

# CPI as force for change in a dynamic world

Burns & McDonnell 2019 Best Practices Forum

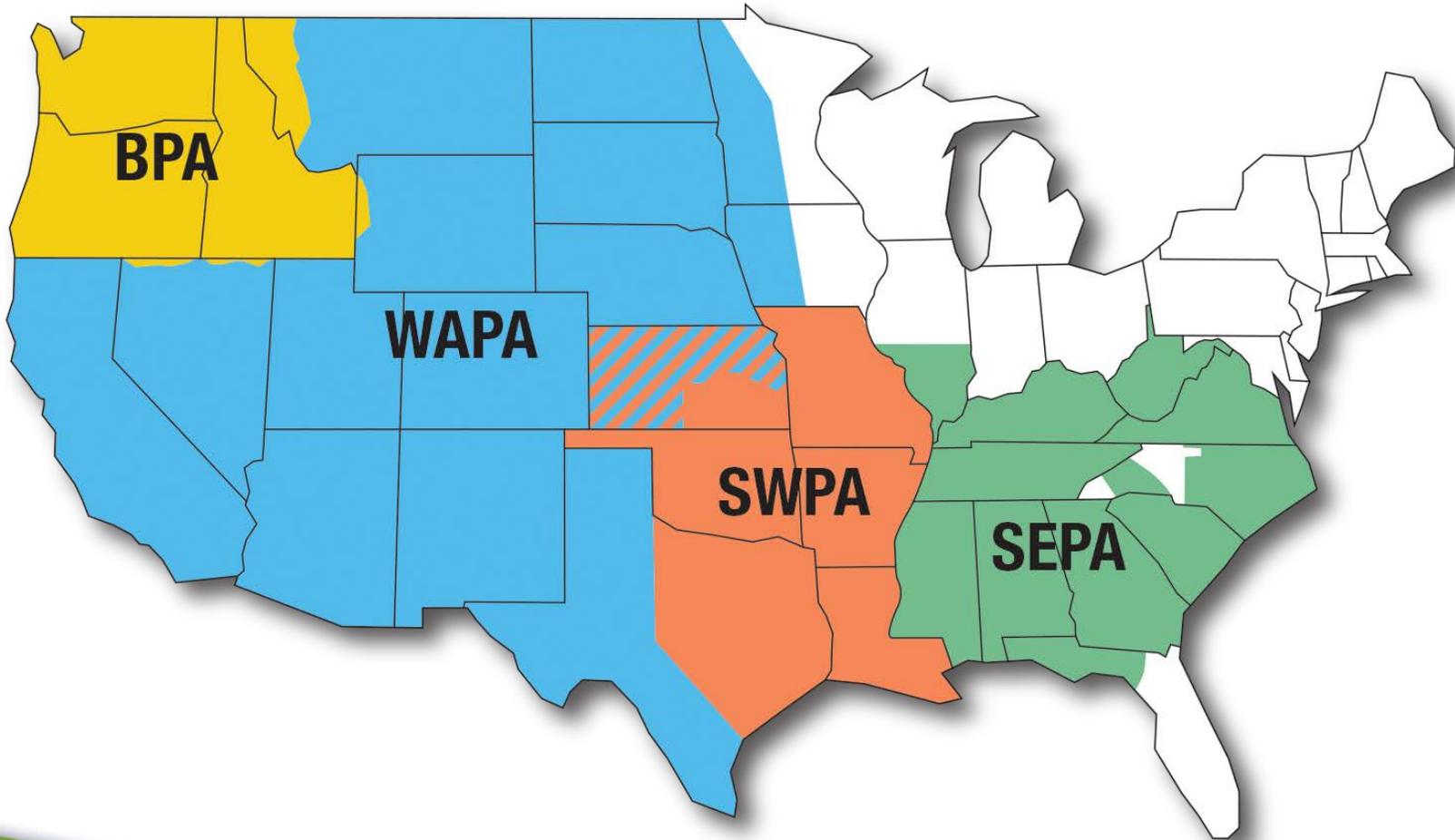
**Sept. 23, 2019**

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Chief Strategy Officer

# What is WAPA?

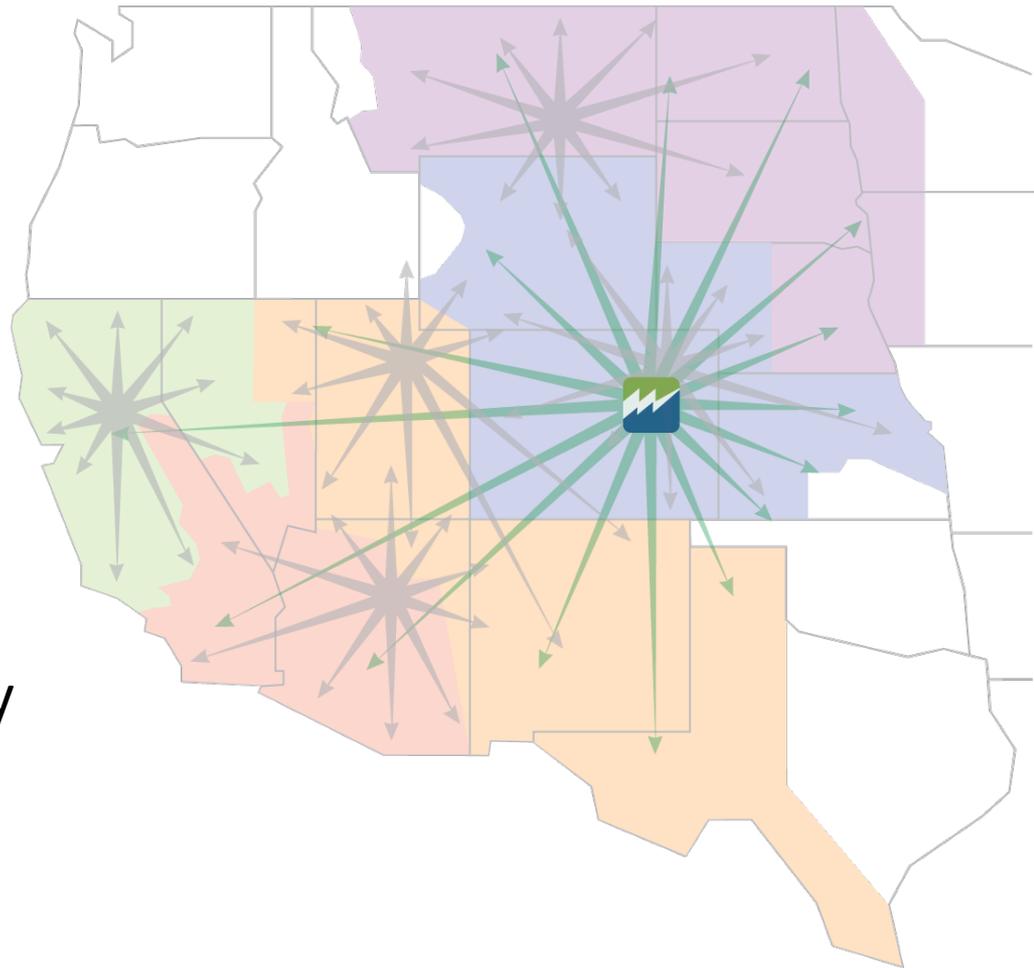


