

CPI as force for change in a dynamic world

Burns & McDonnell 2019 Best Practices Forum

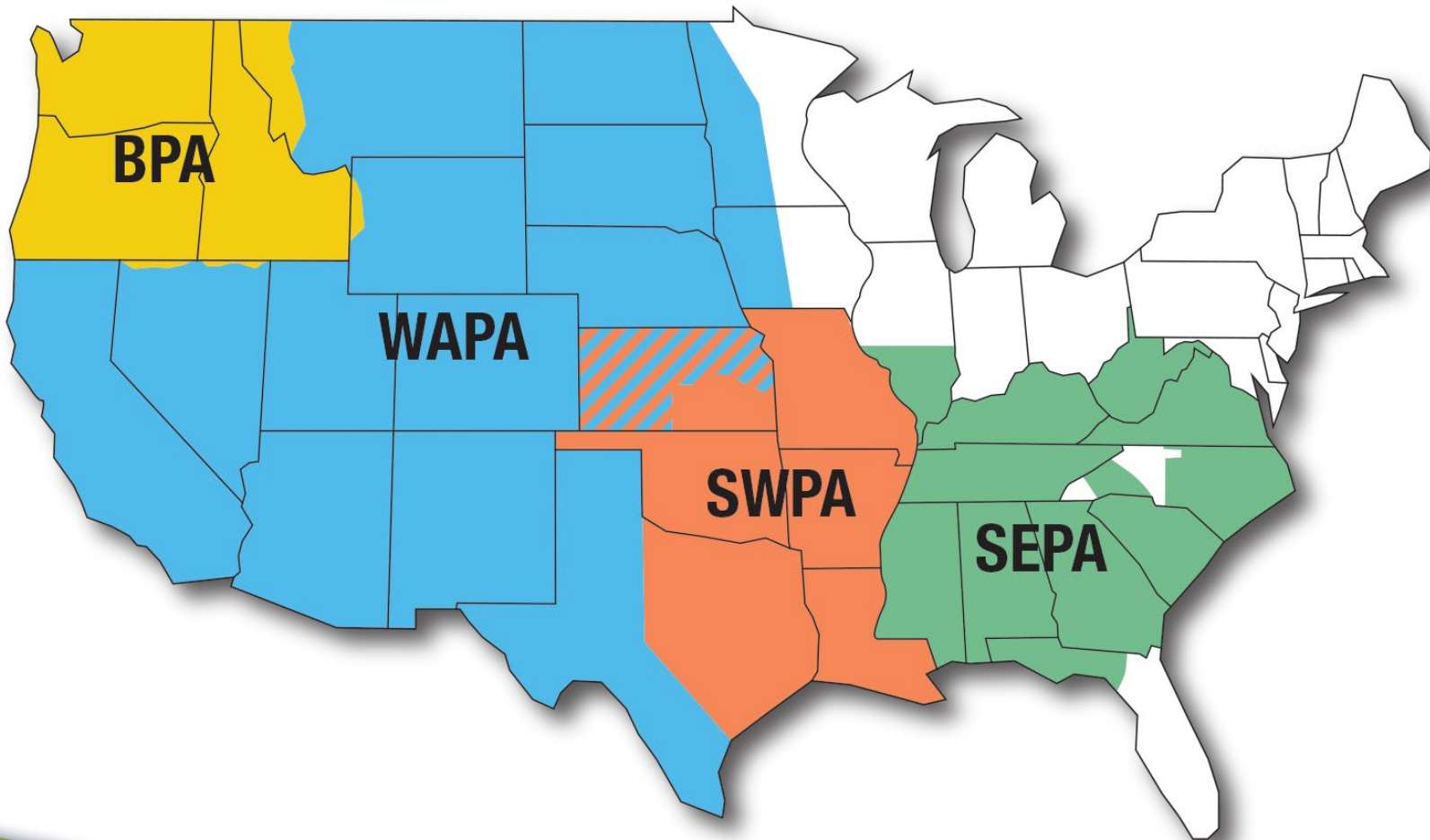
Sept. 23, 2019

Jennifer Rodgers
Chief Strategy Officer

What is WAPA?

