

TACTICAL
ACTION PLAN
2019

WESTERN AREA
POWER ADMINISTRATION

INTRODUCTION

Western Area Power Administration, a power marketing administration within the Department of Energy, markets and transmits more than 30 billion kilowatt-hours of wholesale federal hydroelectric power through an integrated 17,000-plus circuit mile transmission system across 15 central and western states. WAPA sells this power to more than 700 customers including cooperatives, municipalities, Native American tribes and public utility districts.

WAPA's strategic plan consists of *Strategic Roadmap 2024* and the Tactical Action Plan. The Strategic Roadmap was originally developed in 2014 and outlines four Critical Pathways WAPA will focus on over a 10-year period. The TAP identifies the specific goals and initiatives that drive WAPA toward reaching its Critical Pathways. The TAP is refreshed every two to three years to ensure WAPA remains focused on meeting its customers' needs, aligned with Department of Energy goals and responsive to industry change.

The TAP is organized into four Strategic Target Areas that serve as WAPA's areas of focus. The Strategic Target Areas are Mission Critical Customer Services in an Evolving Industry; Asset Management 2.0; Grid Resilience; and People and Organization. Each Strategic Target Area has specific goals that ultimately align to the Critical Pathways and WAPA's mission. They are also used to align WAPA's annual performance metrics to the TAP.

The status of WAPA's progress on the TAP goals and metrics is evaluated and reviewed quarterly. WAPA's senior executive team is responsible for ensuring transparent implementation of these goals. The chief strategy officer is responsible for establishing, facilitating and implementing processes to ensure TAP activities advance WAPA's mission. Goals are cascaded through the organization and are included in performance expectations for employees at all levels.

As the TAP is adjusted and refined, new versions will be published and posted on wapa.gov.

WAPA'S MISSION

Market and deliver clean, renewable, reliable, cost-based federal hydroelectric power and related services.

CORE VALUES

Listen to understand, speak with purpose.



Seek. Share. Partner.



Respect self, others and the environment.



Do what is right. Do what is safe.



Be curious, learn more, do better. Repeat.



Serve like your lights depend on it.





WAPA'S MISSION

Market and deliver clean, renewable, reliable, cost-based federal hydroelectric power and related services.

CRITICAL PATHWAYS STRATEGIC RESULTS

Business, Technology and Organizational Excellence

Expanding on organizational excellence by applying knowledge, technology and innovation and engaging internal and external partners to optimize operational effectiveness.

Mutually Beneficial Partnerships

Building and sustaining productive relationships that enhance trust, operational effectiveness and business opportunities for all parties.

