Bonneville Power Administration’s

Power Function Review

Internal Operations Charged To Power

Management Discussion

March 17, 2005

BPA's Financial Disclosure Information

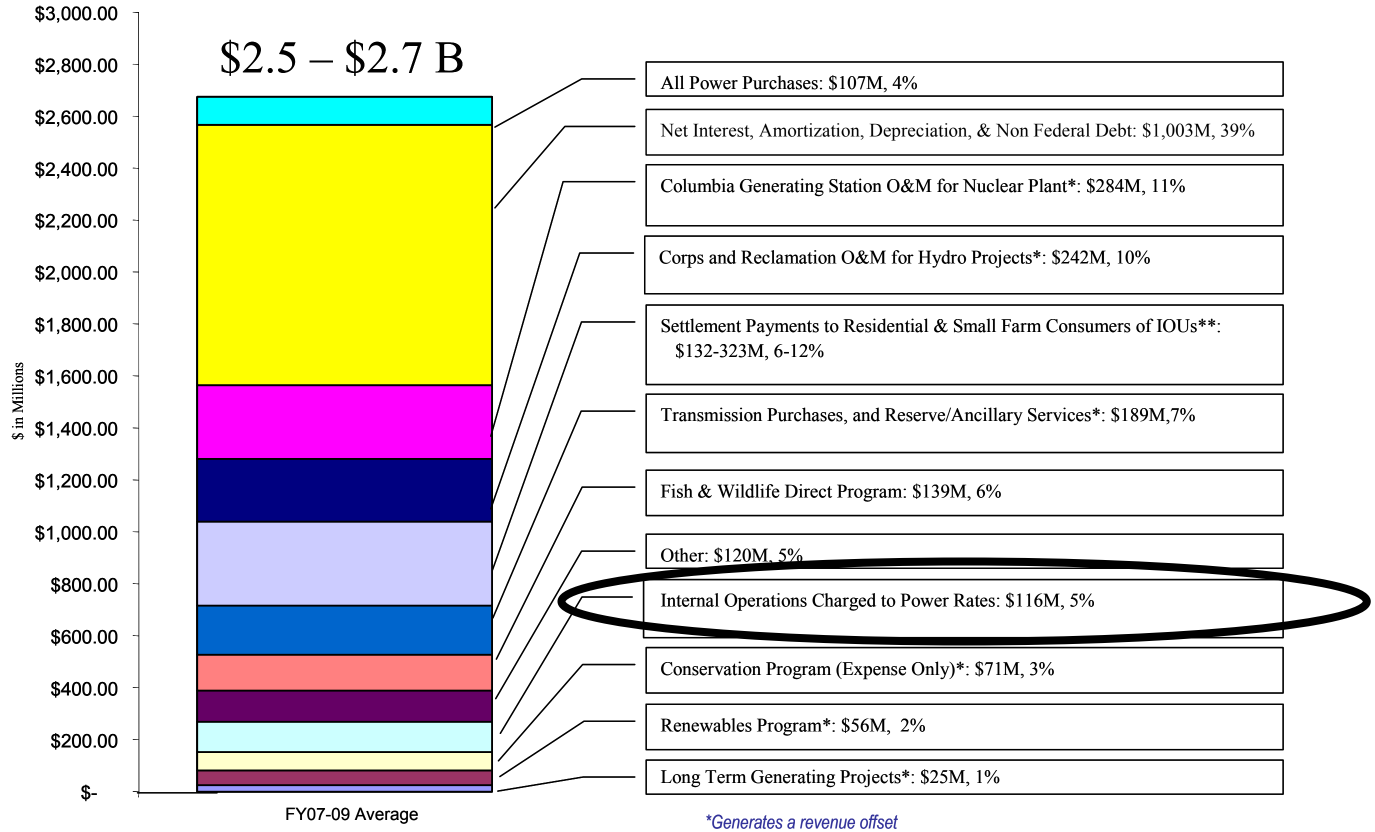
1. "All FY05-09 information was provided in March 2005 and cannot be found in BPA-approved Agency Financial Information but is provided for discussion or exploratory purposes only as projections of program activity levels, etc."
2. "All FY97-04 information was provided in March 2005 and is consistent with audited actuals that contain BPA-approved Agency Financial Information".

Internal Operations Charged to Power Rates

Internal Operations Objectives

- Power rates reflect lowest practical costs to meet BPA's objectives.
- To discuss opportunities for further cost reductions and actions we are currently taking.

