### **NOTES**

#### Introduction

- <sup>1</sup>Richard Rudolph and Scott Ridley, *Power Struggle: The Hundred-Year War Over Electricity*, (Harper & Row, New York: 1986), xi.
- <sup>2</sup>U.S. General Accounting Office, Federal Power: The Role of the Power Marketing Administrations in a Restructured Electricity Industry, GAO-AIMD-97-110A, (Washington, D.C., June 24, 1999), 5.
- <sup>3</sup> U.S. Department of Energy, Western Area Power Administration, *1982 Annual Report*, (1983), 3.
- <sup>4</sup>U.S. Department of Energy. Energy Information Agency, "100 Largest Utilities—Net General," 1999.
- <sup>5</sup>Consumer-owned utilities refer to state and Federal entities, Native American tribes, rural electric cooperatives and non-profits financed by the Rural Utilities Service.
- <sup>6</sup> Rudolph and Ridley, 24, 26.
- 7 Rudolph and Ridley, 28.
- <sup>8</sup> Rudolph and Ridley, 27-28; Neil Baldwin, *Edison: Inventing the Century*, (Hyperion Books: New York, 1995), 138.
- <sup>9</sup> Gus Norwood, Gift of the Rivers: Power for the People of the Southeast, A History of the Southeastern Power Administration, (U.S. Government Printing Office, Washington, D.C.: 1990), 10-16.
- <sup>10</sup> Rudolph and Ridley, 60-72.
- "U.S. Department of the Interior, Bureau of Reclamation, Record Group 115, *General Correspondence File*, 1930-1945, "Address by Harold L. Ickes, Secretary of the Interior Before the Chamber of Commerce at Spokane, Wash.," 1941.
- 12 "Address by Harold L. Ickes, Secretary of the Interior Before the Chamber of Commerce at Spokane, Wash., 1941.
- <sup>13</sup> Lee C. White, The Public's First Right to Federally Generated Power: An Analysis of the Preference Clause, (American Public Power Association, Washington, D.C.: July 1985), 9.
- <sup>14</sup> In 1911, the authorizing language of New Mexico's Rio Grande Project amended the repayment period from 10 to 50 years for that project only.
- U.S. Department of Energy, Western Area Power Administration, 1979 Annual Report (1980), 18.
- <sup>16</sup> U.S. Department of the Interior, Bureau of Reclamation, RG 115, General Correspondence File, 1962-1967, Acting Director — Bureau of Reclamation to Commissioner Floyd Dominy, August 28,1962.
- <sup>17</sup> Interview with Clark Rose. Conducted on Sept. 25, 2000 by Robert Autobee in Lakewood, Colorado, as part of Western's oral history program.
- <sup>18</sup> George Wharton James, Reclaiming the Arid West: The Story of the United States Reclamation Service, (New York, Dodd, Mead and Company: 1917), 154.
- <sup>19</sup> Michael C. Robinson, Water for the West: The Bureau of Reclamation: 1902-1977, (Public Works Historical Society, Chicago: 1978), 27-30.

- <sup>20</sup> Robinson, Water for the West, 27-30.
- <sup>21</sup> Robinson, Water for the West, 27-30.
- <sup>22</sup> Hydroelectric Power Development on the Projects," New Reclamation Era, July 1926, 120.
- <sup>23</sup> United States, Department of the Interior, Bureau of Reclamation, RG 115, General Correspondence Files, 1930-1945, Commission of Reclamation Elwood Mead to Secretary of Interior James R. Garfield, Oct. 22, 1930.
- <sup>24</sup> U.S. Department of the Interior, Bureau of Reclamation, RG 115, *General Correspondence Files*, 1930-1945, Commissioner John C. Page to the Secretary of the Interior Harold Ickes, July 13, 1936.
- <sup>25</sup> William E. Warne, "Hydroelectric Power Energy for the West," in *Reclamation Era*, Summer 1977, 40.
- <sup>26</sup> U.S. Department of the Interior, Bureau of Reclamation, RG 115, "Marketing and Transmission of Hydroelectric Power in the Missouri River Basin,' presented by George A. Lewis, May 14, 1962 in Omaha, Nebraska. Located in the National Archives, Rocky Mountain Branch, Lakewood, Colo.
- <sup>27</sup> Interview with Harvey Hunkins, Oct. 12, 2000. Conducted by Robert Autobee in Lakewood, Colo., as part of Western's oral history program.
- <sup>28</sup> U.S. Department of the Interior, Bureau of Reclamation, A Study of Future Power Transmission For the West, (Washington, D.C.: 1952), 1.
- <sup>29</sup> Interview with Peter Ungerman, Sept. 27, 2000. Conducted by Robert Autobee in Loveland, Colo., as part of Western's oral history program.
- 30 Interview with Lloyd Greiner, Oct. 25, 2000. Conducted by Robert Autobee in Westminster, Colo., as part of Western's oral history program.

- <sup>1</sup> Jimmy Carter, *Keeping Faith: Memoirs of a President*, (Bantam Books: New York, 1982), 91.
- <sup>2</sup> Steven K. Sklar, "Political Obstacles to Energy Self-Sufficiency: Facility Siting Procedures" in *The Maryland Law Forum*, (Vol. VI, No. 4, 1976), 455.
- <sup>3</sup> Sklar, "Political Obstacles," 455.
- <sup>4</sup> Western Area Power Administration, Closed Circuit, February 1980, 4.
- <sup>5</sup> Carter, Keeping Faith, 94.
- <sup>6</sup> Carter, Keeping Faith, 101, 103.
- <sup>7</sup> Interview with John DiNucci. Conducted by author on Sept. 26, 2000 in Lakewood, Colo.
- Interview with Keith Higginson. Telephone interview conducted by Robert Autobee on October 10, 2000 in Lakewood, Colorado, as part of Western's oral history program.
- <sup>9</sup> Western Area Power Administration, *Closed Circuit*, December 1987, 12.
- <sup>10</sup> U.S. Senate, Congressional Record Senate, May 18, 1977, p. 15306.

- <sup>11</sup> Congressional Record Senate, May 18, 1977, p. 15312.
- <sup>12</sup> U.S. Senate, Legislative History of P.L. 95-91, Department of Energy Organization Act, (U.S. Government Printing Office, Washington, D.C.: 1977), 854, 883. The last sentence of Section 302 (a) is also known as the McGovern Amendment. That sentence reads: "Neither the transfer of functions...nor changes in cost allocation or project evaluation standards...shall authorize the reallocation of joint costs... unless and to the extent that such change is hereafter approved by Congress."
- <sup>13</sup> U.S. Senate, Legislative History, 854-883.
- <sup>14</sup> U.S. Department of Energy, Western Area Power Administration, File: Staffing — WAPA, 1977-1981, Assistant Secretary George McIssac to Under Secretary Dale D. Myers, February 14, 1978; Robert McPhail, "Western Area Power Administration: The Beginning of a Fine Federal Agency," (unpublished document, c. 1987), 3.
- <sup>15</sup> Closed Circuit, December 1987, 1.
- <sup>16</sup> U.S. Department of Energy, Western Area Power Administration, File: Staffing — WAPA, 1977-1981, Thomas L. Weaver to BOR Task Force, Oct. 27, 1977.
- <sup>17</sup> U.S. Department of Energy, *Organization and Functions Fact Book*, (September 1977).
- <sup>18</sup> Interview with Robert McPhail. Conducted by author on telephone on Sept. 22, 2000.
- <sup>19</sup> U.S. Department Energy, Western Area Power Administration, File: Staffing — WAPA, 1977-1981, Administrator McPhail to George S. McIssac, Assistant Secretary of Resource Applications, Dec. 14, 1978.
- <sup>20</sup> Interview with Robert McPhail, Sept. 22, 2000; Interview with Thomas Weaver, Aug. 23, 2000; Interview with John DiNucci, Sept. 26, 2000.
- Western Area Power Administration, unpublished document stamped: "Unofficial preliminary draft for administrative purposes only," circa 1977. Document located in file marked "Western's 10th Anniversary" in Western's Corporate Services Office in Lakewood, Colo.
- <sup>22</sup> Interview with Thomas Weaver. Aug. 23, 2000.
- <sup>23</sup> Western Area Power Administration, "Unofficial preliminary draft for administrative purposes only;" U.S. Department of Energy, memo from Acting Assistant Secretary for Resource Applications George McIsaac to the Secretary of Interior Cecil Andrus, December 1977. Located in the Administrator's Office, Western Area Power Administration, Lakewood, CO; Interview with Robert McPhail.
- <sup>24</sup> U.S. Department of Energy, Western Area Power Administration, *File: WAPA Task Force Study, 1977-1978*, GSA Acting Administrator Paul E. Goulding to Deputy Secretary of Energy John F. O'Leary, Nov. 24, 1978. Located in Western's Archives, Lakewood, Colo.
- <sup>25</sup> U.S. Department of Energy, Western Area Power Administration, File: *WAPA Task Force Study, 1977-78*, draft memo to Joel W. Solomon, August 14, 1978; Goulding to O'Leary, November 24, 1978, Located in WAPA Archives.

