



**MINUTES OF THE  
JOINT RISK AND RESILIENCY COMMITTEE MEETING**

**September 16, 2025**

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Minutes of the joint meeting of the New York Power Authority and Canal Corporation's Risk and Resiliency Committee held on Tuesday, September 16, 2025, in person at approximately 10:25 a.m.

**Members present were:**

Cecily Morris - Chair  
John Koelmel  
Bethaida González  
Michael Cusick

**Members excused were:**

Laurie Wheelock (excused)

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**Also in attendance were:**

|                    |  |
|--------------------|--|
| Justin E. Driscoll | President and Chief Executive Officer                            |
| Joseph Kessler     | Executive Vice President and Chief Operating Officer             |
| Adam Barsky        | Executive Vice President and Chief Financial Officer             |
| Lori Alesio        | Executive Vice President and General Counsel – Legal Affairs     |
| Daniella Piper     | Executive Vice President and Chief Innovation Officer            |
| Robert Piascik     | Senior Vice President - Chief Information and Technology Officer |
| Alexis Harley      | Senior Vice President and Chief Risk and Resiliency Officer      |
| Karina Saslow      | Senior Vice President – Human Resources                          |
| Maribel Cruz Brown | Senior Vice President – Customer Solutions                       |
| Salman Ali         | Senior Vice President – Internal Audit                           |
| Karen Delince      | Vice President and Corporate Secretary                           |
| John Canale        | Senior Vice President – Strategic Supply Management              |
| Christopher Hutson | Senior Vice President – NYPA Development                         |
| Thomas Spencer     | Vice President – Enterprise and Operational Risk                 |
| Victor Costanza    | Vice President and Chief Information Security Officer            |
| Ricardo DaSilva    | Vice President – Strategic Operations                            |
| Patrick Monaghan   | Director – Fleet Operations                                      |
| Sandra Bleckman    | Workforce Development Project Director                           |
| Earl Faunlagui     | Senior Director – Market and Commodities Risk                    |
| David Mellen       | Regional Manager and Senior Vice President                       |
| Paul DiMichele     | Chief of Staff   |
| Dennis Chang       | Senior Director – Energy Portfolio Management                    |
| Girish Behal       | Vice President – Project and Business Development                |
| Christopher Vitale | Director – Projects – Business Services                          |
| Nicholas Gonzalez  | Vice President – Project Finance                                 |
| Felisa Hochheiser  | Deputy Corporate Secretary                                       |
| Sheila Quatrocci   | Manager, Corporate Secretary                                     |
| Michele Stockwell  | Associate Corporate Secretary                                    |
| Fiona Khan         | Senior Assistant Corporate Secretary                             |

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Chair Cecily Morris presided over the meeting. Vice President and Corporate Secretary Delince kept the Minutes.

## **Introduction**

Chair Cecily Morris welcomed committee members and the Authority's and Canal Corporation's senior staff to the meeting. She said that the meeting had been duly noticed as required by New York State's Open Meetings Law and called the meeting to order pursuant to Section III of the Risk and Resiliency Committee Charter.

### **1. Adoption of the September 16, 2025 Proposed Meeting Agenda**

On motion made by member Koelmel and seconded by member Cusick, the agenda for the meeting was adopted. (4-0)

### **2. DISCUSSION AGENDA:**

#### **a. Chief Risk and Resiliency Officer Overview**

Alexis Harley, Senior Vice President – Chief Risk and Resiliency Officer, presented the overview.

#### **➤ Three Things to Know**

##### **1. Mid-Year Update**

- The update is geared toward an overview of NYPA's enterprise risk assessments, which occurs twice per year (every six months).
- There have been movements in both NYPA and the Canals enterprise risk portfolios.

##### **2. Program Discussions**

- **Merchant Hedging Program** - Helps NYPA address the volatility in the energy commodities market.
- **Credit Risk Management** - The organization's credit risk management program where controls are being provided and an overview around the counterparties that NYPA interacts with in these transactions.
- **Cyber Security Program** - The cyber security program will be addressed given all of the news items over the past few months and how the Authority is managing through.

