

The Department of Energy was slow to support regionalism within Western. Initially, many of the Department's senior managers openly favored running the activities of each PMA out of Washington. This group included George McIsaac, the Department's assistant secretary for resource applications. McIsaac was DOE's presence in Western's affairs during the first year of the agency's existence. By his first major policy speech in May 1978, customer demands for regionalism changed McIsaac's stance: "We (DOE) recognize that people in the Missouri Basin and in the lower Colorado Basin need representatives of the Administration in their service area—people who know them, understand them and are ready to serve them."⁶

Veteran Western Senior Manager Victoria Ponce said that Western's state of semi-autonomy under the DOE had its advantages. Almost from the outset, Western's managers shifted or recreated the organizational chart. The agency's first attempt at remodeling came in 1978 when Western disbanded the Casper District Office inherited from Reclamation. Two years later, while Western's administrative staff remained in Golden, the Denver Area Office moved to Fort Collins, Colo., and became the Loveland-Fort Collins Area Office. After a move to a new facility in 1984, Loveland-Fort Collins became the Loveland Area Office. In 1990, the Boulder City Office relocated to Phoenix, Ariz. Half a decade later, in 1995, the Sacramento Office moved to nearby Folsom, Calif.

The most dramatic reconfiguration resulted from the mid-1990s Transformation makeover, when senior managers revamped the five area offices into four renamed regional offices and a management center. The aftermath of Transformation also brought a new division of duties between the new Corporate Services Office (formerly Headquarters) and the regions. Post-Transformation, the CSO staff would design new construction, consolidate Western's budget and manage other support functions while the regions assumed responsibility for power marketing, rate studies, customer billing and management of power contracts. Regional employees also continued to operate and maintain the power system and design small construction projects.

Despite changes in address and authorities, one standby over the years was Golden, Colo., as the center of Western's administrative universe. Eventually, time and money also brought changes to that constant.

WESTERN AREA POWER ADMINISTRATION ORGANIZATION CHART

OFFICE of the ADMINISTRATOR

ADMINISTRATOR ————— OFFICE of GENERAL COUNSEL
DEPUTY ADMINISTRATOR

DIVISION of ENGINEERING
Assistant Administrator

**DIVISION of POWER MANAGEMENT
and OPERATION and MAINTENANCE**
Assistant Administrator

DIVISION of MANAGEMENT SERVICES
Assistant Administrator

**BILLINGS
AREA OFFICE**

Waterton Operations Office
Bismarck District Office
Huron District Office
Ft. Peck District Office

**DENVER
AREA OFFICE**

Loveland District Office

**SALT LAKE CITY
AREA OFFICE**

Montrose District Office

**BOULDER CITY
AREA OFFICE**

Phoenix District Office

**SACRAMENTO
AREA OFFICE**

WESTERN AREA POWER ADMINISTRATION October 2002



