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## Western Area Power Administration



*Powering the energy frontier*

Organized markets are continuing to develop across the West.

WAPA experts are always monitoring and evaluating external changes in the utility industry and actively responding to market-related activities in the best interest of WAPA and its customers, as part of WAPA's Strategic Roadmap 2024. The balance of delivering our legislated, mission-essential services and transmission with the ever-changing hydrology, energy resource mix and regulations is, in a word, complex. Yet WAPA employees have risen to the challenges at every turn.

Consistent with our continuous process improvement efforts, that have already avoided more than \$50 million in potential costs, WAPA launched the Organizational Approach to Markets project, or OAM. OAM is an internal look at the ways WAPA can better align itself to more efficiently operate in different market environments. Last year, through OAM, we discovered opportunities for improvement, as well as areas of concern that if left alone, could hinder WAPA's effectiveness in an organized market environment.

Based on the benefits and impacts, we have decided to realign some of our business functions, update our processes and leverage common technology to best adapt WAPA's internal systems and functions and ensure we continue fulfilling our mission. This will ensure WAPA can continue to operate with excellence both outside and within expanding organized markets.

Highlights of some decisions include:

- Realignment of some functions between regions to improve consistency in organizational structure
- Improve monitoring of RTO and market activities
- Move toward consistent IT toolsets across WAPA

This is a pivotal juncture for us.

I recognize that change can be difficult, but it is also crucial to serve like our lights depend on it as the energy industry evolves. Ultimately, by optimizing our organization, we position WAPA to remain agile and responsive to market-related activities on a project-by-project and case-by-case basis.

Note that we have not made a decision regarding Mountain West and we continue to monitor market-related activities throughout our footprint. This is an internal effort to increase our efficiency in serving you, our customer.

If you have questions, please reach out to your local regional manager, or feel free to call me.

**Mark A. Gabriel | Administrator and Chief Executive Officer**

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