Harley noted that all of the programs are keeping in pace with the evolving landscape.

##### **3. Shared Services**

- A new broad overview of the Canals risk management with four featured subtopics:
  1. Asset Management
  2. Dam Safety
  3. Environmental Health and Safety
  4. Public Media and Government Relations – A key aspect of how the organization is managing reputation risk.

**b. 2025 Mid-Year Enterprise Risk Summaries**

Thomas Spencer, Vice President – Enterprise and Operational Risk, presented the risk summaries.

➤ **NYPA Enterprise Risk Snapshot – Mid-Year 2025**

• **NYPA Risk Profile Remains Within Risk Appetite**

- The primary objective of bi-annual risk assessments is to review the current risk portfolio and assess any changes in the risk landscape.
- This ensures NYPA remains diligent in identification and mitigation of risks that could impact the organization.
- In response, the Authority started a current risk snapshot reporting process at the end of 2023 with continued refinement.
- The evolution of risk reporting continues and has been consolidated from four graphics to two: one for NYPA and one for Canals.
- The updated presentation graphic for NYPA consists of the likelihood score for NYPA enterprise risk and demonstrates:
  - The impact and likelihood separated and the score multiplied together.
  - Residual risk scores, taking into consideration a wide array of activities and actions undertaken to manage risk on a daily basis.
  - Continuous improvement and consolidation of the graphics by adding a corresponding risk appetite range just below each risk.
- The risk profile was stable except for two risks that changed:
  1. **Disruptive Innovation Risk** – As NYPA continues to advance and look at innovative initiatives, e.g., Artificial Intelligence (AI) business use cases, robotics use, drones, or newer nuclear generation technologies, with the potential to capture greater opportunities but also potential for increased risk exposure which has increased from four to five.
  2. **Third Party Risks** – NYPA continues to execute on expanded authority: new and existing generation and transmission projects where the organization looks to share the transfer risk with counterparties resulting in the potential impact risk increase from four to five.

Spencer emphasized that even considering the two risks that changed during the current reporting period, the key takeaway is that all NYPA risks are in the acceptable residual risk range and within risk appetite.

➤ **Canals Enterprise Risk Snapshot – Mid-Year 2025**

• **Canals Risk Profile Improved and Now has No High-Rated Risks**

- Similar to NYPA but specific focus on Canals.
- Canals risk profile this period contains much positive news.
- There is improvement with all risks now in the medium to low range.
- This improvement is due to a reduction in residual risk scores for two of the top enterprise risks, shifting from high range down to medium range:

**1. Destructive Events**

- Canals has increased inspections and monitoring.
- A robust asset management plan has been formalized.
- The team has worked with key stakeholders on implementing mitigation efforts, e.g. joint emergency action plans.
- An experimental historical lookback of event reoccurrences was performed resulting in a reduction in likelihood from four to three, shifting the risk from high to medium range.

**2. Financial Capacity**

- Improvements have been demonstrated on multiple fronts.
- Canals continues to receive the additional \$50 million tranche from New York State.
- The capital planning and budgeting process has been improved.
- An enhanced project prioritization process is in place.
- Priority will be given to the projects deemed most critical and looked at first this is reflected in the new strategy statement, “*Reimagining Canals*” to “*Revitalizing Canals*”.
- The information assessed supports the reduction of this risk from four to three, going from high to medium range.

• **Key Takeaways**

- The risk reporting reflects a 12-month look ahead.
- From a year-to-year perspective, the financial capacity is in a good position.
- There is still a shortfall of dollars in the longer term given the condition of the canals.
- For the next reporting period, the team has agreed to add to Canal's risk profile:
  - Cyber Security Risk
  - Regulatory Risk
  - Legislative Risk

- These additions are due in part to greater visibility of risk working with teams across NYPA and Canals.
- Initially there wasn't enough data in those areas, but over the past few years the organization collected an abundance of information which can now be included in the Canals risk reporting.
- Organizational integration continues to be one of the lowest-rated enterprise risk over the past reporting periods.
- Given the progress made, the risk management team, risk owners and risk sponsors all agreed that it no longer warrants inclusion as a top enterprise risk based on:
  - People
  - Process
  - Technology
- This risk will still continue to be monitored.