# Power Marketing Administrations

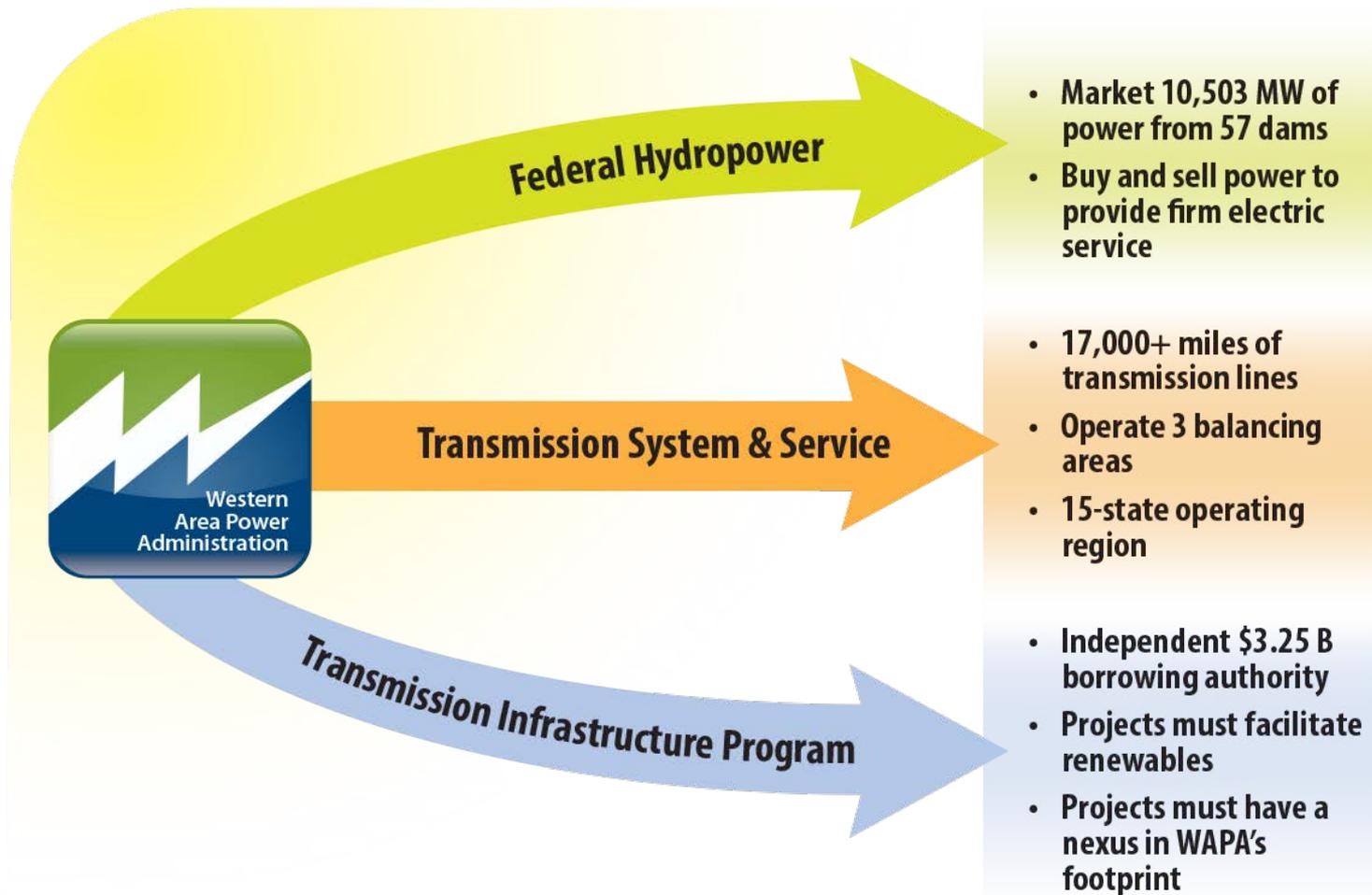


# In the West

- Balancing distributed and broad system
- 4 regions
- 1 Management Center
- 15-state footprint
- Top 10 largest transmission utility in country



# Three lines of business



# Our role in providing energy



- Market clean hydropower
- Transmit it to customers
- Control parts of the energy grid
- Manage interties
- Provide open access to transmission
- Ancillary services

# What we manage

- \$4.3 billion in assets
- 114,863 structures
- 17,231 miles of transmission line
- 322 substations
- 291 transformers
- 661 buildings
- 487 communication sites