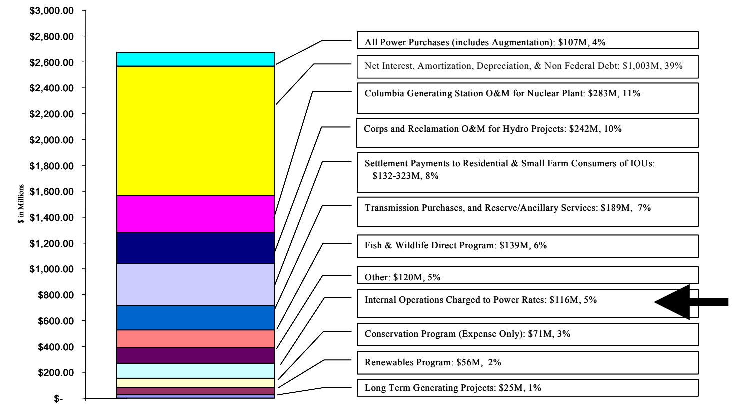
Internal Operations Charged To Power



**Generates a revenue offset*
*** This level is heavily dependant on forward market prices*
Percentages may not add to 100% due to rounding

FY07-09 Power Expenses

Internal Operations Charged to Power Rates



	FY97-01 Average	FY02-06 Average	FY07-09 Average
Program Level	$94M **1/**	$107M	$116M
Increase/Decrease		$13M	$9M
% increase		14%	8%

Program:

- This program is driven by BPA's strategic direction: "Effective cost management (with emphasis on best practices, innovation and simplicity) through our systems and processes."
- *Program components of $116M/year annual expense for FY07-09:*
  - 77% Employee Compensation – Personnel compensation and overtime for BPA staff and compensation for contract labor
  - 14% Service Contracts – Such as projects to optimize the use of water at hydro projects thereby increasing generating output and secondary sales
  - 9% Other – Travel, training, materials & supplies, rents & utilities, and miscellaneous

Risks:

- Unanticipated requirements from new industry requirements, customers, constituents, and other stakeholders

Opportunities for Reductions:

- Enterprise Process Improvement effort
- Implementation of Voluntary Separation Incentive & Voluntary Early Retirement Authority
- Position Management Initiative to reduce overall grade structure

Workshop Dates – March 1st and 17th

Drivers of Change:

- Total PBL staff has declined. Decreased staffing in many areas has been offset by increases in operational functions, partly reflecting efforts to extract more generation from the hydro system through various efficiency projects, and Slice staffing.

1/ *The FY 97-01 Average in this package is higher due to correcting a math error in the opening workshop package.*

Where We Are on Financial Statements

- Internal Operations Charged to Power Rates consists of the direct costs of managing and operating the Power Business Line (Power Non-Generation Operations); the Power share of Corporate G&A; Shared Services; and TBL Supply Chain services.

- An example of where these costs show up on the Customer Collaborative report:

Power Business Line
Statement of Revenues and Expenses - Customer Collaborative
Through the Month Ended December 31, 2004 as of December 31, 2004
Preliminary/ Unaudited

Report ID: CC_0021 Da
Requesting BL: POWER Run Da
Unit of measure: $ Thousands % o

		A	B <Note 3	C <Note 4
		Actuals: FY 2004	Target SOY: FY 2005	Forecast: Qtr 1 FY 2005
	Operating Expenses			
18	Power Non-Generation Operations	58,579	52,519	52,519
21	Corporate Support - G&A and Shared Services; TBL Support - Supply Chain	37,365	53,679	53,679
	Total Internal Operations Charged to Power Rates	95,944	106,198	106,198

Power Non-Generation Operations (aka PBL Internal Operations)

What we are we doing and what have we accomplished to-date:

- The average annual cost of PBL Internal Operations for fiscal years 2007-2009, adjusting for the IT reorganization and transfer, is equal to costs in 2001 (i.e., $66.4 million); annual average with the IT reorganization is $54.3 million.
- FTE levels remain flat given current requirements at 382.
- "Contingency budgets" have been eliminated except at the Senior VP level with clear principles and procedures to be followed to access this fund.
- 93% of Power Non-Generation Operations expenses reside in the Power Business Line; the remaining 7% are Corporate direct costs, such as Legal and Environment, Fish & Wildlife.
- Of these expenses in the Power Business Line organization, 82% of the total costs are for personnel and personnel-related costs.

