



STRATEGIC PLAN

2010-2012

WESTERN ELECTRICITY COORDINATING COUNCIL STRATEGIC PLAN 2010-2012

Approved by: WECC Board of Directors

March 26, 2010

WECC MISSION

WECC's mission is to assure a reliable bulk electric power system in the Western Interconnection.

WECC accomplishes this through:

Bulk Electric System Reliability Assurance: Facilitate planning and policy development, Develop planning tools and capabilities; Distribute credible data and information; Oversee reliability coordination; Coordinate systems operation and training; Optimize the balance of cost and reliability measures; Coordinate commercial business practices to assure reliability.

Compliance: Standards development; Compliance monitoring; Enforcement.

STRATEGIC OPPORTUNITY

WECC has dual roles, bulk electric system reliability assurance and compliance, but a single mission: reliability. WECC will play a leadership role in the Western Interconnection to accomplish its mission.

STRATEGIC OBJECTIVE

Organizational readiness and capability to meet WECC's mission and challenges.

FOUR STRATEGIES

Transition operational authority from the WECC Board to WECC management	Establish a leadership role throughout the region by coordinating and supporting regional organizations that affect WECC's mission	Produce and distribute credible data, information, and analysis	Execute WECC's authority under the NERC Delegation Agreement successfully
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ACTION PRIORITIES

<ul style="list-style-type: none"> ➤ Establish a formal succession planning process ➤ Align and document staff and Board roles and responsibilities to support the transition of operational authority from the Board to WECC management ➤ Provide effective staff leadership to committees on issues ➤ Establish a risk-management and performance-efficiency culture in the organization ➤ Establish strategic planning and performance metrics, reporting, and performance management mechanisms ➤ Ensure the 4.9 review incorporates direction established through the strategic plan 	<ul style="list-style-type: none"> ➤ Focus company outreach on coordinating planning and policy activities with other reliability stakeholders in the region ➤ Support informed decision making by assuring that WECC committees and stakeholders have access to credible data, information, and analysis in a timely manner ➤ Actively seek regional opportunities to assist decision makers with real data and interpretive support 	<ul style="list-style-type: none"> ➤ Develop a planning base case coordination system that is compatible with the West-wide System Model ➤ Lead the synchrophasor project to provide real-time data ➤ Provide the planning scenarios that lead to the ultimate development of a reliable transmission system (TEPPC) including the integration of variable generation (VGS) ➤ Facilitate member discussions of risks and/or benefits surrounding adoption of an Efficient Dispatch Toolkit 	<ul style="list-style-type: none"> ➤ Participate early in negotiations ➤ Establish unambiguous definitions of respective roles ➤ Satisfy NERC requirements in a consistent, high-quality, and timely manner ➤ Align with NERC activities related to the actual achievement of enhanced reliability
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MEASURES OF SUCCESS FOR THE FOUR STRATEGIES



2010 – 2012
STRATEGIC PLAN

- Satisfaction of committee chairs and members with WECC staff liaisons
- Satisfaction of committee chairs and members with effectiveness of tools and processes
- Satisfaction of Board with WECC staff
- Progress toward meeting metrics established in the operating plans
- Achievement of fiscal targets defined in the 2010 WECC Business Plan and Budget
- Compliance with the NERC Delegation Agreement at the time of the NERC audit
- Conformance with agreed-upon Electric Reliability Organization and Regional Entity metrics

HOW THE STRATEGIC PLAN WILL BE USED

WECC's Strategic Plan sets a course for the next stage in the development of WECC's organizational capacity and capability to meet mission-critical demands. The Action Priorities will focus staff workplans on the steps required to activate the Strategic Plan and meet WECC's strategic objective and mission. The CEO will report quarterly to the WECC Board of Directors on the progress toward implementation of the four strategies and 17 action priorities. Annually, WECC will assess the progress of the plan according to the Measures of Success.

WESTERN ELECTRICITY COORDINATING COUNCIL 2010–2012 STRATEGIC PLAN

WECC is pleased to present its Strategic Plan for 2010-2012. This plan is anchored by four strategies that will guide WECC's work over the next two years.

1. Transition operational authority from the WECC Board of Directors (Board) to WECC management
2. Establish a leadership role throughout the region by coordinating and supporting organizations that impact WECC's mission
3. Produce and distribute credible data, information, and analysis
4. Execute WECC's authority under the NERC Delegation Agreement successfully

These strategies will be delivered through 17 action priorities that identify specific activities to be undertaken to achieve WECC's mission. Each year, the CEO will report to the WECC Board on WECC Strategic Plan accomplishments and, if appropriate, recommend changes or refinements to the action priorities. A series of tactical activities associated with each of the action priorities will form the basis of WECC's departmental operating plans.

BACKGROUND

WECC's Three-to-Five-Year Strategic Plan¹ was approved by the WECC Board in April 2008. That plan focused on WECC's implementation of its role as a Regional Entity and the delivery of its core functions. The five strategic objectives articulated in the plan reflected WECC's transition from a largely-voluntary and member-driven organization to a Regional Entity with delegated authority from FERC to enforce compliance with approved reliability standards.

This 2010-2012 plan refines and updates the original version to better reflect WECC's current operating environment. The process associated with this plan included a series of interviews and questionnaires completed by WECC Board members in June and a Board work session at the July 2009 Board meeting. It was refined through Board review of subsequent drafts in October and December and through a staff implementation-level planning work session in November 2009. A strategic planning workgroup (SPW) comprised of three WECC Board members was appointed by the WECC Board chair in December 2009. The SPW worked with the WECC Board chair and WECC management to further develop and refine the final plan.