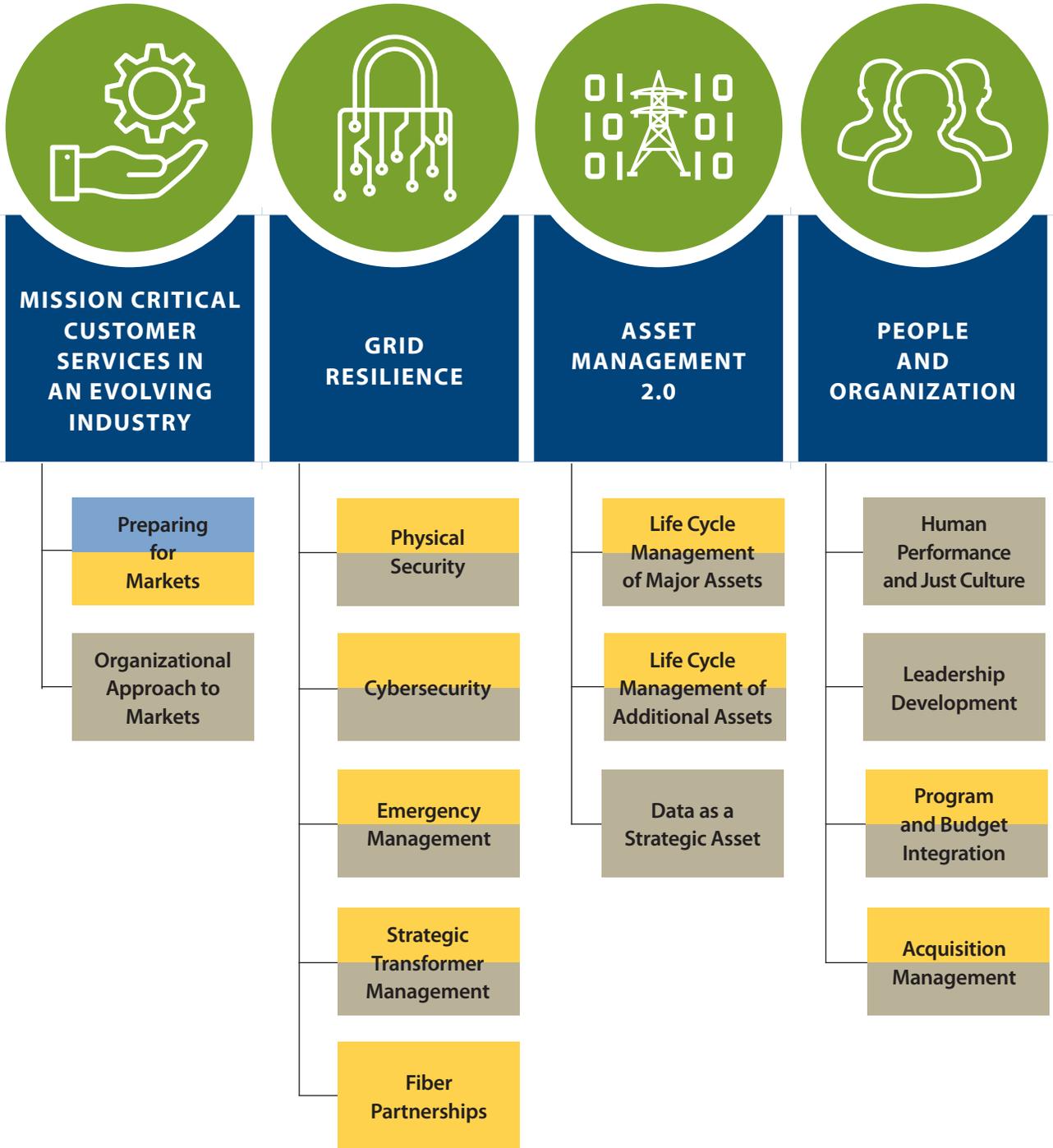
Evolution of Services

Evolving WAPA's power and transmission services in response to the needs of a diverse customer base the demands of a changing industry and technology environment and the application of cost containment and proper cost allocation principles.

Powering the Energy Frontier

Provide premier power and transmission services to our customers by applying business, technology and organizational excellence; building mutually beneficial partnerships; and enhancing the nation's economic security and stability.

TACTICAL ACTION PLAN



Business, Technology and Organizational Excellence
 Mutually Beneficial Partnerships
 Evolution of Services

STRATEGIC ENABLERS

Strategic Enablers are designed to capture those foundational areas and activities that are embedded across all Strategic Target Areas and are vital to their success.

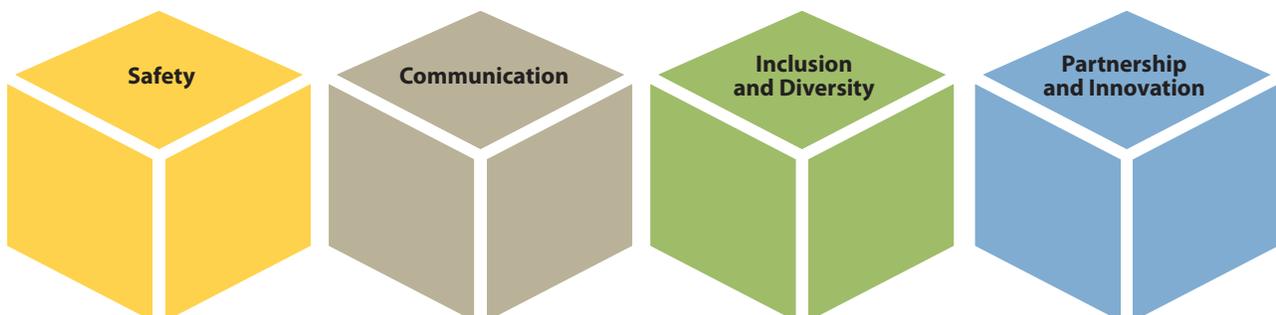
STRATEGIC ENABLERS INCLUDE:

Safety: Embrace a strong safety culture and achieve excellence through safety leadership, worker engagement and organizational learning.

Communication: Focus on internal and external stakeholder engagement while improving communication and transparency throughout the organization and with WAPA's customers.