- <sup>26</sup> McPhail, "Western Area Power Administration: The Beginnings of a Fine Federal Agency," 5.
- <sup>27</sup> Western Area Power Administration, *Closed Circuit*, Dec.5, 1997, 16.
- <sup>28</sup> Interview with Clark Rose, September 25, 2000; *Closed Circuit*, December 1987, 13.
- <sup>29</sup> Western Area Power Administration, "Operation and Maintenance Seminar: April 30- May 2, 1979", 71-72. Western held the seminar in Estes Park, Colo.
- $^{30}\,^{\prime\prime}$  Operation and Maintenance Seminar: April 30- May 2, 1979," 141.
- 31 U.S. House of Representatives, "Statement of Fred G, Simonton, Executive Director, Mid-West Electric Consumers Association, submitted to Subcommittee on Water and Power Resources, House Interior and Insular Affairs Committee," March 15, 1979.
- 32 Ibid., 73.
- 33 Western, 1978 Annual Report, 21.
- 34 U.S. Department of Energy, Western Area Power Administration, File: Western Area Power Administration Task Force Study, 1977-1978, Robert McPhail, Western Administrator to George McIsaac, Assistant Secretary, Resource Applications -DOE, February 3, 1978. Located in the Western Area Power Administration Archives, Lakewood, Colo.
- 35 U.S. Department of Energy, Western Area Power Administration, *File: WAPA-wide-organization study 1979*, Administrator McPhail to Harry L. Peebles, Dec. 15, 1978; U.S. Department of Energy, Western Area Power Administration, *File 1100 — Organization 1977-1978*, McPhail to Water and Power Resource Services Commissioner Higginson and DOE Assistant Secretary for Resource Applications McIsaac, April 29, 1980.
- <sup>36</sup> U.S. Department of the Interior, Bureau of Reclamation, RG 115, General Correspondence File, Western Administrator Robert McPhail to Commissioner Higginson, February 18, 1979; N.W. Plummer to Commissioner R. Keith Higginson, March 22, 1979.
- <sup>37</sup> Closed Circuit, June 1980, 2.
- <sup>38</sup> Interview with R. Keith Higginson, October 10, 2000. Telephone interview conducted by Robert Autobee, as part of Western's oral history program.
- <sup>39</sup> U.S. Senate, Subcommittee on Energy Production and Supply Committee on Energy and Natural Resources, Statement of Fred G. Simonton, Executive Director, Mid-West Electric Consumers Association, April 14, 1978.
- Interview with Lloyd Greiner, October 26, 2000. Interview conducted by Robert Autobee in Westminster, Colorado, as part of Western's oral history program.

- <sup>41</sup> The case that changed Reclamation's policy was Northern California Power Agency, et. al. v. Morton (District of Columbia District Court, 1975). The District Court stated that due process required Reclamation to permit its customers to question the basis for rate changes and to provide meaningful comments on the proposed rates before they go into effect. The court also said that Reclamation had to develop some procedures allowing for public input in its rate process.
- <sup>42</sup> Closed Circuit, December 1980, 23.
- <sup>43</sup> Closed Circuit, December 1980, 22.
- 44 Ibid.
- <sup>45</sup> Closed Circuit, December 1980, 22-23.
- 46 U.S. Department of Energy, Western Area Power Administration, "DOE Information Press Release: Power Rate Adjustment Proposed for the CRSP," April 3, 1979.
- 47 Closed Circuit, April 1980, 1.
- 48 Closed Circuit, August 1980, 4-5.
- <sup>49</sup> Closed Circuit, April 1980, 30.
- 50 U.S. Department of Energy, Western Area Power Administration, "Department of Energy Information Press Release: Settlement Reached in Landmark Case," June 12, 1980; Closed Circuit, April 1980, 1.
- 51 Closed Circuit, August 1980, 18.
- <sup>52</sup> U.S. Department of Energy, Western Area Power Administration, 1978 Annual Report, 2, 25 and 26; Interview with Al Peschong. Interview conducted by Robert Autobee on October 3, 2000 in Lakewood, Colo., as part of Western's oral history program.
- <sup>53</sup> Interview with Robert Zeeck. Telephone interview conducted on September 25, 2000 by Robert Autobee as part of Western's oral history program.
- 54 Closed Circuit, August 1980, 10-1; August 1981, 22; U.S. Department of Energy, Western Area Power Administration, 1982 Annual Report, 51.
- 55 Closed Circuit, June 1982, 11.
- <sup>56</sup> Closed Circuit, August 1980, 12.
- <sup>57</sup> Closed Circuit, August 1980, 1.
- <sup>58</sup> Western Area Power Administration, *1979 Annual Report*, 24; August 1980, 1.
- Solution 2015 Department of Energy, Western Area Power Administration, "The Western Area Power Administration's Conservation and Renewable Energy Program Western Interstate Energy Board Electric Power Workshop, Portland, Oregon, May 3, 1983." Address delivered by Joe D. Hall, Western's assistant administrator for power management and O&M. File: Conferences and Committees—General Correspondence, 1978-1987. Located in the Western Area Power Administration Archives in Lakewood, Colorado; Western Area Power Administration, 1980 Annual Report, 12-13.
- <sup>60</sup> U.S. Department of Energy, Western Area Power Administration, 1981 Annual Report (1982), 4.
- <sup>61</sup> Interview with Clark Rose, September 25, 2000.

- <sup>1</sup> U.S. Department of the Interior, Bureau of Reclamation, *A Study of Future Power Transmission for the West*, (Washington, D.C.: 1952), 2-3.
- <sup>2</sup> U.S. Department of Commerce, Bureau of the Census, U.S. Census *2000 Web Page*, [http://www.census.gov/Press-Release/www/2000/cb00cn.64.html] Accessed Jan. 25, 2001.
- <sup>3</sup> U.S. Department of Energy, Western Area Power Administration, 1978 Annual Report (1979), 14; U.S. Department of Energy, Western Area Power Administration, 2001 Annual Report (2002), 5.
- <sup>4</sup>Western Area Power Administration, EPTC: *Introduction to Power Operations for Non-Technical Staff*, (Golden, CO.: 2000), sec. 1, p. 2.
- <sup>5</sup> American Public Power Association, *Electricity Utility Basics:* How Electricity is Made, Who Delivers It and the Changing Electric Utility Industry, (Washington, D.C.: 1999), 15.
- <sup>6</sup> U.S. Department of Energy, Western Area Power Administration, *Harnessing Hydropower: The Earth's Natural Resource*, (Lakewood, CO.: 1999), 2-3.
- <sup>7</sup> U.S. Department of Energy, Western Area Power Administration, *Hydropower: Harnessing Water*, (Golden, CO.: 1994), 3.
- <sup>8</sup> Marc J. Seifer, Nikola Tesla: *The Man Who Harnessed Niagara Falls*, (MetaScience Publications, Kingston, Rhode Island: 1991). 3-4.
- <sup>9</sup> APPA, Electricity Utility Basics, 6.
- 10 Western, 2001 Annual Report, 3.
- II IEEE Power Engineering Society, "Electrical Effects of AC Power Transmission Lines," (February 1983), 3.
- <sup>12</sup> "Western Has Line on Power Dispatching," in *Closed Circuit*, (October 1980), 8.
- <sup>13</sup> Washington Star, 19 August 1934, p. 8.
- <sup>14</sup> Interview with Harvey Hunkins, Oct. 12, 2000. Interview conducted by Robert Autobee in Lakewood, Colo., as part of Western's oral history project.
- <sup>15</sup> Interview with Peter Ungerman, Sept. 27, 2000. Interview conducted by Robert Autobee in Loveland, Colo., as part of Western's oral history project.
- <sup>16</sup> Interview with Clark Rose, Sept. 25, 2000. Interview conducted by Robert Autobee in Lakewood, Colorado, as part of Western's oral history project.
- <sup>17</sup> Interview with Lloyd Greiner, Oct. 25, 2000. Interview conducted by Robert Autobee in Lakewood, Colorado, as part of Western's oral history project.
- <sup>18</sup> Hunkins interview; Interview with Tom Weaver, Nov. 22, 2000. Interview conducted by Robert Autobee in Lakewood, Colorado, as part of Western's oral history project; Mid-West Electric Consumers Association, "Minutes of Meeting to Discuss Study 190." Meeting held in Denver, Colo., on January 6, 1969. (Document courtesy of Harvey Hunkins.)