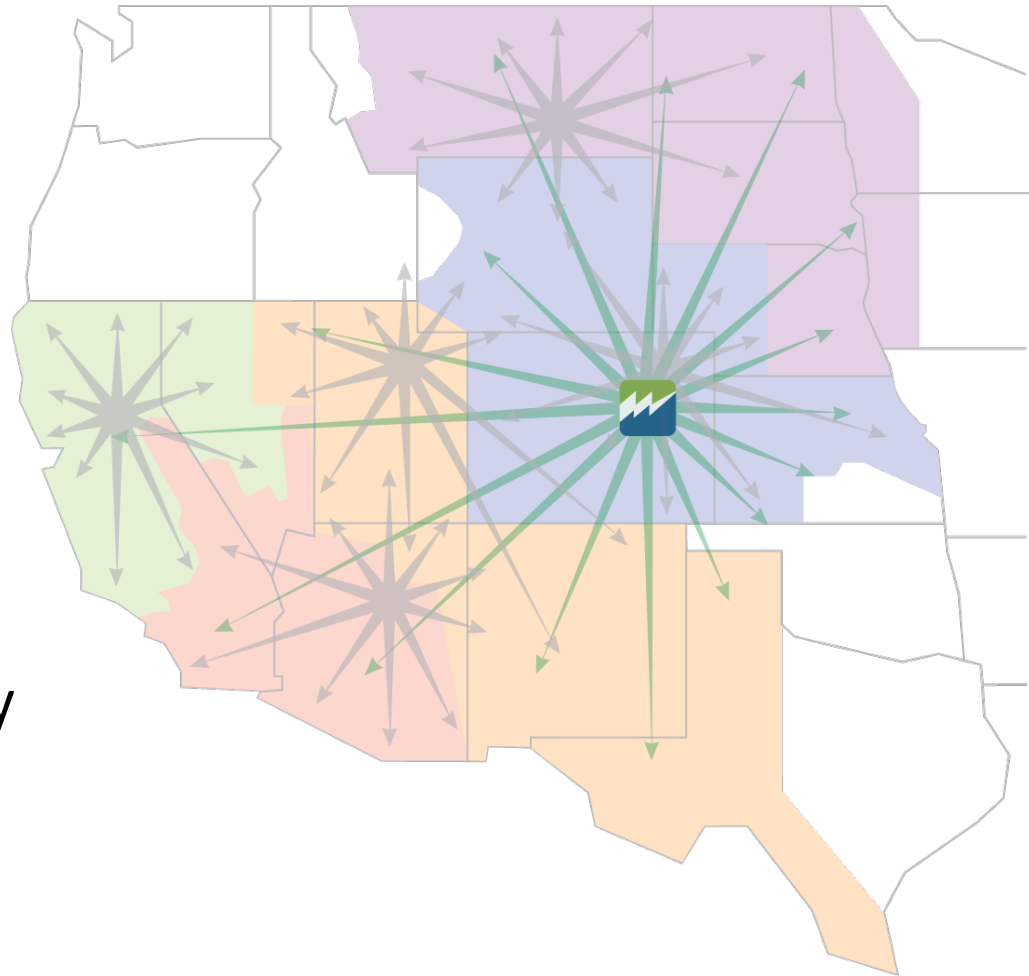


Power Marketing Administrations

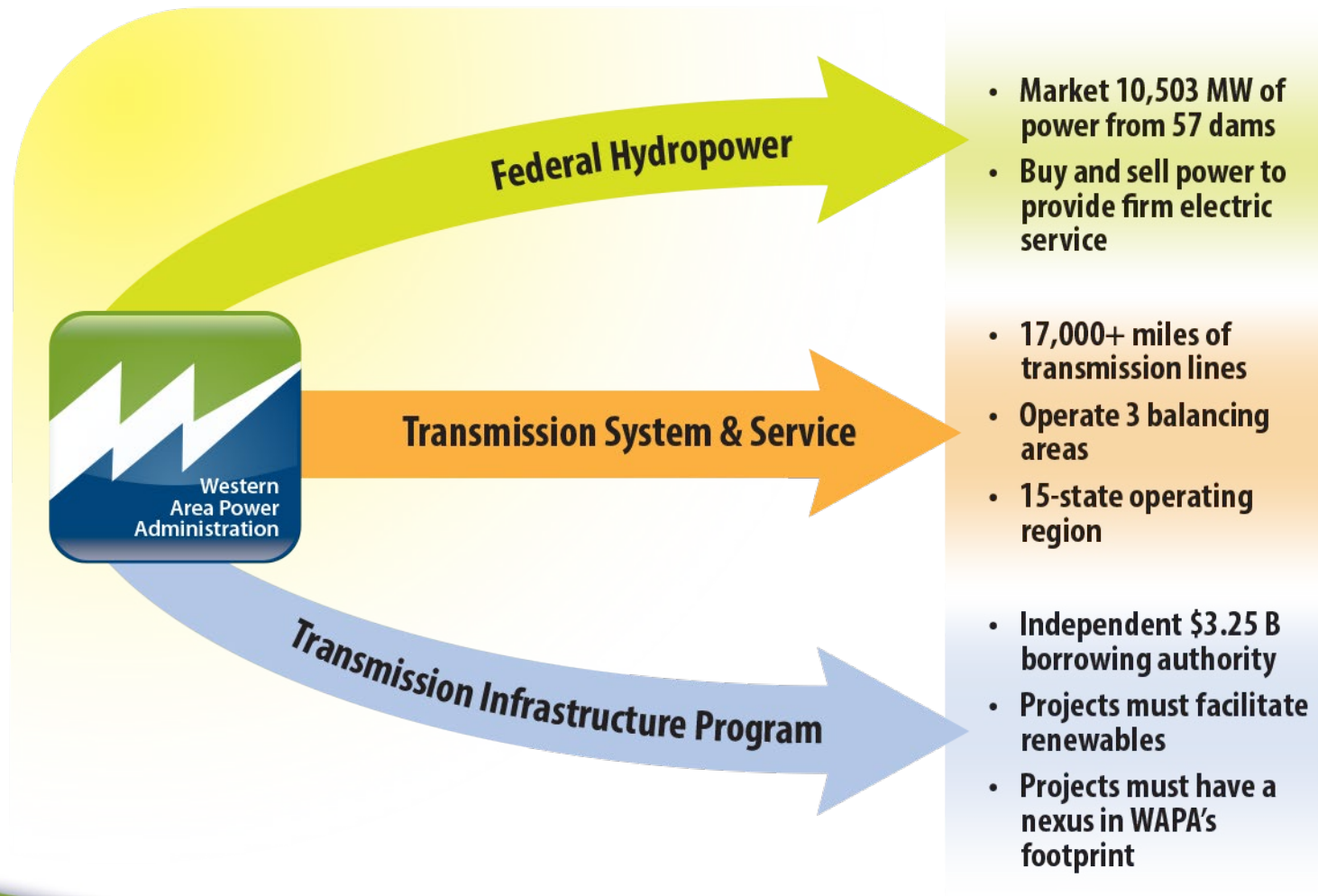


In the West

- 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