Inclusion and Diversity: Contribute to a culture that values diversity and invites different perspectives to enhance decision making, strengthen innovation and drive employee engagement and motivation.

Partnership and Innovation: Collaborate with internal and external stakeholders and innovate to improve WAPA's mission delivery.



MISSION CRITICAL CUSTOMER SERVICES IN AN EVOLVING INDUSTRY

In an evolving and transforming electric utility industry, WAPA will continue to evaluate, enhance and improve the services it provides to preference power and transmission customers.

OUTCOME:

The value of WAPA's cost-based power, transmission and related services is enhanced in a transforming industry.

GOALS:

Prepare for Markets

Position WAPA for regional energy market participation by effectively managing industry changes surrounding WAPA's footprint while ensuring system reliability and alignment with WAPA's cost-effectiveness principles.

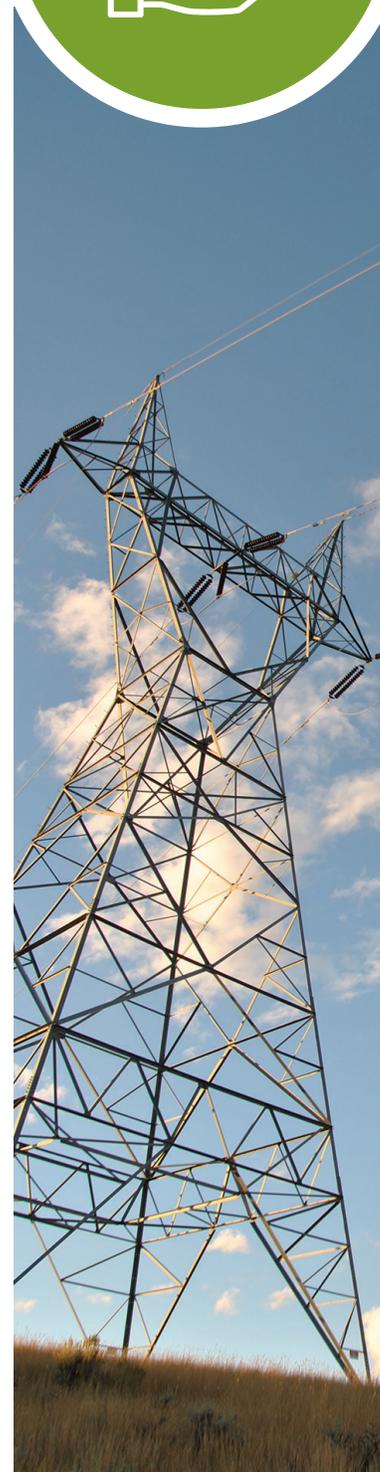
Organizational Approach to Markets

Position WAPA to operate both within and outside of expanding organized energy markets by ensuring a consistent business structure and processes that leverage common technology.

Ensure WAPA's internal business operations are efficient and effective, enabling agile response to evolving market conditions.

EXAMPLE WAPA INITIATIVES:

- Transition to a new provider for Reliability Coordinator services.
- Partner with neighboring utilities to explore and evaluate energy market opportunities.
- Identify and ensure consistent organizational placement of the Power Billing function.





GRID RESILIENCE

WAPA will strengthen its capabilities in physical security and cybersecurity and improve its response to events to enhance the reliability, security and safety of WAPA's assets and the nation's electric grid as a whole.

OUTCOME:

Disruptions from natural, physical and cyber threats are prevented when possible, and services are restored quickly when disruptions occur.

GOALS:

Physical Security

Develop, implement and improve risk-based security standards for WAPA's assets to enhance the organization's ability to preempt, respond to, deny and mitigate attempts to damage, destroy, disrupt or remove WAPA assets.

Using a collaborative approach, WAPA will implement an enterprise security program that is aligned with WAPA's mission, transparent, risk based and compliance focused.

Cybersecurity

Install security sensors to monitor the telemetry data stream between substations and supervisory control and data acquisition or SCADA systems. Integrate data into Network Security Operations Center workflows and provide data to support the DOE Cybersecurity for the Operational Environment project.

Emergency Management

Achieve a state of emergency readiness, planning and operational performance to ensure WAPA's all-hazards emergency management approach only requires sustainment efforts.

WAPA will develop comprehensive plans, provide effective training and exercises and leverage lessons learned to support continuous improvement.