- <sup>19</sup> Interview with AI Peschong, October 3, 2000. Interview conducted by Robert Autobee in Lakewood, Colorado, as part of Western's oral history project.
- <sup>20</sup> Interview with Rose.
- 21 Interview with Rose.
- 22 Interview with Peschong.
- <sup>23</sup> U.S. Department of Energy, Western Area Power Administration, Key Issues and Upcoming Decisions, section: "Western's Aging Transmission System," (April 23, 1990).
- <sup>24</sup> Interview with Al Peschong, October 3, 2000.
- <sup>25</sup> U.S. Department of Energy, Western Area Power Administration, Administrator's Briefing Book — Fiscal Year 1999, (Golden, CO.: 1998), 50.
- <sup>26</sup> "Completion of Sterling-Holyoke Line A First for WAPA," in *Closed Circuit*, (April 1982), 4.
- 27 Interview with Ungerman.
- <sup>28</sup> "Ungerman Energetic on LFCAO," in *Closed Circuit*, (June 1982), 7.
- <sup>29</sup> U.S. Department of Energy, Western Area Power Administration, *1984 Annual Report*, (1985), 64.
- Western Administrator William Clagett to Senator Timothy Wirth, October 30, 1989. Letter in file: "Bears Ears Substation — Miscellaneous Correspondence, 10/89." File in Western Area Power Administration archives, Lakewood, CO.
- <sup>31</sup> "Bears Ears Energized," in *Closed Circuit*, March 9, 1990, 3.
- <sup>32</sup> "Sidney Converter Station to be Built," in *Closed Circuit*, (August 1984), 2.
- 33 "Converter Stations Link to Power Stations," in Closed Circuit, (June 1985), 1.
- 34 Interview with Weaver.
- 35 "Area Managers Note Progress, Review Accomplishments, Look Ahead," in Closed Circuit, December 1984, 4.
- 36 "Converter Station Links East/West Power Grid," in Closed Circuit, September 7, 1990, 10.
- <sup>37</sup> U.S. Department of Energy, Western Area Power Administration, "Facts About the Miles City Converter Station," press release, (undated); Western Area Power Administration "Miles City DC Tie: Motivation and Purpose." Paper presented by Lloyd Greiner, director, division of system engineering, Western Area Power Administration, before the Minnesota Power Conference, (November 1983), 7-11.
- 38 Western, "Facts About the Miles City Converter Station."
- 39 "Sidney Station Goes Commercial," in Closed Circuit, (July 6, 1988), 1;"Virginia Smith Thanks Westerners 'For all You Do,'" in Closed Circuit, (September 21, 1990), 5.
- National Academy of Engineering, National Academy of Engineering web page: "Greatest Engineering Achievements of the 20th Century, (Washington, D.C.), [http://www.greatestachievements.org/greatachievements/ga\_1\_3p.html]. Accessed on January 9, 2001.

- U.S. Department of Energy, Western Area Power Administration, Key Issues and Upcoming Decisions, section: "Phase Shifting Transformers," (April 23, 1990).
- 42 "PSTs to Alleviate Loopflow, Enhance Reliability," in Closed Circuit, (November 1986), 1.
- <sup>43</sup> Ibid; William H. Clagett, "Keynote Address: The Utilities Telecommunications Council." Delivered in Phoenix, Ariz., June 23, 1992." Located in file: "Historical Administrators' Speeches, 1978-1994," in Corporate Services Office, Lakewood, Colo.
- <sup>44</sup> U.S. Department of Energy, Western Area Power Administration, *1991 Annual Report*, (1992), 13.
- 45 "Kayenta Project Formally Dedicated at Montrose," in Closed Circuit, October 16, 1992, 1.
- 46 "Kayenta Project Formally Dedicated at Montrose," 6.
- <sup>47</sup> U.S. Department of Energy, Western Area Power Administration, *Completing the Intertie, Vol. 2*, (Golden, CO: January 1985), sec. 2, pp. 1-2.
- 48 Completing the Intertie, Vol. 2, sec. 2, pp. 1-7.
- U.S. Department of Energy, Western Area Power Administration, Completing the Interitie, Vol. 1, (Golden, CO.: January 1985), 6.
- 50 The Transmission Agency of Northern California, "California-Oregon Transmission Project: Interregional Transmission Line Now in Operation: Media Release," (March 16, 1993), 2.
- 51 TANC, "California-Oregon Transmission Project: Interregional Transmission Line Now in Operation," 2-4.
- <sup>52</sup> U.S. Department of Energy, Western Area Power Administration, "Report on Alignment of the Harold T. (Bizz) Johnson California-Pacific Northwest Intertie in Costa Costa County, California," (January 1991), 2-3. (Prepared by Western in conjunction with intertie project participants).
- 53 Interview with Ron Greenhalgh, Dec. 13, 2000. Interview conducted by Robert Autobee in Denver, Colo., as part of Western's oral history project.
- <sup>54</sup> Interview with Bobby Bond, Oct. 17, 2000. Telephone interview conducted by Robert Autobee, as part of Western's oral history project; *Key Issues and Upcoming Decisions*, section: "California-Oregon Transmission Project," (April 23, 1990).
- 55 Interview with Dave Coleman, Sept. 18, 2000. Telephone interview conducted by Robert Autobee as part of Western's oral history project.
- <sup>56</sup> "Looking Back on Western's '90" in *Closed Circuit*, Jan. 4, 1991, 4.
- \*\*Transformer Deliveries Signify COTP Halfway Point," in Closed Circuit, June 26, 1992, 1.
- \*\* "Team Investigates COTP Accident," in Closed Circuit, April 3, 1992, 2; "Contractor Pilot Killed in COTP Construction Crash," in Closed Circuit, Sept. 4, 1992, 1.
- <sup>59</sup> Interview with Al Peschong, October 3, 2000.

- <sup>60</sup> U.S. Department of Energy, Western Area Power Administration, 1995 Annual Report: Statistical Appendix, (1996) 101.
- <sup>61</sup> U.S. Department of Energy, Western Area Power Administration, 1992 Annual Report, (1993), 8; U.S. Department of Energy, Western Area Power Administration, 1994 Annual Report, (1995) 8.
- <sup>62</sup> Western Area Power Administration, Administrator's Briefing Book, 49.
- <sup>63</sup> "Ceremony Kicks Off Dispatcher Intern Program," in *Closed Circuit*, October 1980, 8.
- 64 "Western Begins its 5th Year in EPRI Partnership," in Closed Circuit, Feb. 15, 1991, 6-7.
- 65 "Where Theory and Practice Merge," in Closed Circuit, August 1980, 20-21.
- 66 Interview with Dennis Schurman, Dec. 28, 2000. Interview conducted by Robert Autobee in Golden, Colo., as part of Western's oral history project.
- <sup>67</sup> Interview with Peschong, Oct. 3, 2000.
- U.S. Department of Energy, Western Area Power Administration, Administrator's Issue Papers — FY1999, (Lakewood, CO.: 1999), 77-80.
- 69 Interview with Greiner.