Spencer highlighted that for the first time since joining NYPA, the Canals enterprise risk are being managed in the low and medium residual risk range.

➤ **Advancing Our Program: We are Placing an Additional Risk Metric that Measures Our Project Portfolio Alignment with Risk Appetite**

- The risk team's focus was how to better capture and measure opportunities to review in the context of risk management and risk appetite.
- **Opportunity Risk Ratio**
  - NYPA's risk, finance and the enterprise portfolio management office partnered to analyze the project portfolio through an opportunity lens.
  - The enterprise portfolio management process:
    - Each NYPA-Canals project goes through a rigorous project scoring exercise.
    - The exercise is part of the risk scoring component.
  - The project data is used to bucket projects in two categories:
    1. Risk reducing
    2. Risk taking

- **Four Classifications of Projects**

1. State of good repair
  2. Mandated
  3. Transformative
  4. Growth
- The risk-reducing project or the risk-reducing bucket is comprised of projects in state of good repair and mandated – sliding lower on the risk appetite scale.
  - Conversely, project portfolios that are concentrated around growth and transformative would be higher on the risk appetite scale.
  - A pilot was conducted to test if this held up with the focus on disruptive innovation.
  - The result demonstrated that there were more risk-taking projects than risk-reducing projects; therefore, their opportunity and risk ratio score was higher on the risk appetite area.
  - This indicated that the project portfolio supporting disruptive innovation is aligned with a higher risk appetite.

- **Putting it Together: We Incorporate a Variety of Inputs to Ensure a Comprehensive Assessment of Enterprise Risk**

- **Enterprise Risk Score**

- Bringing the discussion full circle and thinking about it in the broader context of residual risk scoring now that there is a risk ratio.
- **Quantitative Metrics** - Looked at when observing the impact and likelihood scores for enterprise level risk and performing assessments that include:
  - Risk metrics
  - Internal business controls mapping to risk
  - Business continuity plans
  - Insurance
  - Internal audit findings
- **Qualitative Perspective** - Looking at enterprise risk drivers, emerging risk drivers, and how much controllability the organization has over those drivers and how that influences overall risk.
- **Experimental Perspective** – NYPA consistently:
  - Engages people closest to the risk, e.g., business unit owners for their subject matter expertise.

- Observes historical data to validate whether the actual outcomes comply with assumed likelihood or what the impact should be.
- **Project Portfolio** – How projects map to the enterprise level risk including:
  - Growth
  - Transformative
  - State of good repair
  - Mandated

Spencer noted that when all is combined, the Opportunity Risk Ratio will operate as an additional point of consideration when assessing residual risk scores and alignment with risk appetite.

Capturing of opportunities has been a consideration for a while, and the initial pilot proved positive. This will be presented at the end of 2026, for the next reporting period for the complete set of enterprise level risk as NYPA attempts to evolve and keep up with a dynamic risk environment.

### c. Merchant Hedging Strategy and Credit Risk Update

Earl Faunlagui, Senior Director Market and Commodities Risk, presented the update.

#### ➤ Governance for Top Enterprise Risk

- **Commodity Market Price Volatility**

- One of the top risks impacting NYPA.
- This risk is being managed and monitored to remain within the established risk appetite.
- An update will be provided on the counterparty portfolio that supports all of the hedging programs.

- **Marketing and Credit Risk**

- The Marketing and Credit Risk team is responsible for oversight on commodity programs.
- The team is responsible for the oversight on commodity programs and observing conformance to the strategy that the organization's Executive Management team monitors including:
  - Financial targets
  - Volumetric targets
  - Performing statistical modeling to quantify the price exposure to the organization's energy prices.
  - Working with the Energy Portfolio Management team on a daily basis to ensure the execution of the strategy is successful.