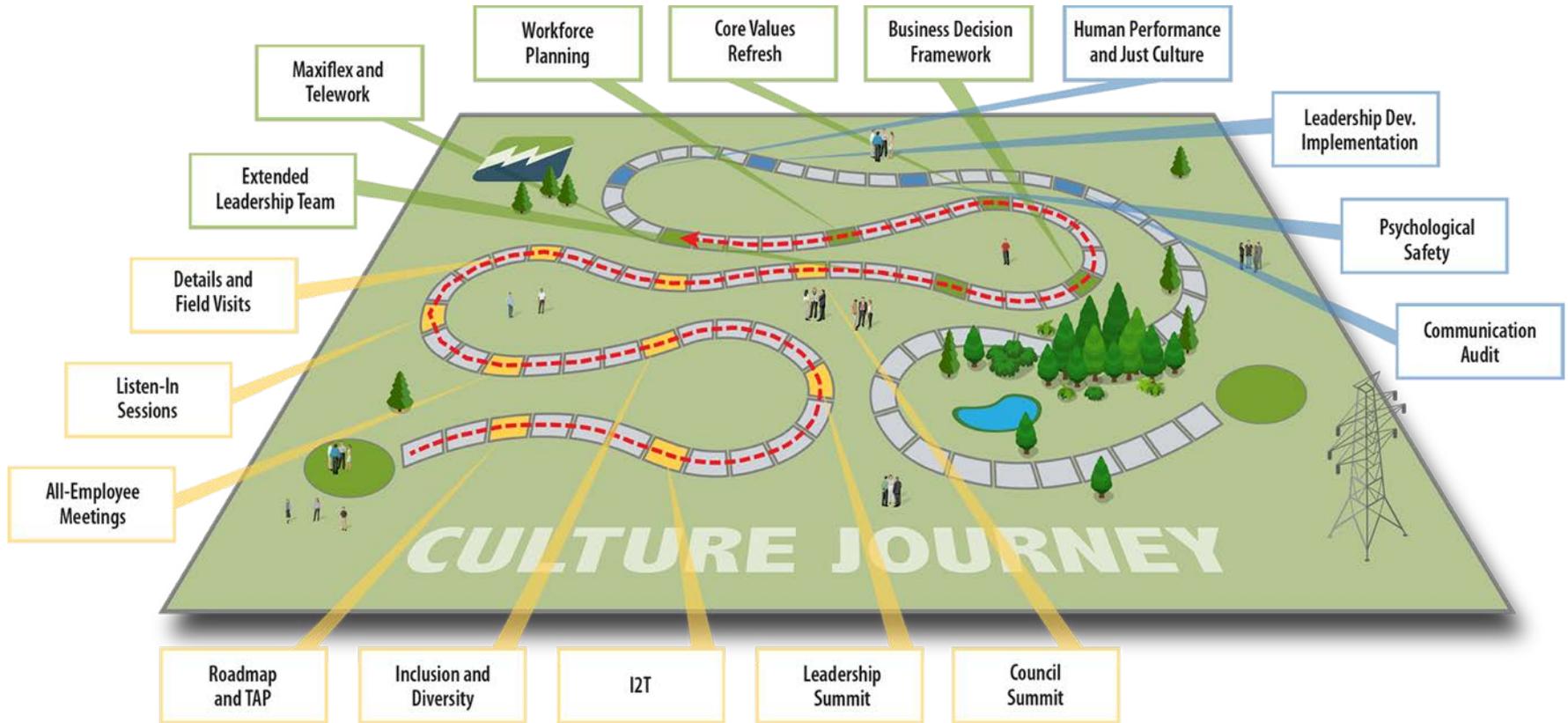


# Customer focused

- Nearly 700 customers
  - Cities and towns
  - Rural electric cooperatives
  - Irrigation districts
  - Public power districts
  - Federal and state agencies
  - Native American tribes
- Customers, in turn, serve 40 million Americans in the West