Power Non-Generation Operations

Drivers of Change and Risks (Increases)

- Federal pay increases, health insurance, 401(k) and other benefit increases.
- New industry requirements from customers, constituents, and other stakeholders.
- Federal directives from Congress, DOE, OPM, OMB, etc.

Opportunities for Reductions:

- Enterprise Process Improvement Initiative – currently studying several processes that will reduce process costs in Power:
- Information Technology, Communication & Regional Relations, Energy Efficiency Contract Administration, Marketing & Sales, and Human Resources and Staff Management. Currently, we are looking for significant reductions in IT.
- Implementation of Voluntary Separation Incentive and Voluntary Early Retirement Authority to better align strategic human capital in key areas of the business-line.
- Agency-wide initiative to reduce overall grade structure, especially as senior staff retire and necessary replacements come on board. Current objective is to reduce grades GS-13 through GS-15 by 10 percent over the next five years.

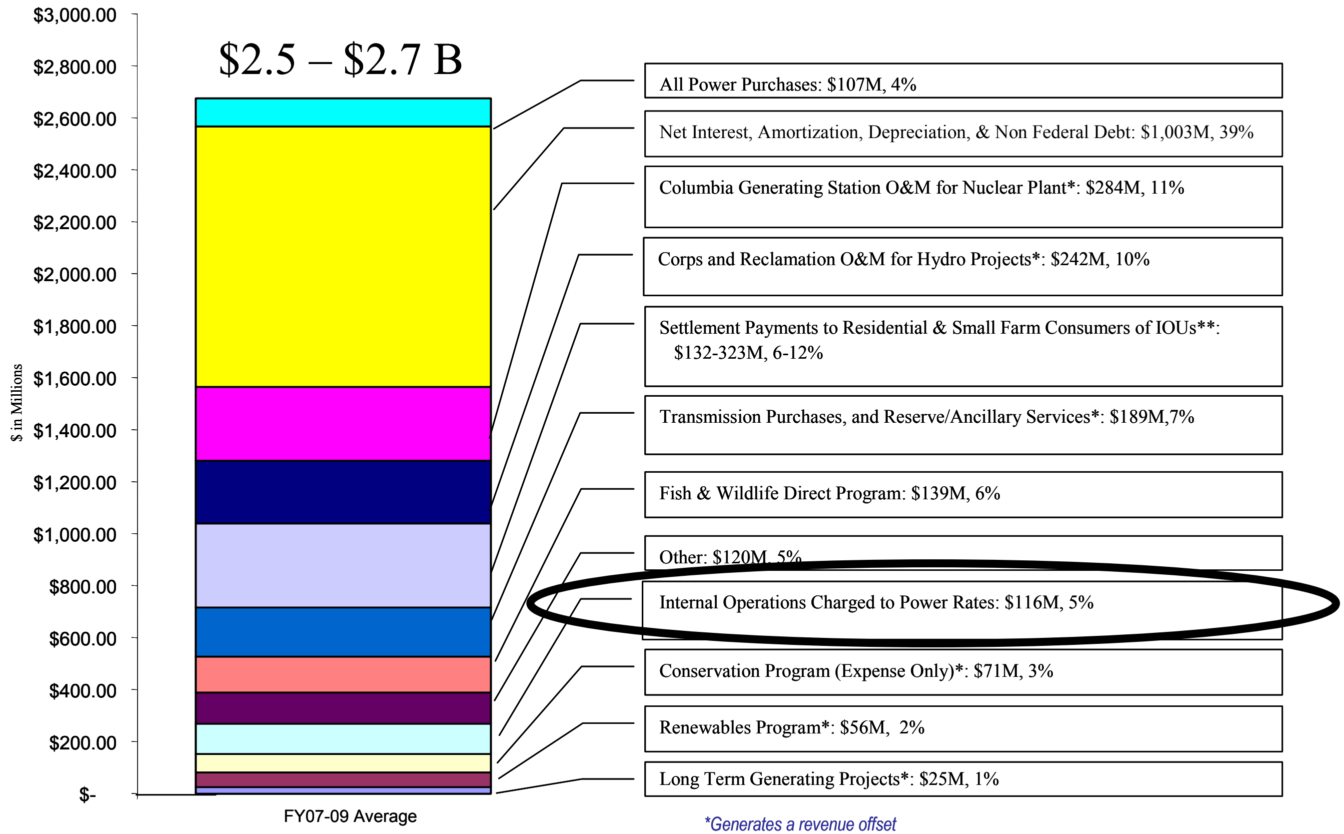
Decision Inputs and Timeframe:

- By the end of the Power Function Review, PBL will quantify expected savings from the initiatives stated on the previous page, and include revised costs into the initial rate proposal.
- Additional areas for cost reductions submitted by customers and constituents will be evaluated in reaching final cost decisions prior to the initial rate proposal.