The strategic objective and the 17 associated action priorities in this plan focus on the organization's design, systems, and governance commensurate with, and in support of, the dramatic growth WECC has experienced since 2008.

¹ [WECC Three-to-Five-Year Strategic Plan, March 2008](#)

WECC'S MISSION

WECC's mission is to assure a reliable bulk electric power system in the Western Interconnection. WECC accomplishes this through the following activities:

Bulk Electric System Reliability Assurance

- Facilitate planning and policy development
- Develop planning tools and capabilities
- Distribute credible data and information
- Oversee reliability coordination
- Coordinate systems operation and training
- Optimize the balance of cost and reliability measures
- Coordinate commercial business practices to assure reliability

Compliance

- Standards development
- Compliance monitoring
- Enforcement

WECC STRATEGIC OPPORTUNITY

WECC has dual roles, bulk electric system reliability assurance and compliance, but a single mission: **reliability**. WECC will play a leadership role in the Western Interconnection to accomplish its Mission

WECC STRATEGIC OBJECTIVE

Organizational readiness and capability to meet WECC's mission and challenges.

WECC was formed on April 18, 2002. At that time it was a small member-driven organization and, by necessity, the WECC Board had a high degree of operational oversight and decision-making authority. Subsequent to the Energy Policy Act of 2005, WECC was approved by FERC as a Regional Entity with authority — pursuant to the WECC/NERC Delegation Agreement — to create, monitor, and enforce standards for the reliable operation of the bulk electric system in the Western Interconnection.

WECC's expanded role resulted in a physical expansion from one to three locations, and a threefold growth in staffing levels over a period of two years with corresponding growth in staff capabilities and expertise. WECC is now challenged to align its organizational structure, roles, and responsibilities — in addition to its analytic and business systems — to support and leverage this growth.

WECC's FOUR STRATEGIES

Recognizing the foundation necessary to achieve WECC's strategic objective of organizational readiness, the 2010–2012 Strategic Plan focuses on four strategies:

1. Transition operational authority from Board to WECC management.

The formalization and expansion of WECC's role — and the development of its organization — provide the opportunity to transition operational authority from the Board to WECC management. Along with this transition, there is further opportunity to develop the leadership role of key WECC staff within the organization — on standing committees and in support of Board initiatives — and within the region.

The six action priorities associated with this strategy are:

1. Establish a formal succession planning process
2. Align and document staff and Board roles and responsibilities to support the transition of operational authority from the Board to WECC management
3. Provide effective staff leadership to committees on issues
4. Establish a risk-management and performance-efficiency culture in the organization
5. Establish strategic planning and performance metrics, reporting, and performance management mechanisms
6. Ensure 4.9 review incorporates direction established by the strategic plan

2. Establish a leadership role throughout the region by coordinating and supporting regional organizations that affect WECC's mission.

WECC will take a leadership role in coordinating planning and policy activities with organizations that have an interest in the reliability of the Western Interconnection.

The three action priorities associated with this strategy are:

1. Focus company outreach on coordinating planning and policy activities with other reliability stakeholders in the region
2. Support informed decision making by assuring that WECC committees and stakeholders have access to credible data, information and analysis in a timely manner
3. Actively seek regional opportunities to assist decision makers with real data and interpretive support

3. Produce and distribute credible data, information, and analysis.

During the information gathering stage of strategic planning it was noted by both Board and staff members that systems and processes for data quality, analysis, communication, and decision-support had not grown commensurate with WECC's expanded role and organization. The production and dissemination of credible data and information are critical priorities for accomplishing WECC's strategic objective. The

organization will focus on the development and refinement of its business systems during this two-year strategic planning cycle.

The four action priorities associated with this strategy are:

1. Develop a planning base case coordination system that is compatible with the West-wide System Model
 2. Lead the synchrophasor project to provide real-time data
 3. Provide the planning scenarios that lead to the ultimate development of a reliable transmission system (Transmission Expansion Planning Policy Committee) including the integration of variable generation (Variable Generation Subcommittee)
 4. Facilitate member discussions of risks and/or benefits surrounding adoption of an Efficient Dispatch Toolkit
- 4. Execute WECC's authority under the NERC Delegation Agreement successfully.** WECC will deploy its resources to produce consistent, high-quality results that comply with the Delegation Agreement. A foundation for WECC's success in fulfilling its mission is the establishment, in the Delegation Agreement, of clear roles and responsibilities of FERC/NERC and the Regional Entities.

The four action priorities associated with this strategy are:

1. Participate early in negotiations
2. Establish unambiguous definitions of respective roles
3. Satisfy NERC requirements in a consistent, high-quality, and timely manner
4. Align with NERC activities related to the actual achievement of enhanced reliability

MEASURES OF SUCCESS

The CEO will report quarterly to the WECC Board on the progress toward implementation of the four strategies and the action priorities. Annually, WECC will assess the progress of the plan according to the following measures of success:

- Satisfaction of committee chair and members with WECC staff liaisons
- Satisfaction of committee chair and members with effectiveness of tools and processes
- Satisfaction of Board with WECC staff
- Progress toward meeting metrics established in the operating plans.
- Achievement of fiscal targets as defined in the 2010 WECC Business Plan and Budget
- Compliance with the NERC Delegation Agreement at the time of the NERC audit
- Conformance with agreed-upon Electric Reliability Organization and Regional Entity metrics