- <sup>1</sup> Western Area Power Administration, "Minutes: Meeting with Power Customers of the Bureau of Reclamation @ Denver, Colorado August 18, 1977." File: 1100, Organization of Department of Energy, 1977-1978." Located in Western Area Power Administration archives, Lakewood, Colo.
- <sup>2</sup> Western Area Power Administration, "Delegation of Authority: (Western Area Power Administration & Area Offices); Billings Area Office," (October 25, 1977). File marked "1100-Organization Billings Area Office General Correspondence, 1977-1979." Located in Western Area Power Administration archives. Lakewood. Colo.
- <sup>3</sup> "Delegation of Authority: (Western Area Power Administration & Area Offices); Billings Area Office."
- <sup>4</sup> Western Area Power Administration, Acting Area Manager Conrad Miller to Acting Administrator Robert McPhail, Jan. 26, 1978. File: 3000 - "WAPA Documents, 1977-78." Located in Western Area Power Administration archives, Lakewood, Colo.
- <sup>5</sup> U.S. Department of Energy, Western Area Power Administration, *1978 Annual Report*, (1979), 48-49.
- <sup>6</sup> "WAPA Opens Denver Headquarters," in *Mid-West Electric* Consumers Association News, (spring 1978), p. 1.
- <sup>7</sup> Interview with Bill Clagett, October 24, 2000. Interview conducted by Robert Autobee in Lakewood, Colo., as part of Western's oral history program.
- 8 Interview with Clagett.
- <sup>9</sup> Interview with Peter Ungerman, Sept. 28, 2000. Interview conducted by Robert Autobee in Loveland, Colo., as part of Western's oral history program.

- <sup>10</sup> Interview with Clagett.
- 11 Interview with Clagett.
- 12 Interview with Clagett.
- <sup>13</sup> Department of Energy, Western Area Power Administration, *1995 Annual Report*, (1996), 63.
- <sup>14</sup> "Information Services reorganization," in *Closed Circuit*, (April 14, 2000), 7.
- 15 "Org codes change with merger," in Closed Circuit, (Jan. 12, 2001), 11.
- <sup>6</sup> Loveland Reporter-Herald, 12 February 1986, 10.
- <sup>17</sup> Western, 1995 Annual Report: Statistical Appendix, (1996), 89.
- <sup>18</sup> U.S. Department of Energy, Western Area Power Administration, Statistical Appendix to the 2001 Annual Report (2002), 80-84.
- <sup>19</sup> U.S. Department of Energy, Western Area Power Administration, *2001 Statistical Appendix*, 88.
- <sup>20</sup> "Ungerman Energetic on LFCAO," in *Closed Circuit*, (June 1982), 7.
- <sup>21</sup> Loveland Reporter-Herald, February 12, 1986, 10.
- <sup>22</sup> U.S. Department of Energy, Western Area Power Administration, 1987 Annual Report, (1988), 15.
- <sup>22</sup> U.S. Department of Energy, Western Area Power Administration, *1994 Annual Report*, (1995), 13.
- <sup>24</sup> U.S. Department of Energy, Western Area Power Administration, *1997 Annual Report*, (1998), 9.
- <sup>25</sup> Interview with Dan Payton, March 12, 2001. Telephone interview conducted by Robert Autobee as part of Western's oral history project.
- <sup>26</sup> Western, 1997 Annual Report, 21.
- <sup>27</sup> Western, 2001 Statistical Appendix, 68-70.
- <sup>28</sup> U.S. Department of Interior, Bureau of Reclamation, Central Valley Project: Its Historical Background and Economic Impacts, (Sacramento: July 1981), 2-5.
- <sup>29</sup> Interview with Dave Coleman, Sept. 18, 2000. Telephone interview conducted by Robert Autobee as part of Western's oral history project.
- 30 Interview with Coleman.
- <sup>31</sup> Interview with Coleman.
- <sup>32</sup> David G. Coleman to Rep. George Miller, March 15, 1988. Letter located in File: "Central Valley Project (CVP)," in Western's Corporate Communications Office, Lakewood, CO.
- 33 Western, 1987 Annual Report, 16-17.
- 34 Western, 1994 Annual Report, 16.
- 35 San Diego Union Leader, June 17, 2001, via the Internet (http://www.signonsandiego.com/news/reports/power/2 0010617-9999.1n17power.html)

- <sup>36</sup> California ISO, "News Release: Cal-ISO Opens California Power Grid to Competition," March 31, 1998. [http://www.caiso.com/pubinfo/] Accessed February 27, 2001.
- <sup>37</sup> Western Area Power Administration, *Administrator's Issue Papers* — *FY1998*, section: Independent System Operator.
- <sup>38</sup> "Energy Secretary supports vote to lower California electricity prices," Closed Circuit Aug. 18, 2000, 1.
- 39 "Western and friends keep the lights on in California," Closed Circuit, Oct. 27, 2000, 6-7.
- 40 Western, 2001 Statistical Appendix, 113.
- Harold R. Lee, "Comprehensive Discussion of Power Utilization Program of Region 7," Presentation before Regional Staff Meeting, U.S. Department of the Interior, Bureau of Reclamation, Denver, Colorado, February 5, 1951.
- <sup>42</sup> Missouri Basin States Association, Conference Proceedings the Pick-Sloan Missouri Basin Plan, (Des Moines: 1983), viiiix; "Minutes of City Council Meeting, Billings, Montana," November 10, 1977. File marked "Organization Billings Area Office, General Correspondence 1977-1979," Located in Western Area Power Administration archives, Lakewood, CO.
- 43 *Life* magazine, Nov. 23, 1936.
- Interview with Edward Weinberg, November 23, 1994. Interview conducted by Brit Storey, Bureau of Reclamation Oral History Program, Washington, D.C.
- 45 Interview with Weinberg.
- <sup>46</sup> Mark J. Sisinyak, "Description of the Original Pick-Sloan Missouri Basin Plan Accomplishments to Date and Remaining Projects and Programs," in Conference Proceedings: The Pick-Sloan Missouri Basin Plan, 35.
- <sup>47</sup> Interview with Jim Davies, Feb. 13, 2001. Interview conducted by telephone with author from Billings, Mont.
- 48 Western, 2001 Statistical Appendix, 117.
- 49 Western, 2001 Statistical Appendix, 117
- Interview with Lloyd Greiner, October 25, 2000. Interview conducted by Robert Autobee in Westminster, Colo., as part of Western's oral history program.
- <sup>51</sup> U.S. Department of Energy, Western Area Power Administration, *1978 Annual Report*, 2, 25 and 26; Interview with Al Peschong. Interview conducted by Robert Autobee on October 3, 2000 in Lakewood, Colo., as part of Western's oral history project.
- <sup>52</sup> Robert McPhail, "Remarks before the 21st Annual Meting and Preference Customer Conference of Mid-West Electric Consumers Association, Inc." Presented on Dec. 6, 1978 in Denver, Colo.
- 53 MBSG Joint Transmission System "A Discussion Paper for the MBSG Joint Transmission System Subcommittee," (Ken Holum and Associates: January 1974), 4-5. File marked "Joint Transmission System," located Western's Corporate Communications Office, Lakewood, Colo.