Corporate General & Administrative Overhead and Shared Services Costs Charged to Power Rates

Internal Operations Charged To Power

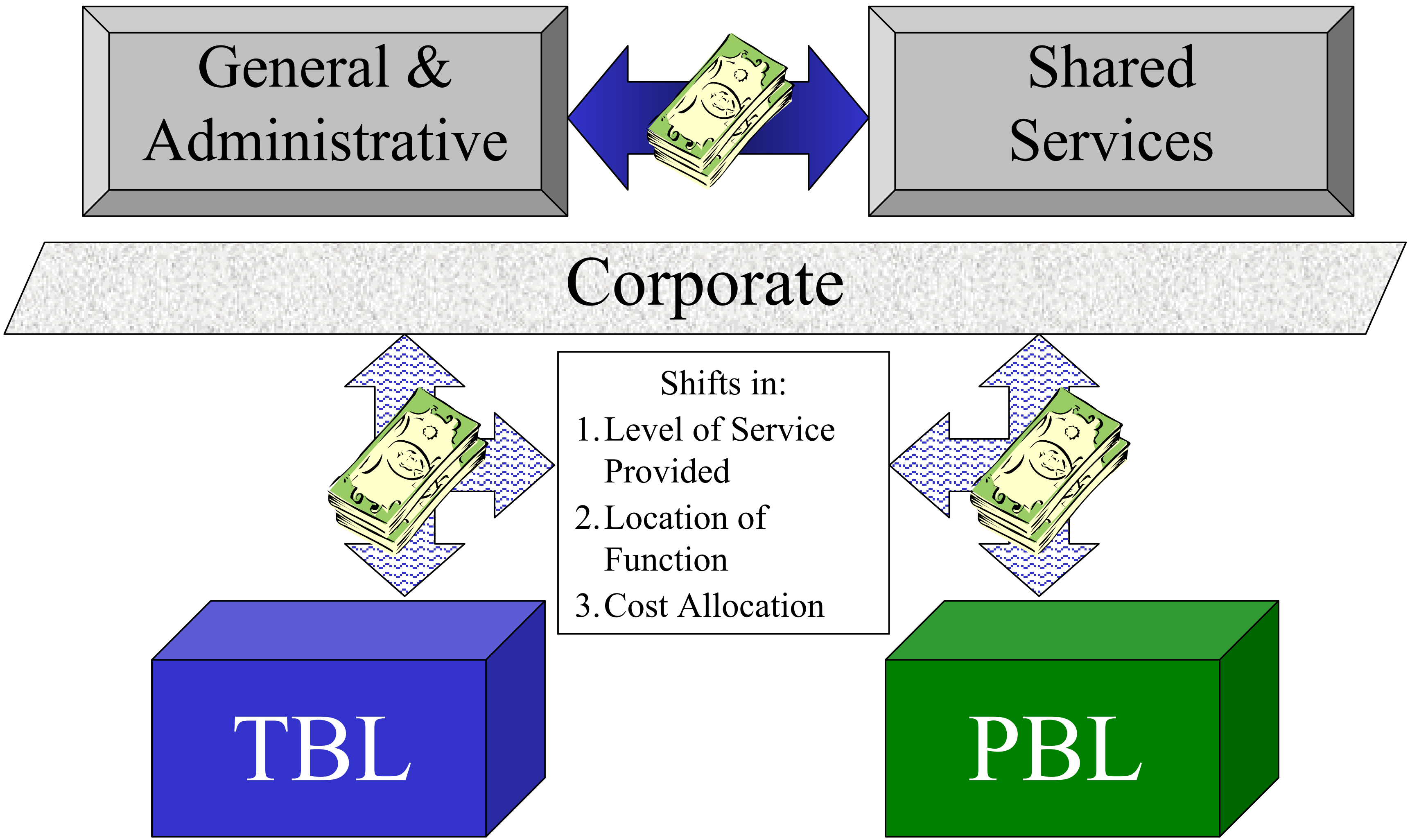
- The Internal Operations Charged To Power costs are included in the revenue requirement of the PBL rate structure. These are the costs that are controllable by BPA and the final level will be decided in the Power Function Review.



