

# Strategic Roadmap Update

Working Draft Introduction and  
Discussion

September 2013

# Overview

- Purpose of Strategic Roadmap
- Approach
- Importance of Engagement and Collaboration
- How We Created Working Draft Roadmap
  - What We Heard
  - Industry trends
- Working Draft Roadmap: Discussion and Feedback

# Purpose of Strategic Roadmap

- High-level directional guide to meet mission requirements in the future
- Define role in industry, with customers, within government in 2024
- Protect and improve execution of mission
- Anticipate and prepare for future
- Continue to add value to customers, DOE and industry

# Purpose of Strategic Roadmap

- Create vision that can tie together strategy, capital budgets, annual targets and initiatives



# Approach

- Currently mid process
- Three steps occurring in parallel:

- Collaboration, communication, analysis
- Customers, employees, DOE

- Western leadership workshops

- Tactical plans

# Progress So Far

- Collaboration and communication:
  - Customer and employee surveys and interviews
  - Webinar update Aug. 13
  - Informal discussions
  - Routine updates to DOE leadership
- Four Western leadership workshops
- Draft destinations and definitions
- Started high-level tactical plan

# Next Steps



**Collaboration and Communication**

# The Roadmap is Flexible

- The roadmap is a living document.
- It is flexible, forward looking and adaptable.
- There will be regular review of the roadmap.
- Engagement needed during roadmap review.