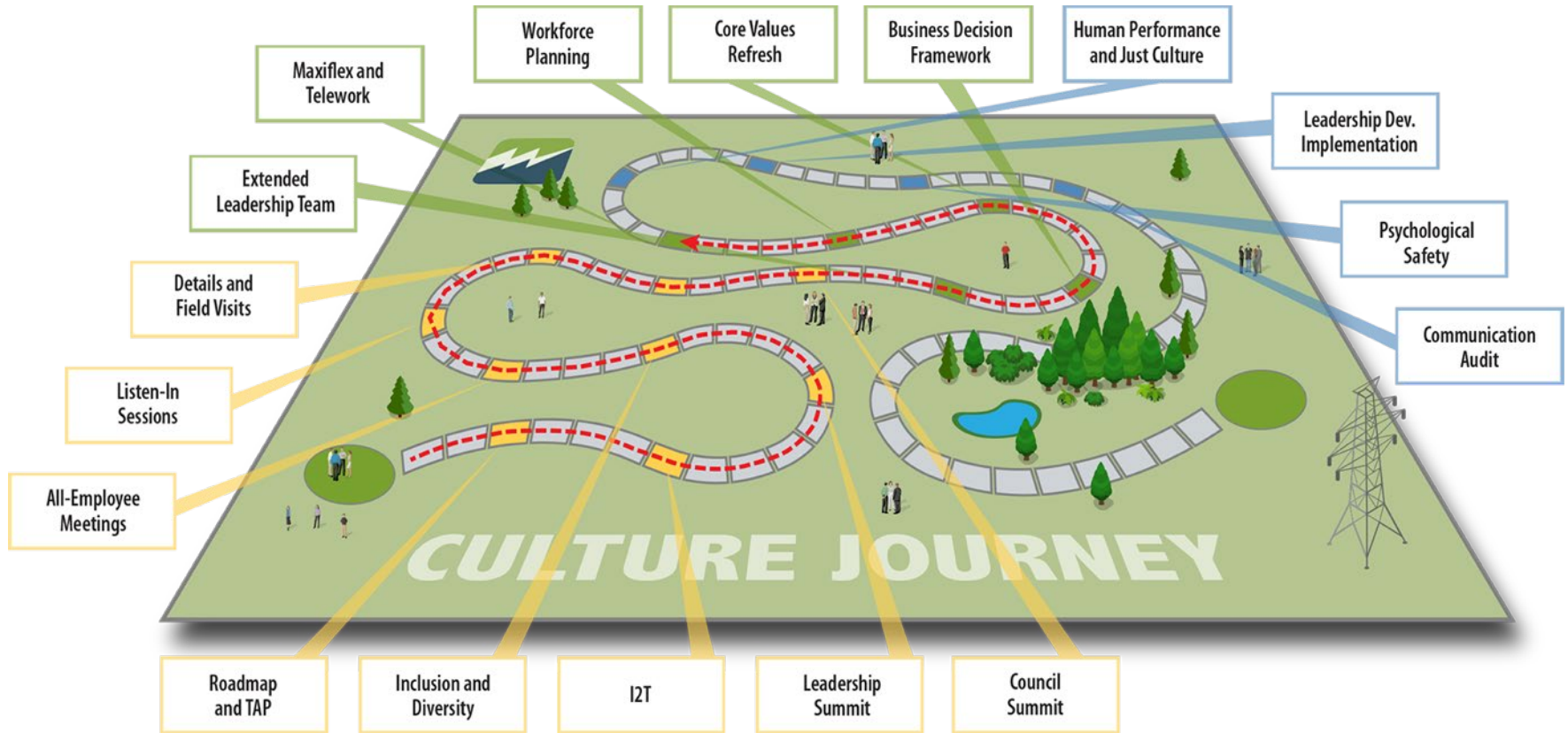


Customer focused

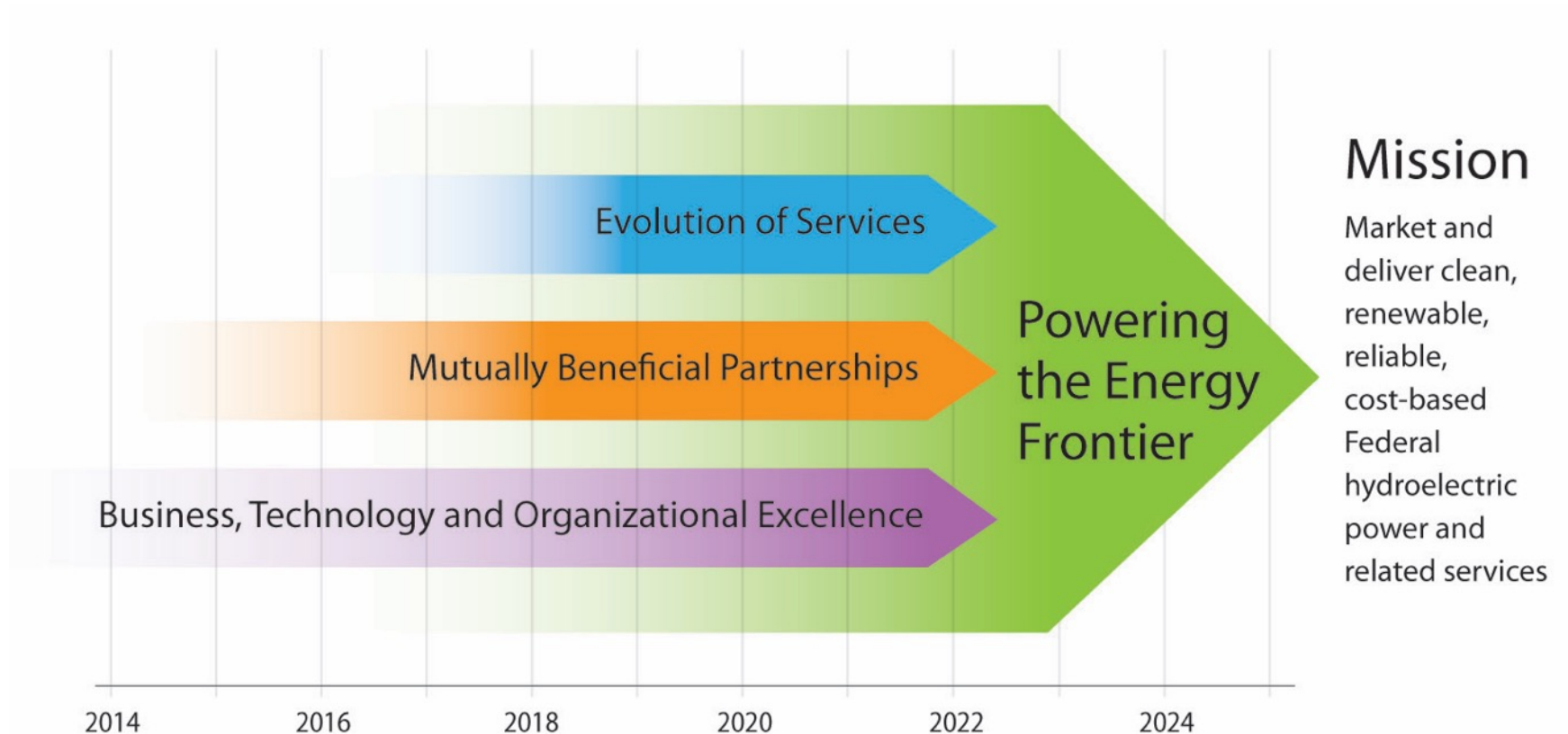
- Nearly 700 customers
 - Cities and towns
 - Rural electric cooperatives
 - Irrigation districts
 - Public power districts
 - Federal and state agencies
 - Native American tribes
- Customers, in turn, serve 40 million Americans in the West