# Organizational culture journey



# Strategic Roadmap 2024



# Core values

**Listen to understand,  
speak with purpose**



**Seek. Share. Partner.**



**Be curious, learn more,  
do better. Repeat.**



**Respect self, others  
and environment.**



**Do what is right.  
Do what is safe.**



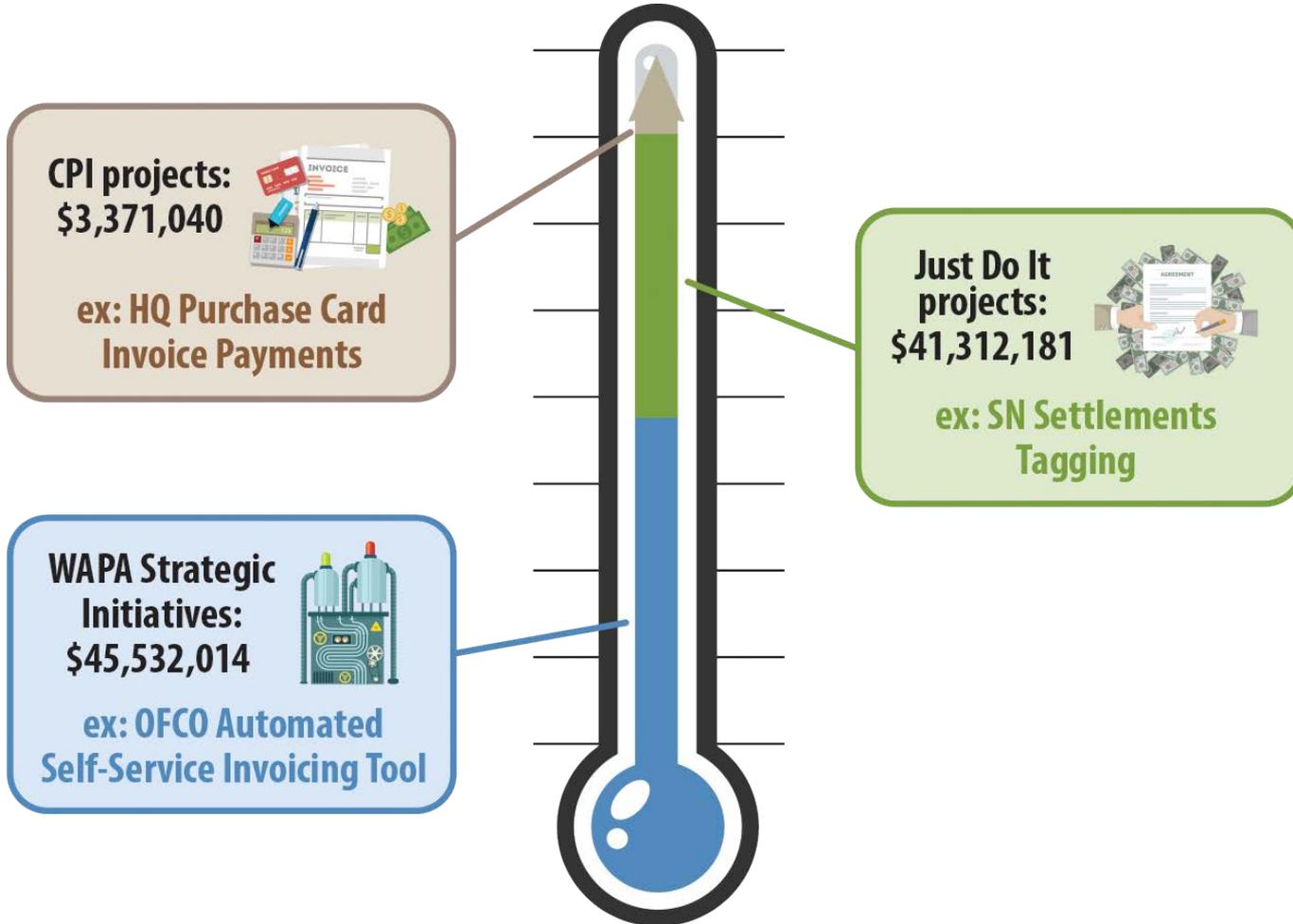
**Serve like your lights  
depend on it.**