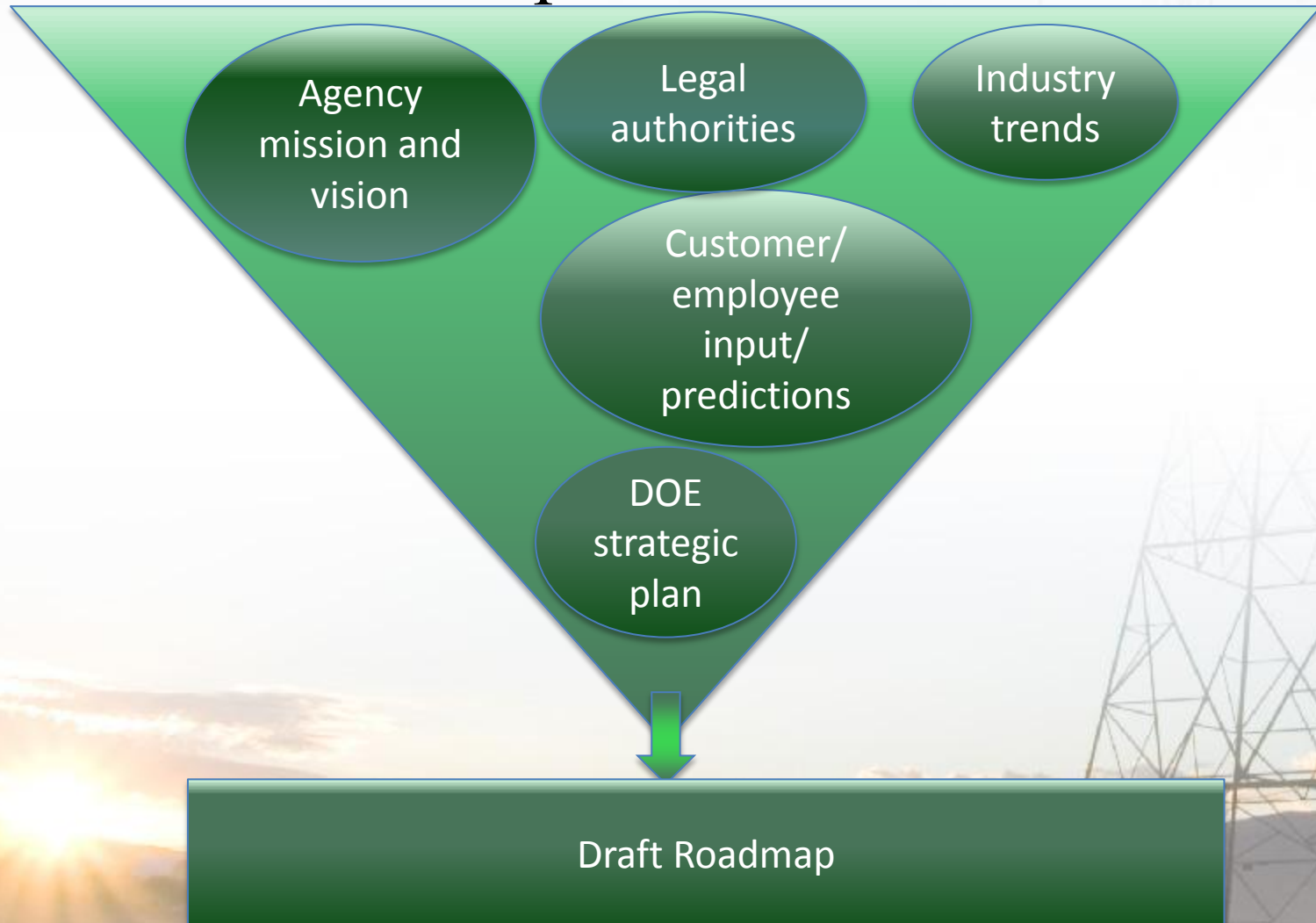


# Importance of Engagement and Collaboration

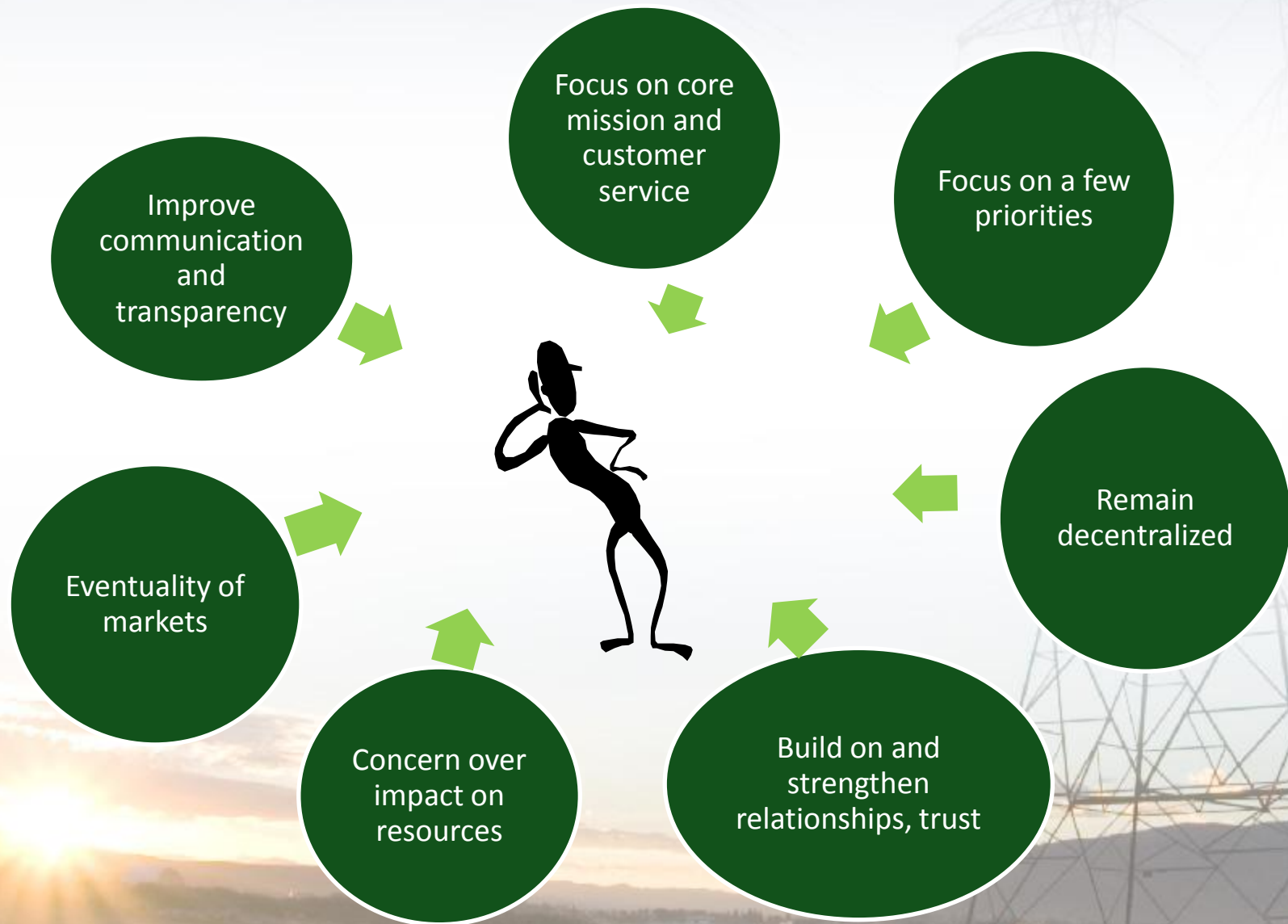
- Thank you for your input
- Active communication/collaboration is critical
- Helps us better define destinations
- Reach common understanding of path ahead
- Need your support