- The work involves:
  - Review of all trades the team transacts to ensure eligibility in order to enter into contracts.
  - Ensuring the transactions are performed withing predefined limits.
  - Recording the transactions to ensure they properly flow into the organization's records.
  - Keeping track of every trade that NYPA will be liable for.
  - Acknowledging that there are more and more individuals involved in this process.
- There have been additional controls implemented to specify who will be involved by using a list to keep track of each individual's function, any delegations, and any changes to the list which would require the Chief Operating Officer (COO) and the Chief Financial Officer (CFO).

➤ **Counterparties**

- The portfolio continues to positively be of investment-grade quality, and all are agency rated.
- This is consistent with the Trustees' request in 2022.
- The portfolio is comprised of entities of quality that support the program.
- NYPA recently added another two entities that were A-rated by Standard and Poor's (S&P).
- The additions increased portfolio diversification avoiding any counterparty concentration to any single entity in case there is a systemic failure in any industry, whether the organization's counterparties are utilities or a bank.
- The team has implemented guidance to ensure the credit lines amongst the counterparties are utilized equally and optimally to avoid having the Authority post collateral so the cash can be used in the most efficient manner.

Dennis Chang, Senior Director Energy Portfolio Management, continued the update.

➤ **NYPA Generation**

Chang noted that commodity market price volatility has been mentioned as a key risk, with an estimated fourth of NYPA's generation being exposed to the commodity market price volatility risk and a significant portion of that comes from:

- **Merchant Generation** – The remaining megawatts after all customer obligations have been met by generation, then sold into the wholesale capacity and wholesale energy markets. The organization is then exposed to the volatility of market price fluctuations.

➤ **Merchant Hedging Strategy**

- **Strategic Goal (2026-2028)**
  - In order to stabilize the merchant revenue stream for the purpose of the organization's ability to budget and plan more accordingly:

- Designed the multi-year merchant hedging strategy.
- This is a method of hedging programmatically by layering on hedges throughout the year for the outer years.
- There are volumetric targets that the organization is trying to achieve each month until the minimum targets are met:
  - **Energy** – For the outer year 2026, the attempt was to achieve and hedge 45% of the forecasted volume in energy.
  - **Capacity** – For the outer year 2026, attempting to hedge 65% of the forecasted volume.
- The percentage targets decrease in the future years because of uncertainty as to where they will settle.

Chang noted that the Risk Management and the Energy Portfolio Management teams have collaborated to assure NYPA is on track to achieve these targets by the end of 2025, and by October, to have also completed targets for 2026.

- **Year to Date Energy Results - % Risk Reduction**

- The reduction risk to the energy portfolio for the outer years are due to hedging.
- The volumes or the percentage values are:
  - The financial price risk reductions created due to the hedges that have been put in place:
    - 2026 – Reduced by an estimated 46%, equates to approximately \$22 million of risk reduction
    - 2027 – Reduced by 18%.
    - 2028 – Reduced by 5%
- These reductions enable the organization to stay within the risk appetite for this particular risk category and commodity market price volatility.

- **Year to Date Capacity Results -- % Risk Reduction**

- The same measurements are demonstrated for the capacity portfolio:
  - 2026 – Reduced by 48%, equates to approximately \$25 million of financial risk reduction due to the hedging system
  - 2027 – Reduced by 20%
  - 2028 – Reduced by 1%
- The 2028 reduction is not large due to the strategy that was developed that allows the organization to wait until the end of 2025 to trade the contracts for 2028.
- This approach was driven by price discovery and liquidity matters in the market due to few counterparties that are willing to transact these types of products that far out with NYPA.

#### **d. Cyber Security Update**

Victor Costanza, Vice President, Chief Information Security Officer, presented the update.

