visible presence in the legislative and executive chambers, providing policy makers with vital background information about the important role played by IPPNY Members. When significant issues are at stake, IPPNY coordinates working groups, bringing together technical expertise with policy. Recent issues affecting IPPNY Members:

- IPPNY is an active participant in the development of environmental regulations, on topics such as greenhouse gas emissions, by offering perspectives on system reliability, fuel diversity, economic impacts, and other factors worthy of consideration. IPPNY remains involved in several market issues before the New York Independent System Operator (NYISO) and Public Service Commission. Broader regional markets, the demand curve reset process, long-term planning, weekly invoicing, demand response programs affecting power plants near environmental justice areas in NYISO Zone J, and the future of the Renewable Portfolio Standard program are just a handful of the issues, in which IPPNY plays a leadership role on behalf of our members.
- IPPNY built a business, industry and labor coalition to highlight the importance of siting law renewal. IPPNY continues working actively with both houses of the Legislature and the governor’s office, in crafting bill language for passage.
- IPPNY advocated successfully to preserve the integrity of New York’s competitive markets during the KeySpan-National Grid merger, convincing the PSC to subject approval of the deal upon the divestiture of generating assets and, thereby, reaffirming its 1998 policy statement concerning vertical market power and the importance of separating generation from transmission and distribution ownership.

The Policies of Power: Energy Planning for New York’s Future

*Recommendations from the
Independent Power Producers of New York, Inc.*

November 2008



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of New York, Inc.**
www.ippny.org



- IPPNY’s advocacy efforts ensured that policies important to New York state’s generators were included in the New York State Energy Plan. IPPNY participated in the plans development, identifying and assessing critical factors that will affect the state’s ability to meet its projected future energy needs, including its ability to sustain an environment capable of attracting reasonably priced capital to support necessary investments and maintain the adequacy and reliability of critical systems and infrastructure. Part of that effort was the composition of a comprehensive whitepaper, entitled “The Policies of Power: Energy Planning for New York’s Future,” which outlined key issues essential for the coordination of energy policies with the continued success of New York’s competitive energy markets. Contracts/RFPs – IPPNY initiated a PSC and transmission operator forum to discuss creating intermediate term RFPs for energy and capacity.
- Proprietary Information – IPPNY continues to strongly advocate with the PSC and the NYISO about the importance of confidential information in developing the market.
- Legislative Updates provide IPPNY Members with timely information about bills moving in the Legislature.



"IPPNY is instrumental to keeping generators like Brookfield informed and engaged in the ongoing energy debate"

— Mr. Kim Osmars, COO
Brookfield Renewable Power,
U.S. Operations

COMMUNICATIONS

Generating Connections

IPPNY understands the power of effective communications and practices an aggressive brand of public relations. Issues are actively engaged through the media, at conferences, and other speaking events. IPPNY regularly functions in a coordinating role on communication projects involving multiple IPPNY Member companies. Members are kept highly-informed about issues, as they break.

- Member Alerts and *Insights* keep IPPNY Members on top of breaking industry action. Best described as "situational briefings," delivered electronically, Member Alerts cover developing legislation and regulations including, NYISO market and operational events; PSC proceedings; precedent-setting legal cases; and breaking media events. *Insights* is a weekly summary of important happenings in and around Albany, with "insider" elaboration on how these developments may affect IPPNY Members. Nowhere else can you get such timely and focused reporting on issues directly affecting your bottom line.
- IPPNY knows the power of an informed public and electorate. The Association maintains excellent relationships with trade and business media, so when the story breaks, IPPNY gets called. Media referrals are often arranged for Members with specific expertise.


- Regular media statements and events bring critical sector issues to the forefront of industry discussion. Media monitoring and clip archiving gives Members power to track issues.
- Internet-delivered communications via e-mail and the web get the latest issues to your desktop within hours.
- IPPNY's Member-only web site allows for ease in tracking old issues and keeping up with new ones. All Member Alerts get posted in one business day.
- IPPNY provides Members with cost-effective public relations opportunities through special magazine and newspaper inserts. IPPNY also coordinates special issue-driven communication projects.

Member Alerts and Weekly Insights

Keep IPPNY Members on top of breaking industry action.



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NYISO REPRESENTATION

Generating Time and Money

An efficient and competitive wholesale energy market is vitally important to power producers in New York state, but with more than 300 meetings a year at the New York Independent System Operator (NYISO), it's hard to tell what's important and what's not. IPPNY actively monitors all NYISO meetings and participates in those affecting the generating sector. For most generator-related meetings, a written synopsis is available from IPPNY and posted in the Member's Only section of our website within one day.