Generates a revenue offset
*** This level is heavily dependant on forward market prices*
Percentages may not add to 100% due to rounding

Note: See BPA's Financial Disclosure Information Page

Evolving Nature of Corporate



Who We Are and How We're Organized

- **Administrator and Chief Executive Officer – Steve Wright**
  - Lori Bodi – Senior Policy Advisor EF&W
  - Sara McNary – Senior Policy Advisor BIOP
- **Deputy Administrator – Steve Hickok**
- **Executive Vice President Industry Restructuring – Allen Burns**
- **Chief Operating Officer – Ruth Bennett**
  - Lynda Stelzer – Senior Policy Advisor Int. Ops.

Reporting to the Administrator and Deputy Administrator:

- ★ **Vice President for National Relations** – Jeff Stier
- **Vice President for Strategic Planning** – Pam Marshall
- ★ Communications – Dulcy Mahar
- ★ Regional Relations – Karen Hunt
- ★ Tribal Relations – John Smith

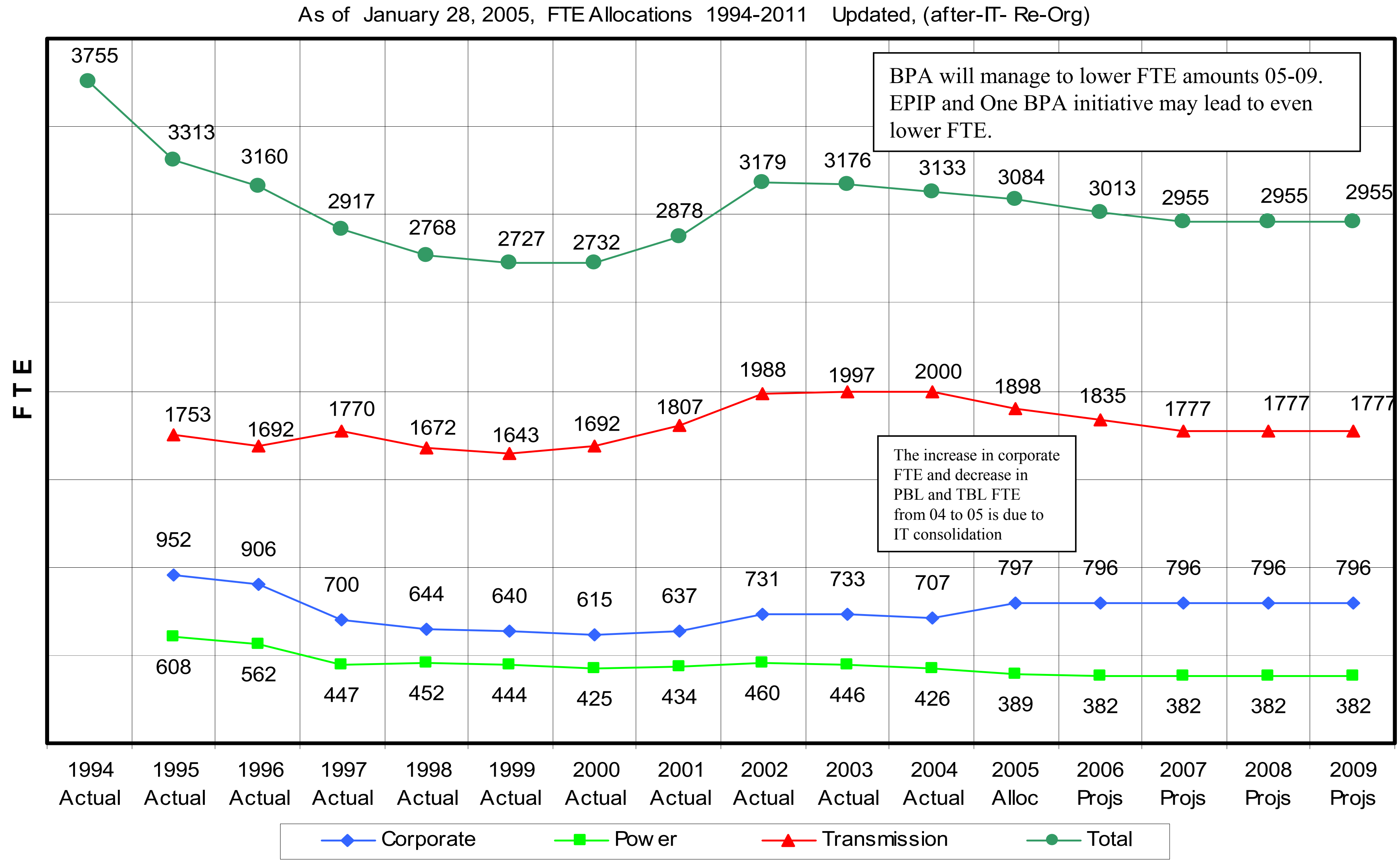
Reporting to the Chief Operating Officer:

- **Senior Vice President Employee and Business Resources – Terry Esvelt**
  - Shared Services:
    - Workplace Services – Alaina Redenbo
    - ★ Personnel Services – Roy Smithey
  - ★ HR / Diversity / EEO – Godfrey Beckett
  - Safety – Ralph Fair
  - Supply Chain Policy & Gov – Damian Kelly
  - Security & Emergency Mgmt – Bob Windus
- **Senior Vice President & General Counsel – Randy Roach**
  - Corporate – Bill Kinsey – Acting
  - Power – Marybeth VanBuren
  - Transmission – Sonya Baskerville
- ★ **Vice President for Environment, Fish & Wildlife – Greg Delwiche**
  - Enviro. Plan & Analysis – Jim Kehoe
  - Pollution, Prev. & Abate – James Meyer
  - Fish & Wildlife Program – Bill Maslen
- **Chief Financial Officer & Vice President for Finance – Nancy Mitman – Acting**
  - Financial Forecasting & Budget – Mary Hawken
  - Financial Operations – Nancy Hagen
  - Financial Analysis and Require. – Geoff Moorman
  - Capital and Risk Management – Val Lefler - Acting
- ★ BPA Information Technology – Brian Furumasu
  - Lee Hall – Operations Manager
  - Scott Duncan – Chief Technology Officer
  - Cyber Security – Kevin Dorning
  - Data Mgmt & Inte. – Dale Prill
  - Hardware Operations – Laura Young – Acting
  - Project Mgmt Office – Gary Sanford
  - IT Program Mgmt – Diedre Meaney
  - Software Dev. and Int. – Gary Van Bemmel
  - Quality Control – Tsu-huei Liu
- ★ Corporate and Executive Operations – Linda Dinan
  - Leanne Cesario – Corp. Staff Mngr
- Chief Risk Officer – Eric Larson
- Audit – Mike Sparks

★ The organizations with stars are being reviewed in the current phase of the Enterprise Process Improvement Project. All other organizations except General Counsel will be reviewed in subsequent phases

February 15, 2004

BPA FTE: 1994 to 2009



Note: Corporate/Shared Services represents about 26% of the total BPA workforce

BONNEVILLE POWER ADMINISTRATION

FY 2001-09 Corporate Costs

All Corporate except for Shared Services and EF&W

Expense G&A

		FY 05 FTE	2004 Actuals	2005 SOY	2006 Target PFR	2007 Target PFR	2008 Target PFR	2009 Target PFR
1	**Executive Office**	4	$890,517	$652,052	$685,254	$718,912	$749,511	$781,617
2	**Deputy Administrator**	51	$7,734,493	$10,397,729	$11,089,765	$11,871,622	$12,360,351	$9,068,920
3	**Employee and Business R.**	53	$8,876,985	$9,202,141	$9,247,407	$9,620,353	$9,962,134	$10,317,599
4	**Chief Operating Officer**	444	$23,807,154	$79,509,568	$79,276,270	$84,970,758	$87,397,556	$89,761,844
5	**General Council**	47	$1,468,784	$2,358,293	$2,495,560	$2,628,247	$2,718,468	$2,813,293
6	Shared Services charged to Corp		$8,440,950	$11,889,140	$11,933,136	$12,294,471	$12,666,763	$13,050,345
7	Undistributed Payroll/FTE Reduction			($920,000)	($935,000)			
8	**Expense Total**	**599**	**$51,218,884**	**$113,088,923**	**$113,792,392**	**$122,104,363**	**$125,854,783**	**$125,793,618**
9	Technology Confirmation/Innovation (incremental to existing TCI activities)				$250,000	$1,500,000	$2,750,000	$4,100,000
10	**Revised Expense Total**				**$114,042,392**	**$123,604,363**	**$128,604,783**	**$129,893,618**