- 54 "The Joint Transmission System: One For All," in Closed Circuit, (June 1982), 12.
- 55 Administrator's Report, Western Area Power Administration, Sept. 30, 1999.
- 56 2001 Statistical Appendix, 118; Basin Today, "History of the Integrated System," 108.
- <sup>57</sup> "Tribes and Western Build Relationship in UGP," in *Closed Circuit*, (January 26, 2001), 1.
- Nick Ehli, "Pilot's Error, Mini-Tornadoes Probably Had Role In Tragedy," in Billings Gazette, December 19, 1993, p. 1-E.
- 59 Billings Gazette, 19 December 1993, p.1; Interview with Davies.
- 60 "Employees Unite in Aftermath of Tragedy," Closed Circuit January 15, 1993. Western Area Power Administration, 1998 Annual Report: Statistical Appendix, 58-59.
- 61 Western, 2001 Statistical Appendix, 96-100.
- 62 Western, 2001 Statistical Appendix, 61-62, 99, 174.
- <sup>63</sup> Interview with Thomas Hine, Oct. 16, 2000. Telephone interview conducted by Robert Autobee as part of Western's oral history project.
- 64 Interview with Mike Testa, Feb. 15, 2001. Telephone interview conducted by Robert Autobee as part of Western's oral history project.
- 65 2001 Statistical Appendix, 139, 146, 177, 184.
- 66 Interview with Leroy Michael, April 10, 2001. Telephone interview conducted by Robert Autobee as part of Western's oral history project.
- 67 2001 Statistical Appendix, 161.
- 68 2001 Statistical Appendix, 144.
- <sup>69</sup> "Coleman and Gabiola Awarded for Exceptional Work," in Closed Circuit, (April 1982), 3.
- 70 Interview with Greiner.
- 71 Interview with Greiner.
- 72 Interview with Greiner.
- 73 Interview with Greiner.
- 74 "Greiner Reflects on Successes at Western," Closed Circuit, Sept. 8, 1995, 10.
- 75 Western, 1986 Annual Report, (1987), 6.
- 76 Western, 1986 Annual Report, (1987), 6.
- 77 United States District Court, District of Utah Central Division, Civil Action 86-C-1000 G, Salt Lake City, et. al v. Western Area Power Administration, (Judgment), April 14, 1988; Western Area Power Administration, Michael Hacskaylo "Secretary's Weekly Report," October 2, 1989. Report located in Western's Corporate Communications Office, Lakewood, Colo.
- <sup>78</sup> Personal communication with Susan Earley.
- <sup>79</sup> U.S. Department of Energy, Western Area Power Administration, 1989 Annual Report, (1990), 10.
- 80 "DeGuire Roots Run Deep," in Closed Circuit, (April 1982), 8.

- 81 "Training Center for Electrical Craftspeople Opens," in Montrose Daily Press, 10 July 1993, p. 1.
- Stacie Oulton, "Montrose Official: Community is being Sacrificed," Montrose Daily Sentinel, 15 August 1995, p. 1.
- 83 Ellen Miller, "Montrose Facing Double Whammy," The Denver Post, 22 May 1995, p. 1-B.
- <sup>84</sup> Western Area Power Administration, Administrator's Briefing Book — Fiscal Year 1999, 42-43.
- 85 Reclamation Project Act of 1939, 43 USC 485h(c).
- Reclamation Project Act of 1939, 43 USC 485h(c); Department of Energy Delegation Order No. 00-370.00 (Dec. 6, 2001).
- 87 Boulder Canyon Project Act of 1928, 43 USC 617.
- 88 43 USC Part 619.
- 89 50 FR 47830 (Nov. 20, 1985).
- 90 42 USC 7275.
- 91 43 FR 5559.
- 92 44 FR 15528 (March 14, 1979).
- 93 45 FR 71860 (Oct. 30, 1980).
- 94 56 FR 16093 (April 19, 1991).
- 95 10 CFR Part 905.
- 96 64 FR 34433 (June 25, 1999).
- 97 64 FR 34417. (June 25, 1999).
- 98 64 FR 34414 (June 25, 1999).
- 99 65 FR 45976 (July 26, 2000).
- 100 67 FR 1341 (Jan. 10, 2002).
- 101 67 FR 5113 (Feb. 4, 2002).
- 102 67 FR 51590 (Aug. 8, 2002).
- <sup>103</sup> Interview with Jim Davies, Feb.s 13, 2001.
- <sup>104</sup> "Area Operations Feel the Short Fall," in *Closed Circuit*, (Jan. 25, 1993), 7-10.
- <sup>105</sup> "Area Operations Feel the Short Fall," 9.
- <sup>106</sup> Interview with Jim Davies, February 13, 2001.
- <sup>107</sup> Western Area Power Administration, Administrator's Issue Papers FY 1997, (Golden, CO.: 1997), 51.
- <sup>108</sup> Interview with J.M. Shafer, April 17, 2001. Telephone interview conducted Bob Autobee as part of Western's oral history project.
- <sup>109</sup> Western Area Power Administration, *Transformation Bulletin*, No.2, Feb. 27, 1995, 2.
- Western Area Power Administration, "Final 'Will Be' Organization," Oct. 17, 1995; "Transformation Staffing to be Reached June 2," in Closed Circuit, (May 29, 1998), 1; Western Administrator J.M. Shafer to the Secretary of Energy, Jan. 26, 1996. File: "Records Crosswalk Project Records @ Western Reorganization 2/96 Charts and Lists. Located in Western Area Power Administration archives, Lakewood, Colo; Western Area Power Administration, Administrator's Issue Papers FY1997, 53.

- Western Area Power Administration, *Transformation Bulletin*, No. 21, Oct. 30, 1995.
- <sup>112</sup> Interview with J.M. Shafer, April 17, 2001.
- <sup>113</sup> "We Must Work Together," in Closed Circuit, (Oct. 10, 1997), 2.
- <sup>114</sup> Interview with Michael Hacskaylo, Dec. 7, 2000. Interview conducted by Robert Autobee in Lakewood, Colo., as part of Western's oral history project.
- 115 Interview with J.M. Shafer, April 17, 2001.
- 116 Western Area Power Administration, Administrator's FY 2000 Briefing Book, 152.
- <sup>117</sup> Interview with Michael Hacskaylo, Dec. 7, 2000.

- <sup>1</sup> U.S. Department of Energy, Western Area Power Administration, 2001 Annual Report: Statistical Appendix, (2002), 2.
- <sup>2</sup> High Country News, 13 July 1992, p. 12.
- <sup>3</sup> Robert L. McPhail, "Address before Mid-West Electric Consumers Association 21st Annual Meeting and Preference Customer Conference," Delivered on December 6, 1978 in Denver.
- <sup>4</sup> "McIsaac Makes Policy Statement," in *Mid-West Electric Consumers Association News*, (Spring 1978), p.3.
- <sup>5</sup> U.S. Department of Energy, Western Area Power Administration, 2001 *Annual Report: Statistical Appendix,* 2001, (2002), 24-25.
- <sup>6</sup> U.S. Department of Energy, Western Area Power Administration, *Operations Summary 2000*, (2001), 28-29.
- <sup>7</sup> United States, *Federal Register: Notices*, Vol. 64, No. 122, June 25, 1999, p. 34460.
- <sup>8</sup> U.S. Department of Energy, Western Area Power Administration, 2000 Operations Summary, (2001), 2.
- <sup>9</sup> William H. Clagett, "Keynote Address: The Utilities Telecommunications Council." Delivered in Phoenix, AZ., June 23, 1992; U.S. Department of Energy, Western Area Power Administration, 2000 Operations Summary, (2001), 2.
- <sup>10</sup> Steven J. Keillor, *Cooperative Commonwealth: Co-ops in Rural Minnesota, 1859-1939*, (Minnesota Historical Society: Minneapolis, 2000), 4.
- Gus Norwood, Gift of the Rivers: Power For the People of the Southeast A History of the Southeastern Power Administration, (Department of Energy: Washington, D.C., 1982), 58.
- <sup>12</sup> Richard Rudolph and Scott Ridley, *Power Struggle: The Hundred-Year War Over Electricity*, (Harper & Row, New York: 1986), 123.
- <sup>13</sup> Wheat Belt Public Power District, "Wheat Belt Public Power District" Web site [http://www.wheatbelt.com/wb/]. Accessed March 22, 2001.
- <sup>14</sup> Interview with Andrew Bryce, Sept. 22, 2000. Interview conducted by Robert Autobee in Lakewood, Colo., as part of Western's oral history project.

