

STRATEGIC ROADMAP 2024

POWERING THE ENERGY FRONTIER

JANUARY 2019

Western Area
Power Administration



OUR MISSION

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

OUR VISION

Continue to provide premier power marketing and transmission services to our customers, as well as contribute to enhancing America's energy security and sustaining our nation's economic vitality.

ADMINISTRATOR'S MESSAGE

It has been five years since WAPA first developed its *Strategic Roadmap 2024*. In those five years, we have seen many changes in our industry, and our commitment to providing value to our customers and nation has remained constant. We kept our employees and system safe, increased our transparency with our customers and worked to contain costs. Our Strategic Roadmap and its Critical Pathways guided us through these organizational improvements, ensuring our focus always remained on our mission.



Throughout our journey we have continued to learn and leveraged that knowledge to refine our Strategic Roadmap and sharpen our focus. WAPA's mission, vision and Critical Pathways have proved enduring, while we refreshed and recommitted to our core values and reduced the number of Strategic Target Areas and goals in our Tactical Action Plan. Additionally, we added Inclusion and Diversity to our strategic enablers, highlighting the value we place on encouraging different perspectives in the workplace. We know diversity of thought and experience will make WAPA stronger and more resilient as we continue to navigate the many changes we foresee in our industry.

We will continue to review and refresh our Strategic Roadmap and TAP periodically to ensure WAPA remains focused on meeting customers' needs, is responsive to industry change and is aligned with Department of Energy goals.

For 41 years, WAPA employees have dedicated themselves to accomplishing the organization's mission, and I am confident this record of service will continue for another 41 years and beyond. As we continue this journey, WAPA will use this Strategic Roadmap to chart the course toward achieving its mission in a dynamic and complex energy frontier.

A handwritten signature in black ink, appearing to read 'Mark A. Gabriel'. The signature is fluid and cursive, with a large initial 'M' and 'G'.

Mark A. Gabriel

Administrator and CEO

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.

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 Strategic Roadmap is reviewed 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. This version was refreshed in January 2019.

The TAP identifies the specific goals and initiatives that drive WAPA toward advancing its Critical Pathways. The TAP is also reviewed and updated every two to three years to ensure WAPA stays the course toward its goals. The status of WAPA's progress on the TAP goals and metrics is 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. TAP goals are cascaded through the organization and are included in performance expectations for employees at all levels.

CRITICAL PATHWAYS



CRITICAL PATHWAYS STRATEGIC RESULTS

<p>Business, Technology and Organizational Excellence</p>	<p>Expanding on organizational excellence by applying knowledge, technology and innovation and engaging internal and external partners to optimize operational effectiveness.</p>
<p>Mutually Beneficial Partnerships</p>	<p>Building and sustaining productive relationships that enhance trust, operational effectiveness and business opportunities for all parties.</p>
<p>Evolution of Services</p>	<p>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.</p>
<p>Powering the Energy Frontier</p>	<p>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.</p>

STRATEGIC TARGET AREAS

The TAP is organized into four Strategic Target Areas, which serve as WAPA's areas of focus for the next two to three years. 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.



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.



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.



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.



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.

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.

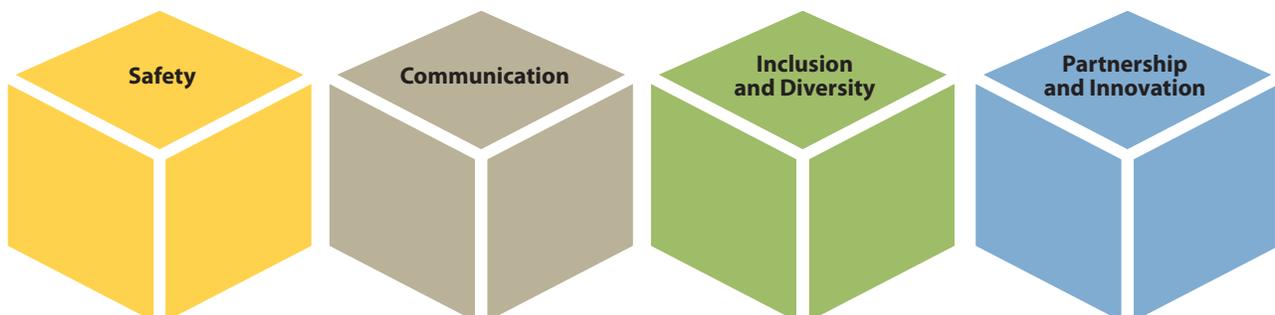
STRATEGIC ENABLERS INCLUDE:

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.





Western Area Power Administration

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U.S. DEPARTMENT OF
ENERGY