



# Southwestern Power Administration

## STRATEGIC PLAN

October 2020

### Administrator's Message – Vision 2020 Pathway to Excellence

*Having a clear vision of what you do, where you are going, what you believe in, how you will get there, and how you will treat others along the way is the key to success for any organization. I'm proud to say that Southwestern embraced this philosophy during its Vision 2020 Pathway to Excellence planning sessions. During these sessions, we identified our culture, strengths, and weaknesses. We recognized opportunities and challenges. We explored our internal and external environments, and we formulated core values, a vision, and a mission to strategically position ourselves and our partners as an integral part of the changing energy landscape.*

*Vision 2020 is only the beginning. Over the next year or so, we will formulate specific action plans to achieve excellence in our workforce and operations, explore long-term collaborative partnerships, and develop innovative products and services for the future. It will be a journey; but with clear vision and leadership, I have every confidence that Southwestern will succeed on its Pathway to Excellence.*

Sincerely,

Mike Wech  
Administrator

### Mission – What We Do



Optimally use Federal resources to safely and sustainably provide clean hydropower, transmission, and related services to benefit our customers, regional communities, and the Nation.

### Vision – Where We Are Going



Interconnecting our partners with the future of electricity.

### Core Values – What We Believe



**Safety** – Protect yourself and others, both physically and psychologically.

**Integrity** – Do what is right morally, ethically, and honestly, even when it is difficult.

**Courtesy** – Treat people with dignity, respect, and kindness.

**Collaboration** – Work together to achieve greatness.

**Commitment** – Dedicate yourself to the success of Southwestern and all employees.

**Courage** – Engage, embrace, and address change and challenges.

### Strategic Direction – How We Will Get There



**Workforce Excellence** – Strive to be fully staffed, with a team of highly-qualified, engaged professionals who are excited to work for Southwestern.

**Operational Excellence** – Execute efficiently, invest strategically, and improve continuously to control costs and increase value.

**Collaborative Partnerships** – Develop and sustain successful, long-term, internal, and external strategic relationships.

**Evolving Services** – Develop and provide services within an evolving energy landscape.

## Leadership Philosophy – How We Will Act



- Support Southwestern’s vision, mission, core values, and strategic plan through behavior and communication.
- Demonstrate patience, actively and respectfully listen, and work to understand what is being communicated before responding.
- Encourage, enable, and empower employees.
- Champion the investment of time and resources for training, development, and team building.
- Share information and be transparent.
- Look beyond day to day business and voice thoughts and concerns that continually move Southwestern toward excellence.

## Statutory Foundation – Why We Exist



The Flood Control Act of 1944 (58 Stat. 887, 890; 16 U.S.C.A. 825s) is Southwestern’s main authorizing legislation.

Through Section 5 of this Act and a series of Executive Orders and Departmental Orders, Southwestern’s Administrator is authorized to “transmit and dispose of... power and energy in such manner as to encourage the most widespread use thereof at the lowest possible rates to consumers consistent with sound business principles.”

Southwestern is also authorized to draw up rate schedules for such power and energy, with the goal of recovering, with interest, the investment of the American people.

By law, Southwestern’s power is marketed and delivered to not-for-profit municipal utilities and rural electric cooperatives. Southwestern has over one hundred such “preference” customers, and these entities ultimately serve over ten million end-use customers.

## Partners – Who We Work With



- Our Customers
- The Department of Energy
- The U.S. Army Corps of Engineers
- Federal and contract employees
- Congress and the American public
- The utility industry
- Water resource interest groups
- The Office of Management and Budget
- Other Federal and State agencies



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