- <sup>15</sup> Mark Dowling, Transforming the Past ...Into the Future: Tri-State Generation & Transmission Association, Inc. The First Forty Years, (Tri-State Generation & Transmission Association, Inc., Denver: 1993), 22.
- <sup>16</sup> Dowling, Transforming the Past...Into the Future, 22.
- <sup>17</sup> Tri-State Generation and Transmission Association, *1975 Annual Report*, (Westminster, Colo.: 1975), 2.
- <sup>18</sup> Ken Holum, A Farm Takes A Stand: Ken Holum's Story of Life on the Farm and Consumer Power, (The Center For Western Studies: Sioux Falls, S.D., 1987), 105.
- <sup>19</sup> Tri-State G&T Web Page, [http://www.tristate.org/info/LRS/laramie.html]. Accessed April 4, 2001.
- <sup>20</sup> Tri-State Generation and Transmission Association, Inc., 1975 Annual Report, (Westminster, CO.: 1976), 13.
- <sup>21</sup> Interview with Ungerman.
- Western Area Power Administration, "Western Efforts to Develop Good Working Relationship with Tri-State," (c. 1980). File: "Tri-State Generation and Transmission Association, Inc." Located in Western's Corporate Communications Office, Lakewood, Colo.
- William H. Clagett, "Address before 36th Annual Meeting of Tri-State Generation & Transmission Association." Delivered on April 7, 1988 in Cheyenne, WY. File located in Western's Corporate Services Office, Lakewood, CO.
- <sup>24</sup> Tri-State G&T Association, *Tri-State Web Page*, [http://www.tristategt.org/index.cfm]. Accessed March 22, 2001.
- <sup>25</sup> Western, 2001 Statistical Appendix, 29.
- <sup>26</sup> Basin Electric Power Cooperative Web site, http://www.basinelectric.com/baswedc.htm.
- <sup>27</sup> Basin Electric Power Cooperative, *Power For the Plains: 25 Years of Service*, (Bismarck, North Dakota: 1985), 14.
- <sup>28</sup> U.S. Department of Energy, Western Area Power Administration, Key Issues and Upcoming Decisions, sect.: "Transmission Path Between Western and Bonneville Power Systems," Dec. 6 1989.
- <sup>29</sup> Interview with Jerry Toeynes, April 13, 2001. Telephone interview conducted by Robert Autobee as part of Western's oral history project.
- 30 "McPhail Calls it a Career After 15 Years At Basin Electric," in Basin Today, January-February 2000, 7-8.
- <sup>31</sup> Key Issues & Upcoming Decisions section: "Colorado-Ute Electric Association, Inc. -- (Colorado-Ute) -- Financial Condition, (December 6, 1989); Colorado-Ute Electric Association, 25 Years of Service, (Montrose, CO.: 1976), 2.
- 32 "Colorado-Ute Dedicates Line," in Grand Junction Daily Sentinel, 15 October 1987, p. 1; "Has the Country Learned Anything About Land Use?" in Durango Herald, 11 November 1987, p. 1; Ed Marston, "How Clean Coal Helped Kill a Utility," in High Country News, 29 June 1992, p. 21.
- <sup>33</sup> Dowling, *Transforming the Past ...Into the Future*, 103.
- <sup>34</sup> Warkentin, Denise, Electric Power Industry in Nontechnical Language, (PennWell, Tulsa, OK: 1998), 143.

- <sup>35</sup> Western, 1978 Annual Report, (1993), 29; 1995 Annual Report, (1996), 27; U.S. Department of Energy, Western Area Power Administration, 2000 Operations Summary, (2001), 2; U.S. Department of Energy, Western Area Power Administration, 1978 Annual Report, (1979), 15; 1998 Annual Report (1999), 1.
- <sup>36</sup> Sacramento Municipal Utility District, SMUD Information, [http://www.smud.org/info/history/50th/50th.html]. Accessed March 30, 2001.
- <sup>37</sup> U.S. Department of Energy, Western Area Power Administration, Plan of Action: Western-Sacramento 2004 Power Marketing Program ElS, Jan. 17, 1994, p. 2.9.7, 1.
- 38 Western, Plan of Action, p. 2.9.7, 2.
- <sup>39</sup> Interview with Robert McPhail, September 22, 2000. Interview conducted by Robert Autobee as part of Western's oral history project.
- 40 "Many Utilities Call Conserving Good Business," in New York Times, 11 May 2001, need page number go to library.
- <sup>41</sup> Interview with Lloyd Greiner, Oct. 25, 2000. Interview conducted by author in Westminster, Colo.
- <sup>42</sup> Interview with Michael Hacskaylo, Dec. 7, 2000. Interview conducted by author in Lakewood, Colo.
- <sup>43</sup> U.S. Department of Energy, Western Area Power Administration, Final Rule: Energy Planning and Management Program, (1994), 2-4.
- Western Area Power Administration, Key Issues: Western Area Power Administration, sec. "Energy Planning and Management Program," (Golden, CO.: 1993).
- <sup>45</sup> William H. Clagett, "Address before Western Area Power Administration Managers and Supervisors Meeting," Delivered May 21, 1993 in Golden, Colo. Located in File: "Historical Administrators' Speeches, 1978-1994," in Corporate Communications Office, Lakewood, Colo.
- William H. Clagett, "Address before American Public Power Association's 1991 Energy/Customer Services and Communications Workshop." Delivered November 5, 1991 in Colorado Springs, Colo. Located in File: "Historical Administrators' Speeches, 1978-1994," in Corporate Communications Office, Lakewood, Colo.
- <sup>47</sup> Interview with Susan DeBelle, April 17, 2001. Interview conducted by Robert Autobee in Lakewood, Colorado as part of Western's oral history project.
- <sup>48</sup> Western, 2000 Operations Summary, (2001), 20-1.
- 49 "Ken Holum, Mid-West Founder, Dies," Mid-West Reporter, Spring 1998, p. 11. Formed in the 1960s, Western Fuels Association is a non-profit cooperative association that supplies coal at cost to its members' electric generating stations.
- <sup>50</sup> Ken Holum, "The Joint Transmission System @ Your Obligation." Speech delivered before the Missouri Basin Systems Group, Denver, Colo., March 20, 1973, 2. Located in Western Area Power Administration's Corporate Communications Office, Lakewood, Colo.

- 51 Ken Holum, A Farmer Takes A Stand: Ken Holum's Story of Life on the Farm and Consumer Power, (The Center for Western Studies: Sioux Falls, South Dakota, 1987), 104.
- 52 Interview with McPhail.
- Fred G. Simonton, "Annual Report of Executive Director, Mid-West Electric Consumers Association," before the 25th Annual Meeting, Sioux Falls, S.D., Dec. 8, 1982.
- <sup>54</sup> Interview with Ken Ziegler, April 9, 2001. Telephone interview conducted by Robert Autobee as part of Western's oral history project.
- 55 "Mid-West President Williamson Reports to Members," in Mid-West Electric Consumers Association News, Winter 1980, p. 3.
- 56 "Mid-West President Williamson Reports to Members," p. 3.
- 57 Interview with Leroy Michael, April 10, 2001. Telephone interview conducted by Robert Autobee as part of Western's oral history project; U.S. House of Representatives, Committee of Resources, Statement of Colorado River Energy Distributors Association Regarding HR 2348 a bill to authorize the Bureau of Reclamation to provide cost sharing for the endangered fish recovery implementation programs for the Upper Colorado and San Juan River Basins, October 21, 1999.
- se Interview with Leslie James, March 29, 2001. Telephone interview conducted by Robert Autobee as part of Western's oral history project.
- 59 Interview with James.
- 60 Interview with Michael.
- 61 "PMA Auction Stalled," in *Mor-Gran-Sou* Electric News (December 1995), C-4.
- <sup>62</sup> Interview with Dennis Hill, April 2, 2001. Telephone Interview conducted by Robert Autobee as part of Western's oral history project.
- 63 Interview with Hill.

- <sup>1</sup> Richard Rudolph and Scott Ridley, Power Struggle: *The Hundred-Year War Over Electricity*, (Harper & Row, New York: 1986), 44; American Public Power Association, "Public Power in America: A History," (Washington, D.C.: no date), 9.
- <sup>2</sup> "Congress is Advised to Leave Question of Power Development to Private Interests" in *United States Daily*, October 28, 1927.
- <sup>3</sup> Gus Norwood, *Columbia River Power for the People: A History of the Policies of the Bonneville Power Administration*, (Bonneville Power Administration, Portland, OR: 1983), 189.
- <sup>4</sup> Norwood, *Columbia River Power*, 195
- <sup>5</sup> Interview with Edward Weinberg, January 27, 1995. Conducted by Brit Storey, Bureau of Reclamation Oral History Program, Washington, D.C.
- <sup>6</sup> Jim Bishop, "A Water-Based Electric Empire is hit by a Flood of Criticism," *High Country News*, 13 July 1992, p. 14.
- <sup>7</sup> Interview with John DiNucci, September 26, 2000. Interview conducted by Robert Autobee in Lakewood, Colorado as part of Western's oral history project.