PBL Expense Direct Charge

		2004 Actuals	2005 SOY	2006 Target PFR	2007 Target PFR	2008 Target PFR	2009 Target PFR
11	**Chief Financial Officer**	$189,970	$247,252	$256,218	$265,508	$275,136	$285,112
12	**General Counsel**	$3,001,105	$3,139,727	$3,253,383	$3,367,519	$3,485,112	$3,607,084
13	**Expense Total**	**$3,191,075**	**$3,386,979**	**$3,509,601**	**$3,633,027**	**$3,760,248**	**$3,892,196**

TBL Expense Direct Charge

		2004 Actuals	2005 SOY	2006 Target PFR	2007 Target PFR	2008 Target PFR	2009 Target PFR
14	**Chief Financial Officer**	$258	$0	$0	$0	$0	$0
15	**General Counsel**	$1,526,384	$1,781,196	$1,843,538	$1,908,062	$1,974,844	$2,043,964
16	**Other corporate organizations**	$2,291	$0	$0	$0	$0	$0
17	**Expense Total**	**$1,528,933**	**$1,781,196**	**$1,843,538**	**$1,908,062**	**$1,974,844**	**$2,043,964**

Capital G&A

		2004 Actuals	2005 SOY	2006 Target PFR	2007 Target PFR	2008 Target PFR	2009 Target PFR
18	**Executive Office**	($7,647)	$0	$0	$0	$0	$0
19	**Employee and Business R.**	$121,953	$0	$75,000	$0	$0	$0
20	**Chief Operating Officer**	$970,219	$30,000,000	$30,372,470	$30,865,841	$34,426,992	$36,308,781
21	**General Council**	$75,329	$131,742	$136,353	$141,126	$146,064	$151,177
22	**Capital Total**	**$1,159,854**	**$30,131,742**	**$30,583,823**	**$31,006,967**	**$34,573,056**	**$36,459,958**

Note: See BPA's Financial Disclosure Information Page

Corporate G&A Observations

- Program components of $125M/year annual expense for FY07-09*:*
  - 76% Employee Compensation – Personnel compensation and overtime for BPA staff and compensation for contract labor
  - 15% Service Contracts – Includes IT support, GridWest, KEMA, financial management support, risk expert assistance, legal services, customer/constituent surveys, D.C. office support, etc.
  - 9% Other – Travel, training, materials & supplies, rents & utilities, and miscellaneous
- The large increase in G&A from 04-05 is driven primarily by the IT consolidation, which added over $50M to Corporate, with corresponding decreases in Shared Service, Power and Transmission.
- As a direct result of the additional FTE from IT consolidation, the Shared Services budget charged to Corporate G&A also increased by over $3M from 04 to 05 and beyond.
- Removing the impact of the IT consolidation and increases in the Shared Services allocation, the 04 to 05 increase in G&A is approximately $7.6M. This increase is due to the following factors:
  - Increased GridWest costs in Industry Restructuring as critical decision points are passed and GridWest ramps up to operations ($2.1M, treated as a deferred debit)
  - Funding for consulting services to support the Enterprise Process Improvement Project ($1.7M)
  - Increase funding for contract support in Financial Management ($0.7M)
  - Increased funding for contract support of Risk Management ($0.6M)
  - Increases due to COLA and other miscellaneous factors ($2.5M)
- G&A costs increases from 05 to 09 are driven, with few exceptions, by COLA's and other cost of living factors. Corporate FTE is projected to remain flat for the FY 05- 07 period.