Organizational culture journey

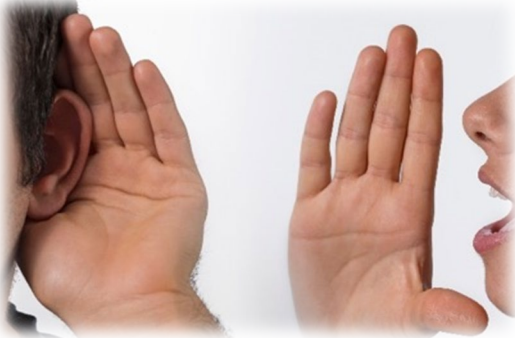


Strategic Roadmap 2024



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.**



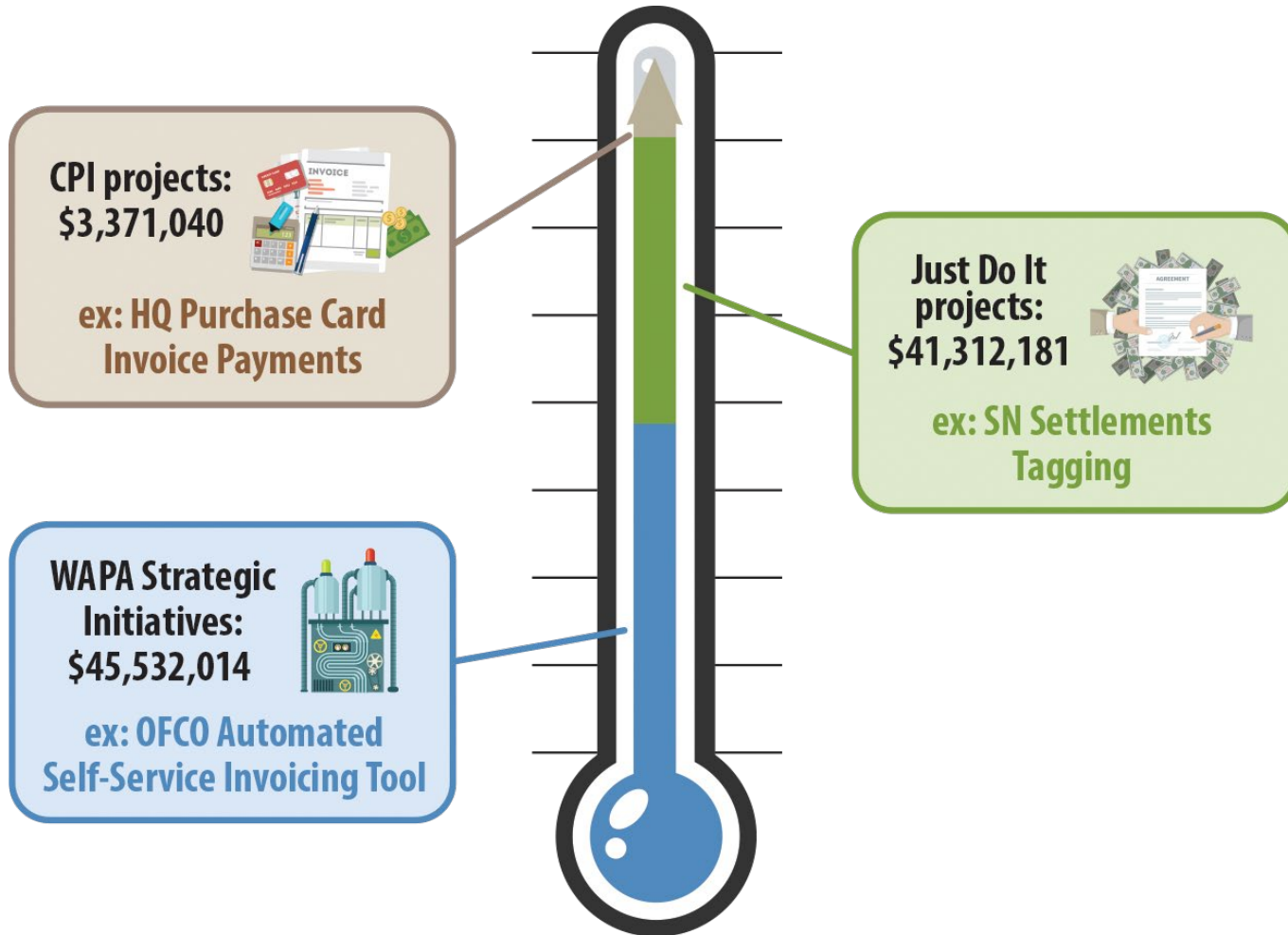
**Serve like your lights
depend on it.**