- 8 Interview with DiNucci.
- 9 Interview with DiNucci.
- 10 "Ruth Davis Inspires Confidence For Wise Resource Development," in Mid-West Electric Consumers Association News, (Winter 1980), p. 1.
- <sup>11</sup> Interview with Ron Greenhalgh, December 13, 2000. Interview conducted with Robert Autobee in Denver, Colo., as part of Western's oral history project.
- <sup>12</sup> "Melcher," in Mid-West *Electric Consumers Association News*, (Summer 1979), p. 3.
- 13 Interview with Greenhalgh.
- 14 Interview with Greenhalgh.
- <sup>15</sup> Interview with Greenhalgh.
- <sup>16</sup> Interview with Greenhalgh.
- President's Private Sector Survey on Cost Control, Report on Privatization. (Washington, D.C: January 1984), vii.
- <sup>18</sup> President's Private Sector Survey on Cost Control, Report on Privatization, 34-39.
- <sup>19</sup> U.S. Department of Energy, Western Area Power Administration, *Defederalization Issue: Background/Data Book as of September 30, 1985)*, 1985, 2-4.
- <sup>20</sup> "Federal Power Agency Could on Sale Block" in *Denver Post*, 26 December 1985, p. 1-B.
- <sup>21</sup> Western Area Power Administration, *Defederalization Issue:* Background/Data Book as of September 30, 1985), 1.
- <sup>22</sup> U.S. House of Representatives, *Congressional Record*, (May 8, 1986), H. 2560.
- <sup>23</sup> U.S. Department of Energy, Western Area Power Administration, "Issue Alert: Sale of the PMAs Proposed," February 5, 1986.
- <sup>24</sup> Loveland Reporter-Herald, 12 February 1986, p. 5.
- 25 Hill County Co-operative District to President Ronald Reagan, May 20, 1986, "Correspondence Pertaining to Sale of Western Area Power Administration." Document located in Western's Corporate Communications Office in Lakewood, Colo.
- <sup>26</sup> U.S. Senate, Congressional Record Extension of Remarks, February 5, 1986, E. 248.
- <sup>27</sup> U.S. Department of Energy, Western Area Power Administration, "Issue Alert," July 6, 1986.
- <sup>28</sup> "Clinton's Power Plan Resurrects Reagan Idea," in *USA Today*, 7 February 1995, p. 5-A.
- <sup>29</sup> Aavo Taaler to Sen. Robert Kerrey, December 21, 1994; Lacreek Electric Association, Inc. to Sen. Thomas Daschle, January 17, 1995. Correspondence in file: "PMA Sale, 1994-1995." Located in Western's Corporate Communications Office, Lakewood, Colo. Taaler was the General Manager of the Wheat Belt Public Power District of Sidney, Nebraska and Lacreek is headquarted in Martin, South Dakota.
- 30 Interview with J.M. Shafer, April 17, 2001. Telephone interview conducted by Robert Autobee as part of Western's oral history project.

- 31 David H. Holmgren, Mayor of Henning, Minn, to Energy Secretary Hazel O'Leary, January 25, 1995. File: "PMA Sale — 1995." Located in Western's Corporate Communications Office, Lakewood, Colo.
- <sup>32</sup> Letters to Western during the 1995 PMA Sale are located in binder marked: "Correspondence Pertaining to Sale of Western Area Power Administration," located in Western's Corporate Services Office in Lakewood, Colo.
- 33 Interview with Ron Greenhalgh, December 13, 2000.
- <sup>34</sup> "Clinton Steps Back on PMA Plan," in *North Dakota REC/RTC Magazine*, (July 1995), 6.
- 35 "Clinton Steps Back on PMA Plan," 6.
- <sup>36</sup> Congressional Quarterly, "Electricity Deregulation Dead for '98," (July 25, 1998), 20-21.
- <sup>37</sup> Bob Franks and Marty Meehan, "The Sensible Approach: Federal Power at Market Rates," in *Public Utilities Fortnightly*, (Nov. 1, 1999), 44.
- 38 Office of Senator Jeff Bingaman, New Mexico: "Bingaman: Rural New Mexico Customers Lock in Low Cost Federal Power for 20 More Years." Press release dated June 25, 1999.
- 39 "Bingaman: Rural News Mexico Customers Lock in Low Cost Federal Power for 20 More Years."
- William H. Clagett, "Remarks to the Colorado River Water Users Association," Delivered on December 13, 1984 in Las Vegas, Nevada. File located: "Historical Administrators' Speeches 1978-1994" in Corporate Services Office, Lakewood, CO.
- <sup>41</sup> "Romer: State Should Bid on U.S. Power Facilities," in *Rocky Mountain News*, 6 February 1986, p. 4.
- 42 "Romer Wants States to Buy WAPA," in the Fort Collins Coloradoan, 8 February 1986, p. C-1.
- William H. Clagett, Speech Before the Missouri Basin Municipal Power Agency, delivered in Sioux Falls, S.D., on April 27, 1989. File: Historical Administrator's Speeches, 1978-1994, located in Western's Corporate Services Office, Lakewood, Colo.
- 44 "PG&E Attacks 'Preference,'" in *Mid-West Electric Consumers* Association News, (August 1989), p. 6.
- <sup>45</sup> Western Area Power Administration, "Western Wire: Sacramento Area Office," Vol. 2, No. 11, (March 13, 1987), 1.
- State of California, "California's Energy Challenge web site," [http://www.ca.gov/state/portal/myca]. Accessed May 11, 2001.
- 47 Interview with Greenhalgh.
- <sup>48</sup> Jerry Toenyes, "CA Crisis: What's Beneath the 'Perfect' Storm?" in *Closed Circuit*, (March 23, 2001), 3.
- <sup>49</sup> Interview with Dan Ogden, Dec. 8, 2000. . Interview conducted with Robert Autobee in Denver, Colorado, as part of Western's oral history project.
- 50 Interview with Gus Norwood, July 11, 2001. Telephone interview conducted by author.

- 51 Montana Public Service Commission, Docket No. D97.7.90,.
- 52 "Deregulation: Darling to Pariah in a Summer: California Crisis Sends Shudder Through Western States," Arizona Republic, Feb. 6, 2001, p. 1.
- <sup>53</sup> Interview with Ron Greenhalgh, December 13, 2000.

- 1"WAPA Should Take Lead in Conservation Implementation, GAO Says," in *Public Power Weekly Newsletter*, Nov. 12, 1979, 2.
- <sup>2</sup> Interview with Gary Frey, October 31, 2000. Interview conducted by Robert Autobee in Lakewood, CO, as part of Western's oral history project.
- <sup>3</sup> "WAPA Should Take Lead ," *Public Power Weekly Newsletter*, Nov. 12, 1979, 2.
- <sup>4</sup>"We Have Finally Penetrated the White House," in *Mid-West Electric Consumers Association News*, (January 1979), p. 2.
- <sup>5</sup> Interview with Frey, October 31, 2000.
- 6 Interview with Susan DeBelle, April 17, 2001. Interview conducted by Robert Autobee in Lakewood, Colo., as part of Western's oral history project.
- <sup>7</sup> U.S. Department of Energy, Western Area Power Administration, *Administrator's Issue Papers — Fiscal Year* 1999, (1999), 52.
- <sup>8</sup> U.S, Department of Energy, Western Area Power Administration, *1984 Annual Report*, (1985), 26.
- <sup>9</sup> Interview with Frey.
- <sup>10</sup> Western Area Power Administration, 1984 Annual Report, (1985), 26.
- <sup>11</sup> U.S. Department of Energy, Western Area Power Administration, *Briefing Book*, 1980, 4.
- <sup>12</sup> U.S. Department of Energy, Western Area Power Administration, 1980 Annual Report, (1981), 12-14; Western, Briefing Book, 1980, 9.
- <sup>13</sup> Western, *Briefing Book*, 1980, 8.
- <sup>14</sup> U.S. Department of Energy, Western Area Power Administration, 1980 Annual Report, (1981), 12-14; Western Area Power Administration, Briefing Book, 1980, 4, 8.
- <sup>15</sup> U.S. Department of Energy, Western Area Power Administration, 1981 Annual Report, (1982), 9.
- <sup>16</sup> U.S. Department of Energy, Western Area Power Administration, "Remarks by Robert L. McPhail, Administrator, Western Area Power Administration to the American Public Power Association, Scottsdale, Ariz.," (October 13, 1981), 3.
- <sup>17</sup> Western Area Power Administration, Administrator's Briefing Book — Fiscal Year 1993, 311.
- <sup>18</sup> U.S. Congress, S. 268, *Public Law 98-381*, 98th Congress, August 17, 1984, 98 Stat. 1340-1342; 13.
- <sup>19</sup> 98 Stat. 1340-1342; 13; U.S. Department of Energy, Western Area Power Administration, *Administrator's Briefing Book* — Fiscal Year 1993, (1994), 309.

