Achieving in a world of change

Annual Customer Meeting
December 7, 2020 | Virtual meeting

Mark A. Gabriel
Administrator and CEO
FY 2020 accomplishments

- **Provided 5,400 MWh of emergency energy to CA**
- **Achieved Gears of Government, RMEL awards**
- **Executed 98% of operational maintenance budget & 97% of capital budget**
- **Started Integrated Communications Group**
- **Selected common SCADA/EMS vendor**
- **Initiated fiber pilot project**
- **Complete GridEx IV**
- **Co-hosted Women in Water and Energy conference**
- **Saved or avoided $113 million through CPI**

- **Awarded $189 million in contracts**
- **Nominated one of best places to work in government**
- **Introduced workload planning**
- **Created the Leadership Development Program**
- **Market 26,985 gigawatt-hours of hydropower**
- **Saved or avoided $113 million through CPI**
- **Established the Mead transformer**
- **Adapted to COVID-19**
- **Transitioned to maximized telework**
- **Began combined transmission rate initiative in CRSP & DSW**
- **Held third Leadership Summit**
FY 2020 People and Dollars

RELIABILITY
764 people and
35 percent of dollars invested in maintenance and related areas.

DELIVERY
199 people and
6 percent of dollars dedicated to power operations.

MARKETING
including purchase power and wheeling
164 people and
47 percent of dollars committed to power marketing areas.

COST-BASED
and related services
339 people and
11 percent of dollars applied to support the mission.
Continuous Process Improvement

CPI projects: $3,386,760
ex: DSW Purchase Power and Transmission Invoicing

Just Do It projects: $63,507,175
ex: CRSP North Fork to Rifle Steel Lattice Structure Repair

WAPA Strategic Initiatives: $46,564,812
ex: OCF0 Automated Self-Service Invoicing Tool

Operational Effectiveness Improvements
ex: Power System Change Management

WAPA cost savings and avoidance: $113,458,748 as of September 30, 2020
FY 2020 Annual Report available
Markets update

- On track for WEIS transition schedule
- DSW study results expected early next year
- SN go-live timeline accelerated to March 25
- Announced evaluation for full RTO membership for LAP, UGP
Record wildfire year

- Proactive vegetation management making a difference
  - ~30 fires affected DSW
  - East Troublesome Fire

East Troublesome fire damage
Mission and vision refresh

What we heard:

• Statutory mission accurate & aligned, but missing customer reference
• Applauded reliability & resiliency
• Concern about “expansiveness” language
• Prefer cost containment & efficiency language
Grid resilience

2018 Carr Fire “firenado” damage

2020 permanent structure install at Carr Fire site
Workload Management initiative

Goal
WAPA needs to develop consistent tools and processes that allow managers to forecast staff workloads and effectively allocate, in a timely manner, those staff across O&M work and capital projects.

Benefits
• Help WAPA balance workload
• Effective allocation staff – focused on priority work
• High confidence forecast
• Right number of staff – for today and tomorrow
Coronavirus response

• Worsening conditions delaying responsible workplace re-entry
• Renewed focus on sequestration plans
• Everything else on track

Breaker replacement at Glen Canyon substation
### Field Work

**COVID-19 Risk Index**

Risk levels for exposure vary based on four main factors:

<table>
<thead>
<tr>
<th>Enclosed space</th>
<th>LOW</th>
<th>LOW/MEDIUM</th>
<th>MEDIUM</th>
<th>MEDIUM/HIGH</th>
<th>HIGH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Working outside alone</td>
<td>Working outdoors (Distanced)</td>
<td>Working with another employee indoors in a warehouse, garage, or shop (Masked)</td>
<td>Unmasked in Sub control building with others &gt;6 feet apart</td>
<td>Working in a Substation yard, bucket, JLG, or scissor lift with others (No Masks or Distancing)</td>
</tr>
<tr>
<td></td>
<td>Driving a GOV alone</td>
<td>On break outdoors with others &gt;6 feet apart</td>
<td>Masked in vehicle with others, windows closed</td>
<td>Masked in vehicle with others, windows closed</td>
<td>Unmasked in vehicle with others, windows closed</td>
</tr>
<tr>
<td></td>
<td>HEC solo</td>
<td>Working outdoors on structures with a crew (Distanced)</td>
<td>Eating lunch indoors with one person (Distanced)</td>
<td>Eating lunch indoors with one person (Distanced)</td>
<td>Eating lunch indoors with one person (Distanced)</td>
</tr>
<tr>
<td></td>
<td>Working alone in a bucket, JLG, or Scissor lift</td>
<td>Working in a ventilated Sub control building with others (Masked and Distanced)</td>
<td>Masked in vehicle with others, windows open</td>
<td>Masked in vehicle with others, windows open</td>
<td>Masked in vehicle with others, windows open</td>
</tr>
<tr>
<td></td>
<td>Working alone indoors in a warehouse, garage, or shop</td>
<td>Working in a ventilated Sub control building with others (Masked and Distanced)</td>
<td>Working in poorly ventilated Sub control building with coworkers (Masked and Distanced)</td>
<td>Working in poorly ventilated Sub control building with coworkers (Masked and Distanced)</td>
<td>Working in poorly ventilated Sub control building with coworkers (Masked and Distanced)</td>
</tr>
<tr>
<td></td>
<td>Working in Sub control building alone</td>
<td>JHA/Tailgate Meeting (Distanced)</td>
<td>JHA/Tailgate Meeting (No Masks or Distancing)</td>
<td>JHA/Tailgate Meeting (No Masks or Distancing)</td>
<td>JHA/Tailgate Meeting (No Masks or Distancing)</td>
</tr>
<tr>
<td></td>
<td>Eating lunch by yourself</td>
<td>HEC in pairs with masks</td>
<td>HEC in pairs with masks</td>
<td>HEC in pairs with masks</td>
<td>HEC in pairs with masks</td>
</tr>
<tr>
<td></td>
<td>Telework</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Agenda

• Washington Perspective
  – Office of Electricity Acting Assistant Secretary Pat Hoffman

• Standardized Budgeting and Reporting Initiative
  – Senior VP and CFO Mike Peterson

• IT update
  – Senior VP and CIO Mike Montoya

• Breakout discussions
Key takeaways

We are committed to delivering on our mission. Industry is changing at a rapid pace, and we must keep up. Focus on optimizing existing technologies & assets.
Contact me

Mark Gabriel
720.962.7705
gabriel@wapa.gov

wapa.gov
@westernareapowr
@MarkAGabriel
Mark Gabriel
WesternAreaPower1
westernareapower
wapa.gov