CPI at WAPA

- Strategy Office
- 2 FTE
- 22 matrixed Green Belts

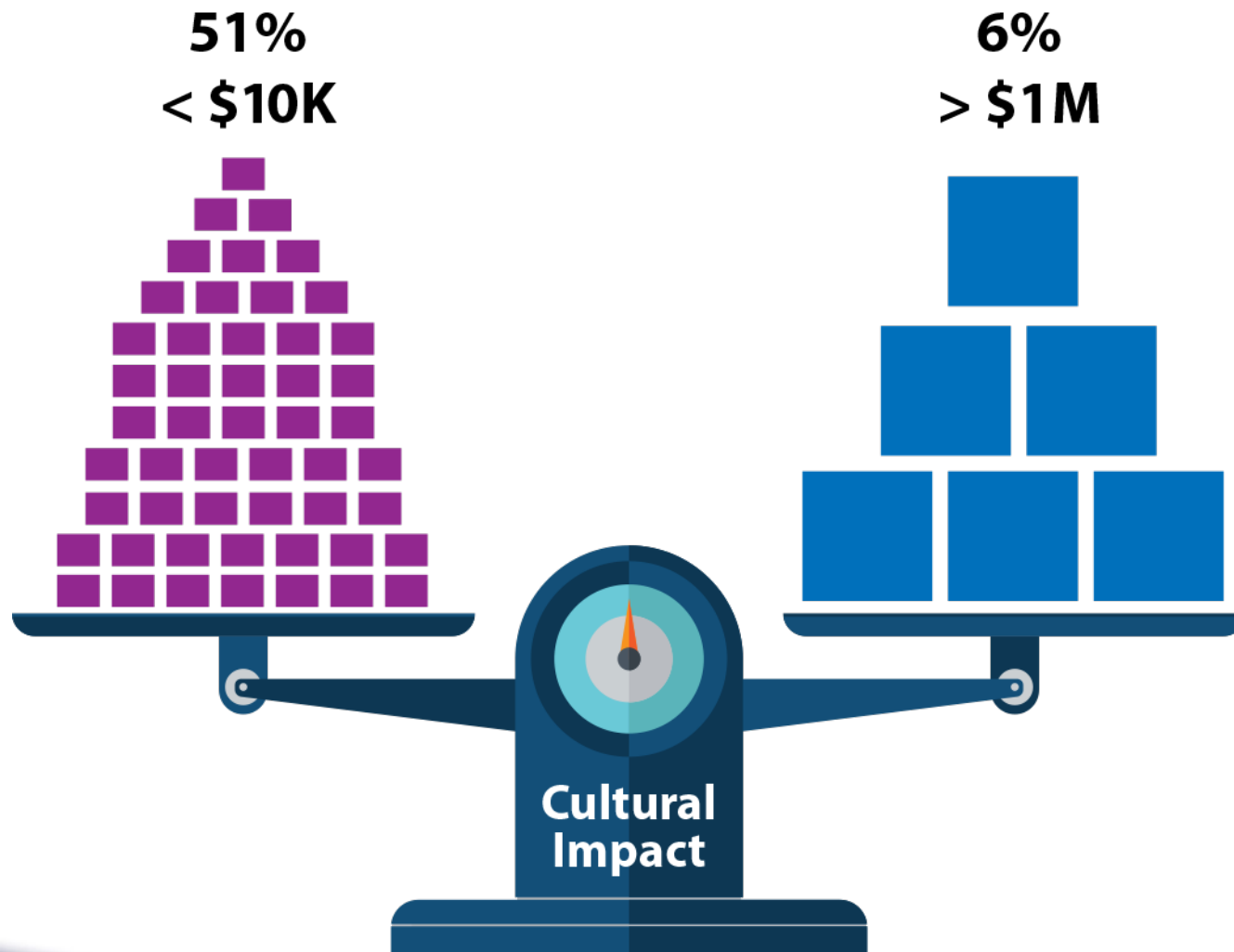


CPI accomplishments: \$90M

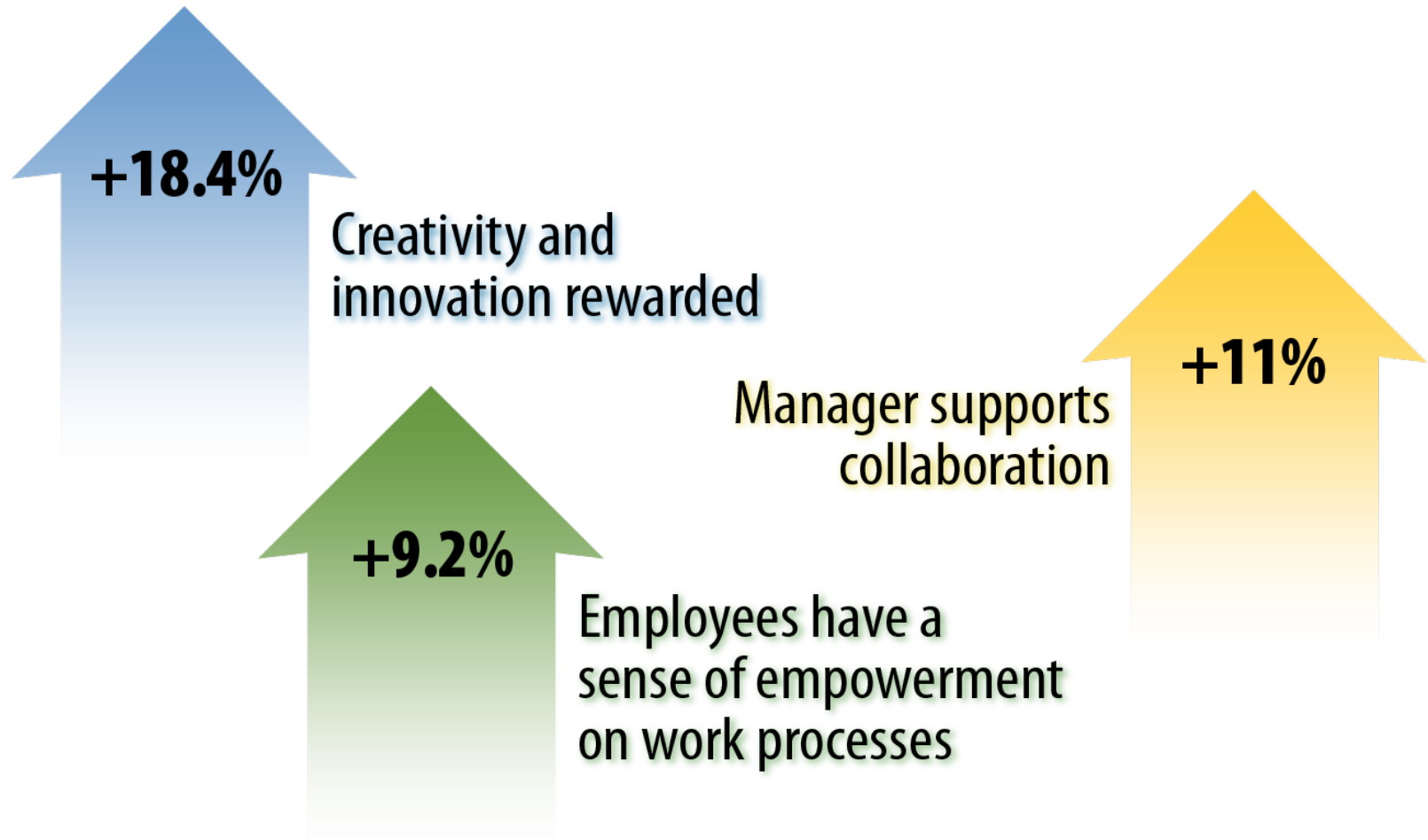


WAPA cost savings and avoidance: \$90,215,234 as of June 30, 2019