##### ➤ **Cyber Security Update**

- Overall, NYPA continues to see a high volume of geopolitical threats with increased complexity and sophistication.
- Nation-state threat factors – China, Russia and Iran are all increasing their capabilities and targeting entities with:
  - Phishing
  - Vulnerability exploitation
  - Distributed denial of service attacks
  - Supply chain threats
- NYPA and Canals have not been materially impacted despite these increasing threats and a 28% increase in threats since 2024.
- This is due to the protective measures and risk mitigation controls that are in place in four major areas:

##### **1. User Training and Awareness**

- Cybersecurity is everyone's responsibility and begins with the end user remaining vigilant.
- NYPA conducts cyber awareness campaigns with phishing exercises and safety moments.
- There are interactive events held throughout the year including:
  - Cybersecurity Awareness Month
  - Health fairs with an outreach to the organization's various users.
  - Safety barbecues.
  - Question and Answer sessions – awareness capabilities providing employees opportunities to interact and remain safe both at work and home by asking questions and building a culture of security.
- Over the past two years, the Authority has maintained a 1% phishing susceptibility test rate with users and keeping them vigilant.
- Users are able to report suspicious activity via trusted channels.

##### **2. Resilience**

- NYPA continues to conduct exercises across the landscape to test the ability to respond and recover from potential incidents.
- Over the summer, the organization completed a series of incident response drills across all NYPA regions.

- Working with all the different cross functional teams, making the exercises more functional, and conducting them in the field with equipment in safe areas.
- The incident response plan is being performed with a more hands-on functional walkthrough by:
  - Assessing impact
  - Reviewing playbooks to isolate (contain) and recover from occurrences
  - Going into manual operation as a failsafe when necessary
- NYPA continues to evolve our exercises to become more functional with the realistic simulation of the equipment and the environment (including the people, process, and technology components).

### 3. Partnerships

Costanza noted partnerships are key both internally and externally.

#### – Internally

- The organization works closely with numerous cross-functional teams.
- There is a close collaboration across NYPA's technology landscape which fosters information sharing across teams, including (but not limited to) the following:
  - Information Technology and Operations Technology (IT-OT)
  - Operations
  - Engineering
  - Physical security
  - Crisis management
  - Risk and resiliency
  - Strategic Supply Management (supply chain security threats)
- This collaboration was exemplified when Federal Energy Regulatory Commission (FERC) recently assessed all of the organization's licensed hydro projects and cybersecurity program.
- FERC stated: "The strong relationships, support and teamwork between the groups supporting NYPA's overall security posture is second to none", and that the program inspection was "among the best they had seen."

#### – Externally

- The Authority also works with other external partners:
  - Federal Bureau of Investigation (FBI) - Niagara Power Project held a Cyber Summit to expand on collective defense.
  - Large Public Power Council (LPPC) - Cyber Security Task Force - A subject matter expert committee was recently formed with NYPA member utilities in order to share information to enhance information sharing on threats, items that work well and build best practices.

- Electric Power Research Institute (EPRI) - Costanza highlighted his nomination as Vice Chair of the Information and Communications Technology and Cybersecurity Sector Council (ICCS) that focuses on building and leading innovative research for different subprograms and member companies including Artificial Intelligence (AI), nationwide resilient communications, and supply chain security.
- The Authority also maintains close partnerships with municipalities and cooperatives customers.
  - An incident response drill is scheduled to be conducted later in September, in order to walk customers through best practices around incident response readiness, cyber hygiene, and community defense to achieve the following objectives:
    - Identification
    - Detection
    - Protection
    - Response
    - Recovery (from threats)
- The Authority hopes to build a more secure energy ecosystem working with partners, smaller entities, and NYPA's bulk electric system partners.

#### **4. Secure by Design**

- The Authority continues to strengthen kill chain protections.
- NYPA must continue to stay on top of threats as they evolve. It is critical to stop threats before they proliferate, which includes a few projects being focused on in 2025:
  - **Identify and Access Management**
    - Serves as the foundation for NYPA's cybersecurity capabilities.
    - Continuing to enhance:
      - Multifactor authentication
      - Secrets Management
      - Certification management
      - Identity Governance and Administration / Role Based Access Control
  - **Attack Surface Management**
    - As the Authority's digital footprint grows the goals are to:
      - Improve visibility
      - Identify vulnerabilities in advance
      - Proactively and automatically remediate threats

- **Layered Security Approach**

- Building on this approach as a foundation and for all of the VISION2030 Renewed initiatives to maintain a robust cybersecurity posture and ensure comprehensive protection.