- <sup>20</sup> U.S. Department of Energy, Western Area Power Administration, *1985 Annual Report*, (1986), 13.
- <sup>21</sup> Committee to Review the Glen Canyon Environmental Studies, *River and Dam Management: A Review of Reclamation's Glen Canyon Environment Studies*, (National Academy Press: Washington, D.C., 1987), 1-9; U.S. Department of Energy, Western Area Power Administration, *1991 Annual Report*, (1992), 9-10.
- <sup>22</sup> U.S, Fish and Wildlife Service, "Looking Back: Native Colorado River Basin Fish," in *Upper Colorado River* Endangered Fish Recovery Program," (Fall/Winter 1998), 14.
- <sup>23</sup> USFWS, "Looking Back" 15.
- <sup>24</sup> Federal Register, Vol. 64, No. 122, (June 25, 1999), p. 34439.
- <sup>25</sup> Western Area Power Administration, Administrator's Briefing Book — Fiscal Year 1996, 244, 273-4; Western Area Power Administration, 1995 Annual Report, 4.
- National Institute of Environmental Health Sciences and U.S. Department of Energy, "Questions and Answers About EMF," (January 1995), 12.
- <sup>27</sup> Administrator's Briefing Book, Fiscal Year 1993, (1994), 348.
- <sup>28</sup> Administrator's Briefing Book, Fiscal Year 1993, 348.
- <sup>29</sup> Administrator's Briefing Book, Fiscal Year 1993, s348.
- National Institute of Environmental Health Sciences, National Institutes of Health, Report on Health Effects from Exposure to Power-Line Frequency Electric and Magnetic Fields, (1999: Research Triangle Park, N.C.).
- <sup>31</sup> "The Possible Role of Contact Current in Cancer Risk Associated with Residential Magnetic Fields." *Bioelectromagnetics*, (2000), pp. 538-553.
- <sup>32</sup> U.S. Department of Energy, Western Area Power Administration, *1979 Annual Report*, 14.
- 33 U.S. Department of Energy, Western Area Power Administration, 1993 Annual Report, (1994), 20; U.S. Department of Energy, Western Area Power Administration, 1994 Annual Report (1995), 10.
- <sup>34</sup> Western Area Power Administration, *Energy Services Bulletin*, October 2000, 1, 11.
- 35 U.S. Department of Energy, Western Area Power Administration, Administrator's Briefing Book — Fiscal Year 1996, 240; U.S. Department of Energy, Western Area Power Administration, Operations Summary 2000, (2001), 17; Administrator's Briefing Book — Fiscal Year 1999, 51.
- <sup>36</sup> Personal communication with Randy Manion, Western's Non-Hydro Renewable Energy Program manager, and Bob Parkins, Energy Services manager for the Sierra Nevada Region.
- 37 "Sierra Nevada Region Helps Energy-Starved California Plug Into PV Power," in *Energy Services Bulletin*, (February 2001), p. 2-3; U.S. Department of Energy, Western Area Power Administration, 1997 Annual Report, (1998), 13-4.
- 38 U.S. Department of Energy, Western Area Power Administration, Wind Energy: A Brief Assessment, (Golden, CO: 1983), 4.

- 39 Western, 1979 Annual Report, 14..
- <sup>40</sup> Western Area Power Administration, *Energy Services Bulletin*, June 2000, 3.
- <sup>41</sup> Interview with Ken Maxey, June 28, 2001. Interview conducted by Robert Autobee in Lakewood, CO, as part of Western's oral history project.
- Western Area Power Administration, "Western Regional Biomass Energy Program: 10 Years of Progress," 1996, 4.
- Western Area Power Administration, "Western Regional Biomass Energy Program: 10 Years of Progress," 1996, 8-9.
- Western Area Power Administration, "Western Regional Biomass Energy Program: 10 Years of Progress," 1996, 8.
- Western Area Power Administration, "Western Regional Biomass Energy Program: 10 Years of Progress," 1996, 8.
- \*6 "Secretary Richardson, President Clinton Promote Renewable Energy Technologies," in *Closed Circuit*, (February 18, 2000), 7.
- <sup>47</sup> U.S. Department of Energy, Western Area Power Administration, *1992 Annual Report*, (1993), 13
- <sup>48</sup> Interview with Victoria Ponce, June 5, 2001. Interview conducted by Robert Autobee in Lakewood, CO, as part of Western's oral history project.
- Western Area Power Administration, Administrator's Briefing Book — Fiscal Year 1993, 309; Western Area Power Administration, "Draft Energy Planning and Management Program: Environmental Impact Statement," (1992), 1-2; U.S. Department of Energy, Western Area Power Administration, 1991 Annual Report, (1992), 9; Federal Register, Vol. 64, No. 122, (June 25, 1999), p. 34441.
- Dave Penn, Change: The Old and New of Competition, (Washington, D.C., American Public Power Association: 1994), 34.
- Western Area Power Administration, Administrator's Briefing Book — Fiscal Year 1993, 321.
- <sup>52</sup> Interview with Robert Fullerton, May 4, 2001. Interview conducted by Robert Autobee in Lakewood, Colo., as part of Western's oral history project.
- 53 Interview with Fullerton.
- <sup>54</sup> Interview with Randy Manion, May 21, 2001. Interview conducted by Robert Autobee in Lakewood, Colo., as part of Western's oral history project.
- 55 Interview with Manion.
- <sup>56</sup> Interview with Manion.
- <sup>57</sup> U.S. Department of Energy, Western Area Power Administration, 1984 Annual Report, (1985), 25.
- William H. Clagett, Speech Before the Missouri Basin Municipal Power Agency, delivered in Sioux Falls, S.D., April 27, 1989. Located in file: *Historical Administrators' Speeches*, 1978-1994, in Western's Corporate Services Office, Lakewood, Colo.
- 59 Interview with William Clagett, October 24, 2000. Interview conducted by Robert Autobee in Lakewood, Colo.

# HOMEPAGE I BEGINNING OF CHAPTER

## **Conclusion**

- <sup>1</sup> William H. Clagett, "Presentation: American Public Power Association National Conference," delivered June 12, 1990 in Denver, Colo.. Located in file: Historical Administrators' Speeches, 1978-1994 in Western's Corporate Services Office, Lakewood, Colo.
- <sup>2</sup> Clagett, "Presentation: American Public Power Association National Conference," delivered June 12, 1990 in Denver, Colorado.
- <sup>3</sup> William H. White, "A New Vision for Western," (c. 1995). Located in file marked: *Historical Administrators' Speeches*, 1978-1994, in Corporate Communications Office, Lakewood, CO.
- <sup>4</sup> Federal Register, Vol.64, No. 122, (June 25, 1999), p. 34438.

- <sup>5</sup> Federal Register, (June 25, 1999), p. 34438.
- Interview with Robert Fullerton, May 4, 2001. Interview conducted by Robert Autobee
- <sup>7</sup> U.S. Department of Energy, Western Area Power Administration, "Western to Lead Efforts to Fix Path 15 Constraint; Seeks Participation," (News Release), May 29, 2001.
- <sup>8</sup> Interview with Michael Hacskaylo, October 31, 2000. Interview conducted by Robert Autobee in Lakewood, Colorado, as part of Western's oral history project.
- <sup>9</sup> Interview with Victoria Ponce, June 5, 2001. Interview conducted by Robert Autobee in Lakewood, Colorado, as part of Western's oral history project.
- <sup>10</sup> Interview with Fullerton.