# CPI at WAPA

- Strategy Office
- 2 FTE
- 22 matrixed Green Belts

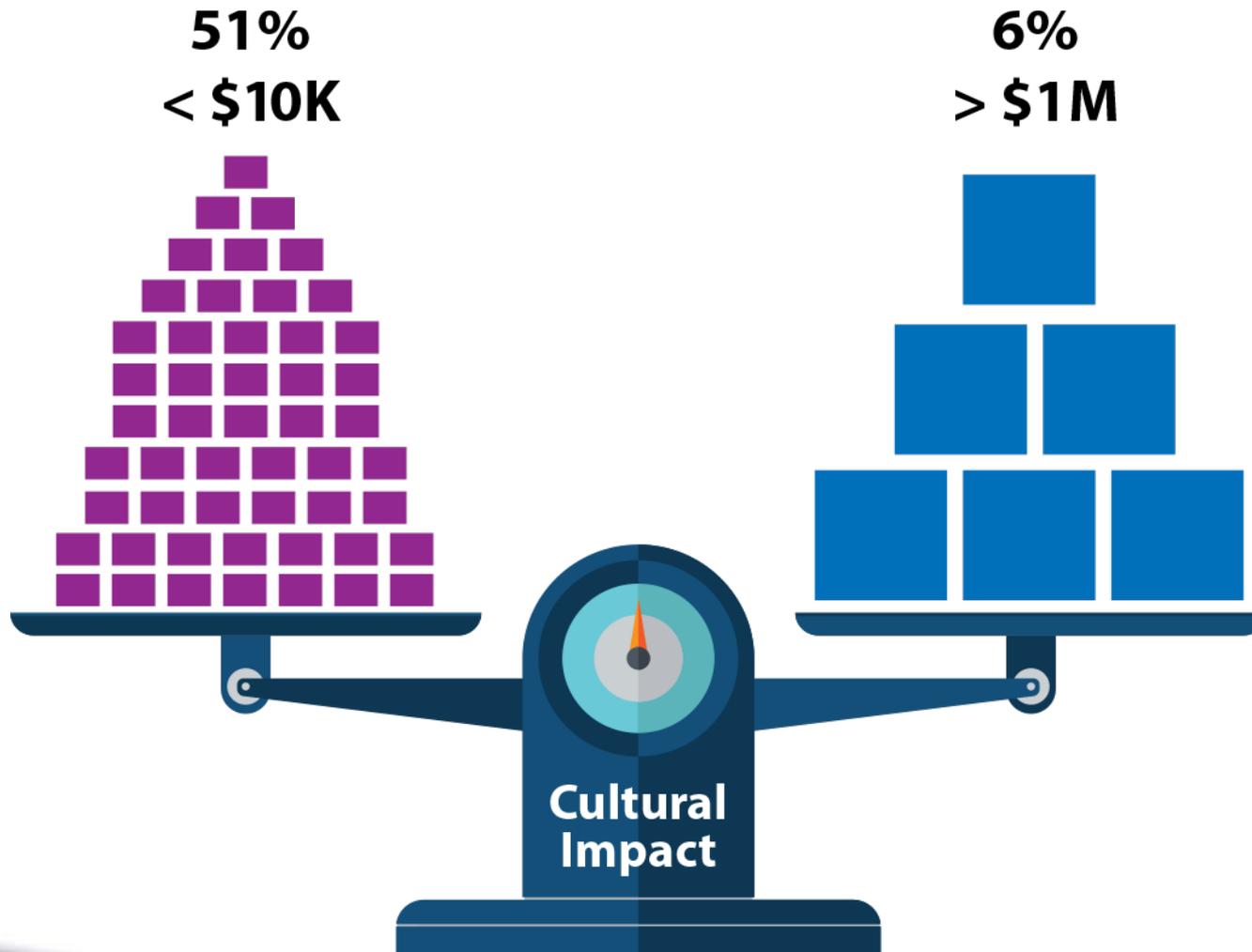


# CPI accomplishments: \$90M



**WAPA cost savings and avoidance: \$90,215,234 as of June 30, 2019**

# Just Do Its



# Engagement Numbers

**+18.4%**

Creativity and  
innovation rewarded

**+9.2%**

Employees have a  
sense of empowerment  
on work processes

Manager supports  
collaboration

**+11%**

# Rapid Improvement Events

- Encourage
  - Innovative thinking
  - Engagement
  - Inclusion
  - Relationships
- Deliver process improvements

