



FY 2004 Annual
Performance
Plan

WESTERN AREA POWER ADMINISTRATION

Introduction

As the Department of Energy continues working to protect our national and economic security, Western plays a critical role in limiting energy imports and emergencies by delivering a supply of reliable, affordable and environmentally sound hydropower across a well-operated and -maintained, high-voltage, integrated transmission system. Western's FY 2004 Performance Plan, which follows the Government Performance and Results Act requirements, reflects our ongoing efforts to align our strategic and annual goals with the Department's Energy Strategy and the funding required to meet our mission.

Western's Mission/Strategic Context

Western was established by Congress to market and deliver reliable, cost-based hydroelectric power and related services generated at Federal dams in a 15-state, 1.3 million square-mile marketing area. Consistent with clear authorizing legislation and sound business principles, Western markets power at cost-based rates established to recover the Federal investment, giving preference to public entities and encouraging the most widespread use of the power.

Western coordinates its operational activities with the U.S. Army Corps of Engineers, Bureau of Reclamation, International Boundary and Water Commission—our generating partners, the North American Electric Reliability Council and NERC's regional electric reliability councils and its customers to provide the most efficient use of Federal assets.

Western's Vision

Western's vision is to be a premier power marketing and transmission organization. This vision encompasses our philosophy of striving for excellence in power marketing and transmission stewardship, our core business functions, to deliver value to the public. Western's annual performance in meeting our goals will ensure we maintain our leadership role as the electric utility industry restructures and remain an effective provider of cost-based hydropower across the western United States.

Strategic emphasis areas and annual performance targets

Western’s strategic emphasis areas, as supported by objectives, define what and how we will accomplish our mission and eventually achieve our vision. They form the framework for our Annual Performance Plan. Using annual performance targets, we seek to maximize the effectiveness and efficiency of the activities involved in achieving strategic direction.

Annual performance targets are developed and established against industry-appropriate national, Federal and regional standards for reliability, information technology security levels, safety and other metrics. Where specific measures or comparisons did not originally exist, Western established baselines. Then we developed progressive, or stretch, goals to quantify effectiveness and to maintain at least the same historical high levels of performance achieved in recent years.

Exemplary customer service

Customers all want quality at a fair price. Beyond that, there are many differences in what individual customers want and expect from the products and services they buy. Certainly, Western listens to its customers, but we also measure performance against objective and challenging metrics. Even with a relatively stable customer base, as the electric utility industry restructures, customer choice drives our service requirements and standards to even higher levels. As such, this plan is an extension of the practical and customer-oriented perspective that directs our efforts as we carry out our mission.

Products and Services Emphasis Area

Market and deliver quality products and services to our customers.

OBJECTIVE	TARGET
Continue to manage costs in areas with the best potential for controlling expenses that affect Western's rates and cost recovery requirements.	Contain program direction costs at \$180.6 million or less.
Secure sufficient funding (appropriations and customer financing) to accomplish our annual program, meet mission requirements and deliver results.	Secure \$576.8 million in funding for the Construction Rehabilitation Operation Maintenance Account.
Continuously improve our business and maintenance management system to optimize the effectiveness and increase the efficiency of Western's maintenance program and use of our workforce.	Maintain repair hours at 10 percent or less of total maintenance hours.

People Emphasis Area

Recruit and maintain a diverse workforce that is productive, customer-oriented and safety conscious.

OBJECTIVE	TARGET
<p>Ensure all Western employees are aware of and committed to creating a safe work environment.</p>	<p>Meet or exceed annual safety targets:</p> <ul style="list-style-type: none"> ■ Nine or fewer recordable injuries resulting in lost workdays. ■ 227 or fewer lost workdays. ■ Eight or fewer motor vehicle accidents.
<p>Attract and retain a diverse, well-qualified, high-performing workforce.</p>	<p>Maintain or improve Western's employment profiles for equal employment opportunity groups as compared to FY 2003 EEO Commission civilian labor force statistics in each professional, administrative, technical, clerical, other and blue collar group, and for qualified individuals with disabilities (targeted and other) as compared to Western FY 2003 employment statistics.</p> <p>Monitor and evaluate preparedness in addressing human capital management gaps in critical occupations, including changing knowledge and skill sets.</p>

Industry Emphasis Area

Promote the reliability and availability of the Federal transmission system in the evolving industry.

OBJECTIVE	TARGET
<p>Support Western and industry reliability by complying with national and regional operating criteria and ensuring a stable and reliable interconnected power system.</p>	<p>Minimize sanctions received under the Western Electricity Coordinating Council's Reliability Management System to less than the average number and dollar value of those incurred by all participants.</p> <p>Meet or exceed the North American Electric Reliability Council minimum standards for load-generation control areas (100-percent compliance for Control Performance Standard 1 and 90-percent compliance for Control Performance Standard 2).</p> <p>Reduce accountable outages to 26 or fewer.</p>
<p>Support the administration's industry restructuring initiatives by providing open access and availability to our transmission system.</p>	<p>Receive no adverse Section 211 rulings from the Federal Energy Regulatory Commission for not complying with our Open Access Transmission Service Tariff provisions for use of our system.</p>
<p>Work to protect and maximize the value of the Federal power resource.</p>	<p>Meet annual alternative financing targets through existing agreements with firm power customers for generating agency operation and maintenance and rehabilitation activities and projects.</p>

OBJECTIVE	TARGET
<p>Protect property and information by implementing measures to preserve the integrity of our physical assets and secure our Web-based systems.</p>	<p>Complete a Critical Infrastructure Study and risk assessments identifying methods to improve or upgrade security at Western facilities and develop Emergency Management Plans to ensure employee safety and well being and the continuous performance of essential functions during an emergency.</p> <p>Accredit and certify 11 Phase One (mission-critical/essential, high-visibility) Western information technology systems and applications at National Institute of Standards and Technology security level III.</p> <p>Create and provide Web-based training to increase employee awareness of critical cyber security threats and best practices for securing Western's cyber assets.</p> <p>Implement use of the same virus protection and patch management software at all Western offices to facilitate consolidated reporting of patch and antivirus status.</p>

For more info about Western's
Performance Planning efforts, visit
us online at [www.wapa.gov/geninfo/
what.who/htm](http://www.wapa.gov/geninfo/what.who/htm)