GRID RESILIENCE (continued)

Strategic Transformer Management

Enhance WAPA's grid resilience by strategically managing large power transformers.

WAPA will reduce transformer acquisition lead time and explore large power transformer resource sharing.

Fiber Partnerships

Explore additional opportunities to use WAPA's fiber assets.

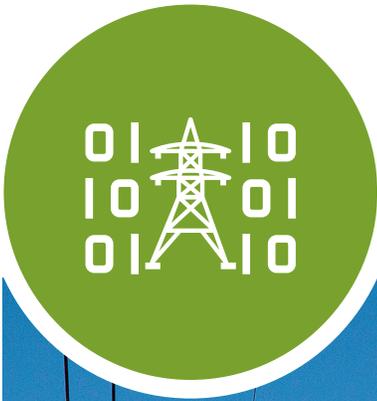
WAPA will explore leveraging its fiber assets to:

- Improve its communication capacity to support current and future technologies.
- Improve support to customers.
- Support grid resilience with the Departments of Energy and Defense.
- Support the Presidential Broadband Initiative.

EXAMPLE WAPA INITIATIVES:

- Improve the maturity of WAPA's processes to ensure safe and authorized access to facilities.
- Reduce lead time for large power transformer acquisition.
- Monitor the data traffic between substations and SCADA front-end processors.





ASSET MANAGEMENT 2.0

WAPA will leverage its data to support a more resilient and reliable electrical system. For physical assets, WAPA will build on its existing Asset Management platform by adding new asset classes to its catalog and employing the data to provide greater insight into budget development, capital plans, financial forecasting and strategic sourcing. WAPA will improve the use of its data through enhanced tools, skill sets and management.

OUTCOME:

Data-driven insight into maintenance, budgeting and business decisions.

GOALS:

Life Cycle Management of Major Assets

Use analytics to make data-driven decisions about major asset classes for risk contingency planning, capital budgeting and maintenance practices.

Major asset classes include power circuit breakers, transmission lines and power transformers. This goal includes improving data quality and asset risk management tools.

Life Cycle Management of Additional Assets

Implement life cycle management processes for four additional asset classes per year to drive improved decision making on acquisition, use and maintenance of WAPA's assets.

Data as a Strategic Asset

Enhance WAPA's ability to use data as a strategic asset to drive decisions and improve performance.

Through a data strategy, WAPA will:

- *Improve data quality.*
- *Establish clear data ownership and governance processes, identify systems of record and single sources for data.*
- *Enhance business intelligence and data visualization capabilities to enable staff to improve use and communication of data.*
- *Catalog and map the data within WAPA systems to optimize data accessibility.*

EXAMPLE WAPA INITIATIVES:

- Add additional asset classes to WAPA's asset management catalog.
- Fully integrate asset management data into budget processes.
- Improve data integrity in WAPA's business systems.

PEOPLE AND ORGANIZATION

WAPA will actively support the continuous development of its employees and organization to improve mission execution, industry alignment and workforce sustainability.

OUTCOME:

An engaged, high-performing workforce driving improved business operations.

GOALS:

Human Performance and Just Culture

Improve the design, operation and maintenance of WAPA's system by preventing, detecting and correcting human errors and organizational weaknesses that can impact safety, reliability and organizational effectiveness.

Leadership Development

Cultivate learning and leadership at WAPA by developing authentic leaders who embody WAPA's core values and leadership competencies.

Program and Budget Integration

Improve prioritization and resourcing of WAPA's needs through integration between program planning and budgeting.

Ensure WAPA is planning, prioritizing and appropriately resourcing its needs. When changes are needed, effectively reallocate resources while balancing cost-shift impacts.

Acquisition Management

Deliver more strategic, efficient and effective acquisition services.

WAPA will further deploy a more strategic and collaborative WAPA-wide acquisition program through the implementation of a category management approach. This goal aligns with the President's Management Agenda.

EXAMPLE WAPA INITIATIVES:

- Develop a multiyear roadmap to integrate Human Performance and Just Culture principles into WAPA's culture.
- Mature the unfunded budget request process.
- Improve the process for identifying needs and requirements to effectively and efficiently perform construction procurement actions.





Western Area Power Administration

WESTERN AREA POWER ADMINISTRATION
P.O. Box 281213
Lakewood, CO 80228-8213
www.wapa.gov



U.S. DEPARTMENT OF
ENERGY