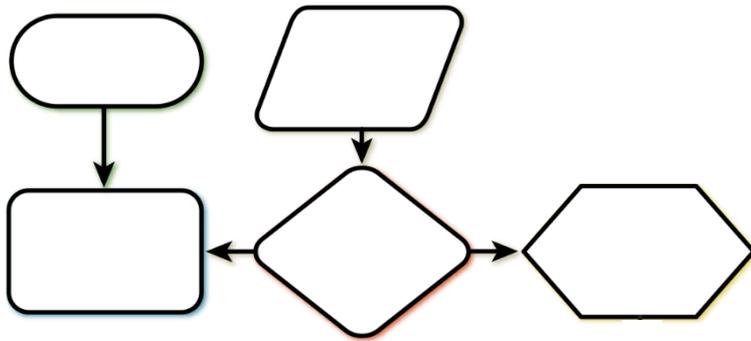


# Best Practices – Align with culture

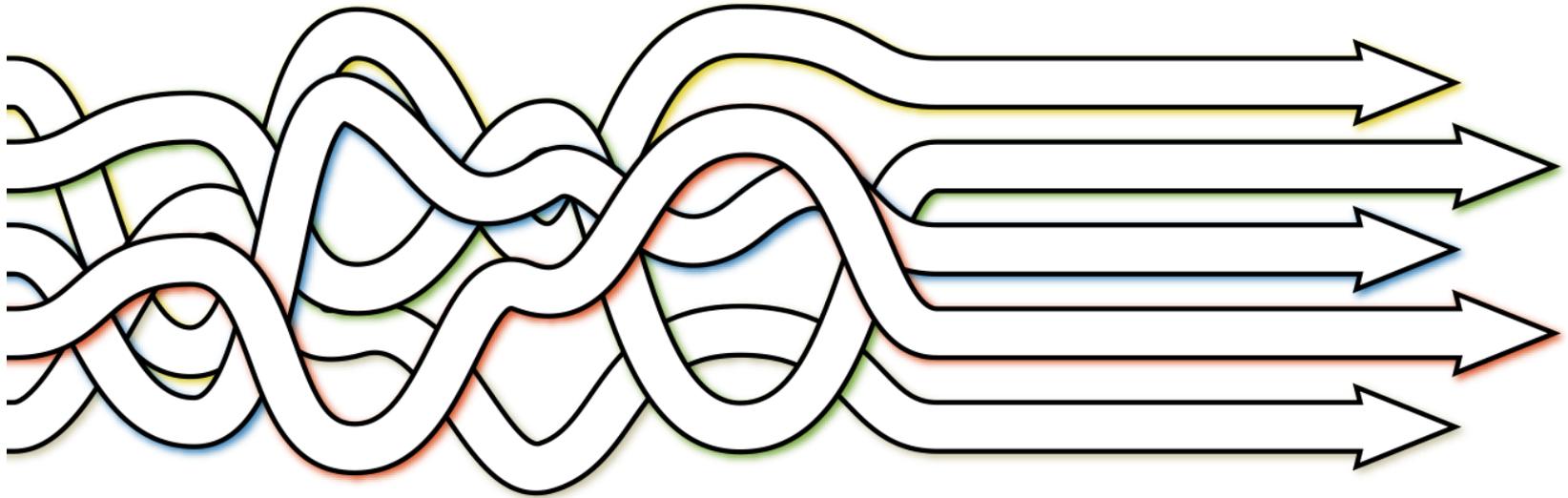
Do it the \_\_\_\_\_ Way  
(insert your organization name here)



# Best Practices — Seeing is Believing



# Best Practices – Process Owners



# What's Next in Our Journey

- Focus on the culture, less on projects
  - Capability Building
  - Making Processes Visible
  - Understanding Systems
- Goal: Process Management



# Contact/follow us

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