Costanza concluded that NYPA continues to maintain a zero material cyber incident rate. The goal is to continue investments, and focus on all of the areas discussed, ensuring the cybersecurity program remains at the forefront.

- e. **Risk and Reduction at New York State Canal Corporation (NYSCC) Through Shared Services**

David Mellen, Senior Vice President and Regional Manager, presented the progress update to the Committee on four functional areas that are either fully or partially known as shared services internally at NYPA-Canals.

- Some of the areas are entirely NYPA employees providing service to Canals.
- Other instances are Canal and NYPA employees collaborating together.

- **From Then to Now – Risk Reduction Through Shared Services**

- A great deal has happened since the transfer took place in 2017:
  - **Risk Reduction** – The organization has increased or bolstered resources and tools.
  - **Synergies** – NYPA-Canals has learned and leveraged numerous synergies between the business that the Authority does and that Canal does.

Mellen noted that this effort is not about the long-term infrastructures previously discussed which depend on additional funding and a multi-decade investment program to repair these assets that are costly, but rather about organizational improvements that reduce risk and serve as critical framework for the future.

- **Organizational Improvements**

- The four shared services aiding Canals are:
  1. Asset Management
  2. Dam Safety
  3. Environmental Health and Safety
  4. Public, Governmental and Media Relations
- These are not the only four shared services that help Canals but are specifically for the purpose of the Risk and Resiliency update; there are many others involved.

- **Asset Management**

- Comprised of two parts and are the primary functions that the group provides:
  1. Inspections
  2. Risk Analysis

- The group works with maintenance and operations to ensure the efficient use of the organization’s resources and maintaining cost effectiveness.
- **Dam Safety**
  - This shared service is comprised of five NYPA employees facing Canals that are Subject Matter Experts (SMEs).
  - The SMEs ensure that the Authority is compliant with the Department of Environmental Conservation (DEC) requirements and also the dam portion of the portfolio.
  - There are over 100 DEC-regulated dams and over 1,000 water impounding assets and the SMEs help with understanding the risk associated with these assets.
  - Then, NYPA works with the asset management team to fit these into the appropriate portfolio in the capital program.
- **Environmental Health and Safety**
  - Consists of three key components:
    1. Employee safety
    2. Protecting the environment
    3. Cultural resources
  - Similar to dam safety, EH&S is mainly delivered by NYPA employees who support the Canal Corporation.
- **Public, Governmental, and Media Relations**
  - This is the communication and interaction between the Canal Corporation and external entities that could be:
    - Governmental
    - Public
    - Local municipality
  - Building relationships and trust to promote the organization’s reputational risk profile.
- **Evolution of Asset Management**
  - **Before NYPA (Prior to 2017)**
    - Prior to the transfer there was an inspection program in place with a condition rating.
    - There was a probability of asset failure, but Canals did not comprehend the impact upon a failure.
    - There was no asset management program at the time of the transfer.

- **Change Management (2018-2022)**

- An asset management program was established and there are over a dozen resources aimed at Canals that are being coordinated closely with NYPA's asset management team.
- This sizable team was formed since there are thousands of assets and a tremendous amount to go through and understand when locating risk.

- **Maturation (2023-2026)**

- The understanding of the portfolio went lower than halfway, 20%-30%.
- Currently, the understanding of the portfolio and the risks that come with it is high, over 90%.
  - **Risk Register** – The register is nearly 100% and almost all of the organization's assets are in a register with many components to the analysis for each asset.
  - **The Regional Asset Management Program (RAMP)** – The first RAMP is being produced annually and closely aligns with how NYPA manages its own assets.
  - **Structural Inspections** – Inspections are up and approximately 500 inspections are being performed per year, and dam safety contributes another 200 inspections.
  - **The Power Business Intelligent (BI) Dashboard** – A Microsoft product that is a useful tool and a transparent approach where all the data is available internally to those who need it.