IPPNY serves as a focal point for the introduction and/or the refining of new market design issues through the NYISO governance process. Recently, IPPNY has worked with the NYISO on efforts to expand broader regional markets and reduce loop flow. Additionally, IPPNY plays an active role in the NYISO's planning studies, including the newly developed economic component, known as the Congestion Analysis and Resource Integration Study.



"As a leading renewable energy company, we are aware that there are many entities involved in the complex process of developing, building and operating a power generating facility in the State of New York. Due to the complexities of the wind energy industry, we rely on the expertise and guidance provided by IPPNY when dealing with the ISO, PSC, Governor's office, and the Legislature."

— Gabriel Alonso
CEO, Horizon Wind Energy

Although we always attempt to reach a tenable resolution to issues at the NYISO, occasionally the NYISO's governance process creates a result that IPPNY and its Members believe is unjust or unreasonable for market participants. In those instances, IPPNY is fully prepared to hash out issues at the Federal Energy Regulatory Commission (FERC). A recent example of our success in such a circumstance was FERC's Order on In-City Mitigation for Installed Capacity, in which FERC accepted many of IPPNY's arguments and broadened NYISO original filing to add additional protections against uneconomic entry to depress prices. The re-setting of the Demand Curve typically has been a contentious issue at the NYISO, and IPPNY remains prepared to battle on behalf of its Members on this and many other issues.



It is the Mission of The Independent Power Producers of New York, Inc. to assist its member companies in becoming the premier providers of electricity in New York state.

IPPNY's membership directory is a sought-after listing of Member contact information and advertising opportunities for Supplier Members.

GOVERNANCE

Generating consensus

IPPNY is governed by a 21-member Board of Directors with re-election every two years. The Board's policies are executed by the Association's President and CEO. All IPPNY Board meetings are open to IPPNY Members.

CONFERENCES

Generating exchange

Top industry speakers, education and outstanding networking opportunities keep industry leaders coming back year after year for IPPNY's annual spring and fall conferences.

Spring conferences focus on legislative issues, and fall conferences highlight market and regulatory issues. These educational policy forums attract government and industry leaders to discuss and debate the hot issues of the day.

IPPNY PAC

Generating policy

IPPNY-PAC (Political Action Committee) offers Members the opportunity to support political initiatives while enjoying social interaction at events such as the IPPNY Annual Golf Tournament at Saratoga National Golf Club.

NATIONAL PRESENCE

Generating reach

IPPNY has been a board member and regional chair with the Electric Power Supply Association (EPSA) since its inception. IPPNY and EPSA Members and staff work closely on federal issues and general policy advocacy.



"IPPNY is a world-class business association. It provides us with constant cutting-edge information on regulatory and legislative policy issues and complements well our state and local efforts in New York."

— *Raymond G. Long*
Vice President, Government Affairs
NRG Energy, Inc.

THE PEOPLE

The heart of what we do

Any great business is driven by its people. IPPNY is no exception. IPPNY Members have a proud tradition of vision and leadership in shaping New York's electric power industry over the past two decades. Name any major energy issue in recent memory, and chances are a committed group of IPPNY Members and staff were right there in the middle of the debate. IPPNY Members are active, involved players in New York and throughout the energy industry effectively communicating their views.

IPPNY staff seeks to reflect this enthusiastic, entrepreneurial spirit of our Members in everything we do. We are very proud to serve this continuing tradition of making an impact and seek every day to better advance the interests of our Members.



Left to right: Chris LaRoe, Managing Director, Market Policy & Regulatory Affairs; Gavin J. Donohue, President & CEO; Vanessa LaClair, CMP - Membership Services & Events Coordinator; Radmila Miletich, Legislative & Environmental Policy Director; Sara Rosenberger, Communications Manager; Rachel Amyot, Administrative Assistant.

GETTING STARTED WITH IPPNY

Generating power

To begin tapping into the power created by IPPNY Membership, ask any Member for an application or call IPPNY today at 518-436-3749.





Independent Power Producers of New York, Inc.

IPPNY's Membership is Powerful

IPPNY Members generate 75 percent of New York State's electricity needs. From Montauk point to Niagara Falls, seven-out-of-ten New York State residents are getting their electricity from an IPPNY member.

COGENERATION | RESOURCE RECOVERY | OIL | NATURAL GAS
HYDRO | BIOMASS | WIND | NUCLEAR



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