Just Do Its



Engagement Numbers



Rapid Improvement Events

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

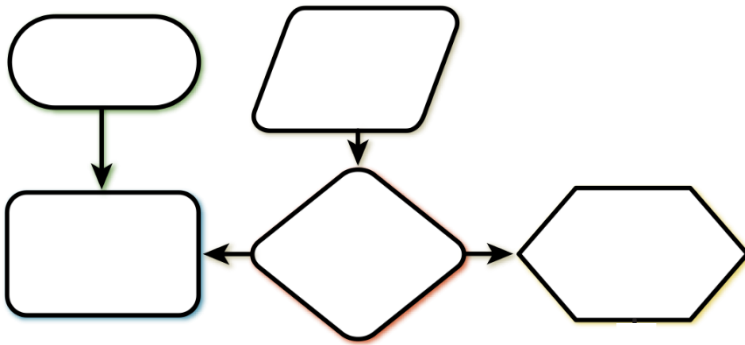


Best Practices – Align with culture

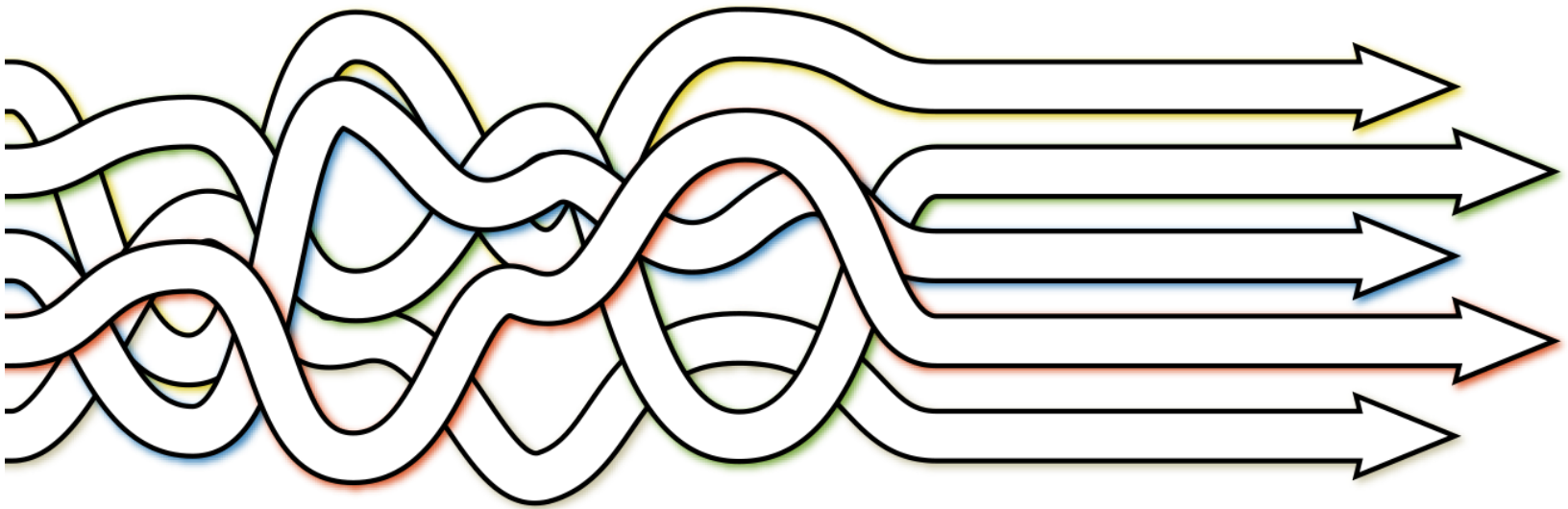
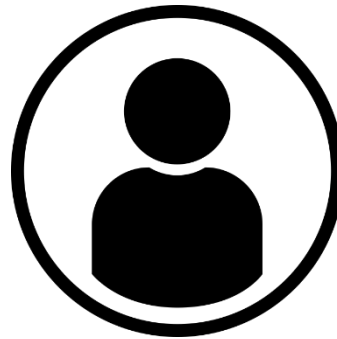
Do it the _____ Way
(insert your organization name here)



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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