- **Continuous Improvement (2027 and Beyond)**

- There is continued collaboration with NYPA and Canals in a variety of ways whether through committees or risk liaison programs to gain understanding at the portfolio level.
- As a result, the asset management foundation is positively in place, and the portfolio has been worked through.
- Big repairs can commence depending on if the infrastructure funding comes through.

➤ **Dam Safety**

- **Organizational Development**

- Dam safety was not in place at the time of the transfer; it was established in 2018.
- NYPA has five dedicated employees supporting the entire portfolio of dams, which is large and complex.
- Governance is in place to ensure all the necessary responsibilities related to dams are addressed:

- Compliance perspective
- Inspection perspective
- Risk understanding

- **Canal Dam Safety Compliance Program**

- Compliance and risk understanding are critical, with inspections falling slightly beneath the understanding.
- Emergency action plans are a high priority part of risk reduction by creating a plan, working with communities and their preparedness to respond effectively in the event of failure.
- 31 dam safety plans have been issued on high hazard structures – an important part of the process – and have been achieving success.
- Understanding dam risk is complex. There are a variety of studies, techniques and methods available to better grasp the risks.

- **Improve Understanding of Water Impounding Risk**

- Numerous studies have been performed, mainly through consultants, in order to gain better understanding and make the best decisions on, e.g., repair, or the need for emergent work, etc.
- Dam safety and asset management are closely linked because dams are a large portion of the portfolio.

- **Environmental Health and Safety (EH&S)**

- EH&S is aimed at the risks towards employees, safety, environmental and culture resources.

- **Team Growth and Achievements**

- At the time of the transfer, a few EH&S employees were brought over and are still part of the staff, which has tripled to over a dozen employees and many have integrated with maintenance sites.
- EH&S personnel work closely together with field teams getting to know people and dealing with real world conditions.

- **Safety Performance Improvement**

- The Days Away, Restricted and Transfer (DART) rate is trending downward with room for improvement.
- A newly implemented procedure is that the EH&S team reviews almost every project of significance. With over a thousand projects reviewed, work continues.

- The walkdowns program goal by maintenance and EH&S staff is to walk every site in order to identify hazards in advance of work being performed, with over 90% of the program goals met to date.
- **Safety Culture Improvement Programs**
  - In terms of meeting program goals, a significant effort is being made regarding culture and safety, which directly affects how people behave at work.
  - The sharing of transparent performance data in the following areas:
    - Communication programs
    - EH&S dashboard
    - Safety surveys
    - Safety barbecues
- **Historic Asset Management Support**
  - Significant progress has been made changing out the old fleet for new vessels.
  - Many of the vessels are difficult to remove because they might be on or eligible to be listed on the National Register.
  - The Cultural Resources team and EH&S have assisted with interfacing with the vessel replacement efforts to make some progress and clear out the organization's maintenance yards for other work activities.
- **Public, Governmental, and Media Relations**
  - Directly addresses reputational risk.
- **Public Engagement Team**
  - Progress stems from the efforts of the Public Engagement team enabling the organization to get the work done by engaging and building relationships with all those who are interested in the canal system and being proactive, e.g., New York State government, private business, and the public's perception of NYPA.
  - The team has expanded from one to seven staff members; this is not many considering the geographic coverage.
  - They are situated across the New York State and are working closely with operations and maintenance to understand what lies ahead, identify sensitivities, and stay in front of issues.

### 3. CONSENT AGENDA

*On motion made by member Cusick and seconded by member Gonzalez the Consent Agenda was unanimously adopted. (4-0)*

**a. Approval of the Joint Meeting Minutes held on January 28, 2025**

**4. Next Meeting**

Chair Morris stated that the next regular meeting of the Risk and Resiliency Committee is to be determined.

**Adjournment**

On a motion made by member Cusick and seconded by member Gonzalez, the meeting was adjourned at approximately 11:29 a.m. (4-0)

*Karen Delince*

Karen Delince  
Vice President and Corporate Secretary