# How We Created a Draft Roadmap

Western's leadership considered:



# Customer and Employee Input: What We Heard



# Industry Trends

The background of the slide features a scenic landscape at sunset. The sun is low on the horizon, casting a warm glow over a range of mountains. In the foreground, several high-voltage power lines and their supporting towers are visible, extending from the right side towards the left. The sky is a mix of soft orange and pale blue.

- Eventuality of markets
- Decreased hydropower – a new normal?
- Increased variable energy resources
- Increased distributed generation
- More regulations
- New technology
- Increased need to invest in infrastructure

# Discussion and Feedback

## Working Draft roadmap

- Draft Destinations and Definitions
- Areas of Focus: FY 2014 Strategic Targets
- Tactical plans
- Open discussion and collaboration; opportunities for feedback

# Draft Destinations and Definitions



# Draft Destination 2024

## *Western: Powering the Energy Frontier*

To advance the Nation's economic security and stability as a premier provider of energy and transmission services to our customers by applying expert resources and building mutually beneficial partnerships.

# Intermediate Destinations

## 1. **Business and Organizational Excellence**

Integrating best business practices in business approaches and internal and external engagement while optimizing organizational capability and adaptability creates a strong foundation

## 2. **Beneficial Partnerships**

Sustaining and building productive relationships enhances trust, operational effectiveness and business opportunities

## 3. **Evolution of Market Services**

Evolving Western's services in a changing industry environment by utilizing proper cost allocation principles and maintaining operational excellence responds to the needs of a diverse customer base



# Aligning Mission, Roadmap, Strategic Targets

## Vision, Mission and Roadmap

**Purpose:** Establish long-term direction

*(10- to 20-year horizon)*

## Roadmap Destinations:

Prioritized objectives essential to achieving vision, etc.

*(8- to 12-year horizon)*

## Strategic Targets:

Action items that accomplish the Destinations.

*(2- to 5-year horizon)*

# Areas of Focus: FY 2014 Strategic Targets

- Asset Management
- Communication
- Energy Infrastructure
- Human Capital Management
- Partnership and Innovation
- Power and Transmission-related Services
- Safety and Security

# Tactical Plans

- How we achieve targets and destinations
- Still being created
- Fall under Strategic Targets
- Expect draft plans in early fall 2013

# Information and feedback

- For more information please visit:

<http://ww2.wapa.gov/sites/Western/about/Pages/Roadmap2024.aspx>

- To provide feedback or for more information, please contact Theresa Williams, Chief Strategy Officer at 720-962-7055 or email [strategicplanning@wapa.gov](mailto:strategicplanning@wapa.gov)