Note: See BPA's Financial Disclosure Information Page

Forecasted Budget - Cost Exposure and Opportunities for Savings

Cost Exposures

– TCIP costs of identifying, adapting, and confirming beneficial new technologies beyond prior commitments.
– Security costs
– Federal Government Mandates
– Financial disclosure-GAAP requirements

Opportunity for Savings

– TCIP - Improved system performance and One-BPA coordination across functional areas
– IT consolidation savings
– EPIP efficiencies
– One Bonneville

Enterprise Process Improvement Project

Project Timeline

Phase 1

Mobilization, Training, Scope, Roles, Project Plan

December 2004

- Establish Project Management Office
- Form BPA/KEMA Teams
- Training in process mapping, benchmarking, process analysis
- Define project scope, principles, objectives, methods

"Current State" Process Analysis

January - February 2005

Seven process specific assessments:
- Inventory existing processes & map
- Financial baseline data
- Performance metrics
- Current benchmarking studies

"Future State" Solution Design

February – April 2005

Seven process specific assessments:
- Analyze processes
- Bench to industry and best practices
- Create draft business cases
- Prioritize improvement opportunities
- Design detailed solutions w/supporting business case
- Integrated project roadmap for implementation

Solution Implementation and Refinement

May 2005 – May 2006

- Execute designs and construct new processes and systems
- Implement processes
- Implement change management plan
- Validate implementation with key performance metrics against targets

Change Management Initiatives

Ongoing

Potential Savings from EPIP Reviews

Enterprise Process Improvement Project				
	Baseline Costs (FY 2004 $million) *estimate*	**Baseline Staff** BFTE & CFTE (FY 2004) *estimate*	**Cost Reduction Challenges**	**Targeted Savings** ($millions)
Transmission Plan, Design, Build	$291	500	15% or more	$44+
Information Technology	$95	500	25% by end of FY2006	$24
Power and Transmission Marketing and Sales	$19	140	15% or more	$5+
Human Resources	$13	125	seek 40% or more	$5+
Communications	$8	73	30%	$2
Fish and Wildlife Contract Management	$8	60	EPIP Deferred (Pisces implementation)	Deferred
Energy Efficiency Contract Management	$7	64	15% or more	$1+
Totals	$441	1,435		$81+ (18%+ overall average)

BONNEVILLE POWER ADMINISTRATION

Snap Shot of Current State Assessments

Enterprise Process Improvement Program

February 25, 2005

Process Review	Current Findings
Transmission Plan, Design, Build	✓ Largest organization and dollar 'spend' ✓ Project Plan longer to appropriately assess Current and Future States ✓ Nineteen initiatives launched
Information Technology	✓ Benchmarks indicate BPA IT roughly twice size and cost of available benchmarks ✓ Recently consolidated but economies of size and integration not yet realized ✓ Approximately 50% contractors ✓ Significant reskilling and knowledge transfer needed
Power and Transmission Marketing and Sales	✓ SOC concerns originally lead to separate organizations and staffs ✓ Executive "One BPA" strategic discussion scheduled for March 8 & 9 ✓ Benchmarked practices indicates BPA level of separation not practiced elsewhere in industry ✓ Separate staffs and functions yielded duplicative efforts
Communications	✓ Multiple 'voices' reflecting multiple business lines/organizations ✓ Not strategically or proactively employed ✓ Processes not clearly in place; unclear roles and responsibilities ✓ Benchmarks indicate lower staffing levels for similarly sized organizations
Human Resources and Staff Management	✓ Multiple sources of services across business lines and corporate groups ✓ Heavily layered organization with numerous participants ✓ Largely manual, arcane processes ✓ Benchmarks suggest BPA staffing at 2X to 4X industry 'best practice' levels
Fish and Wildlife Contract Management	✓ Deferred. ✓ Pisces implementation requires opportunity to be completed. Will be re-evaluated when process evaluation will be useful
Energy Efficiency Contract Management	✓ Processes can be improved through explicit process reviews ✓ Matrix organization may not be most efficient. Benchmarks do not indicate common industry practice

Technology Confirmation / Innovation

What is the TCI Program?

- The more aggressive pursuit of technologies that will benefit the power system
- Developing, adapting, testing, and confirming the effectiveness of emerging technologies

What are examples of TCI successes?

- Reliability-Centered Maintenance methods, yielding reduced field crew sizes without increasing failures
- Hydro optimization project, resulting in additional generation at very low cost from existing projects (ongoing)

What are examples of future challenges that can TCI can help address?

- The smart, self-healing grid that can protect against transmission disturbances
- Improved hydro diagnostics, to yield reduced maintenance costs, decreased downtime, longer machine life

Guiding principle: TCI investments to be based on clear value propositions

- On portfolio basis costs should be recovered with technology deployment

Shared Services Costs to PBL

FY 05	FY 06	FY 07	FY 08	FY 09
$6.61M	$6.65M	$6.85M	$7.05M	$7.27M

Shared Services (Workplace and Personnel Services) costs and FTE are flat - except for inflation

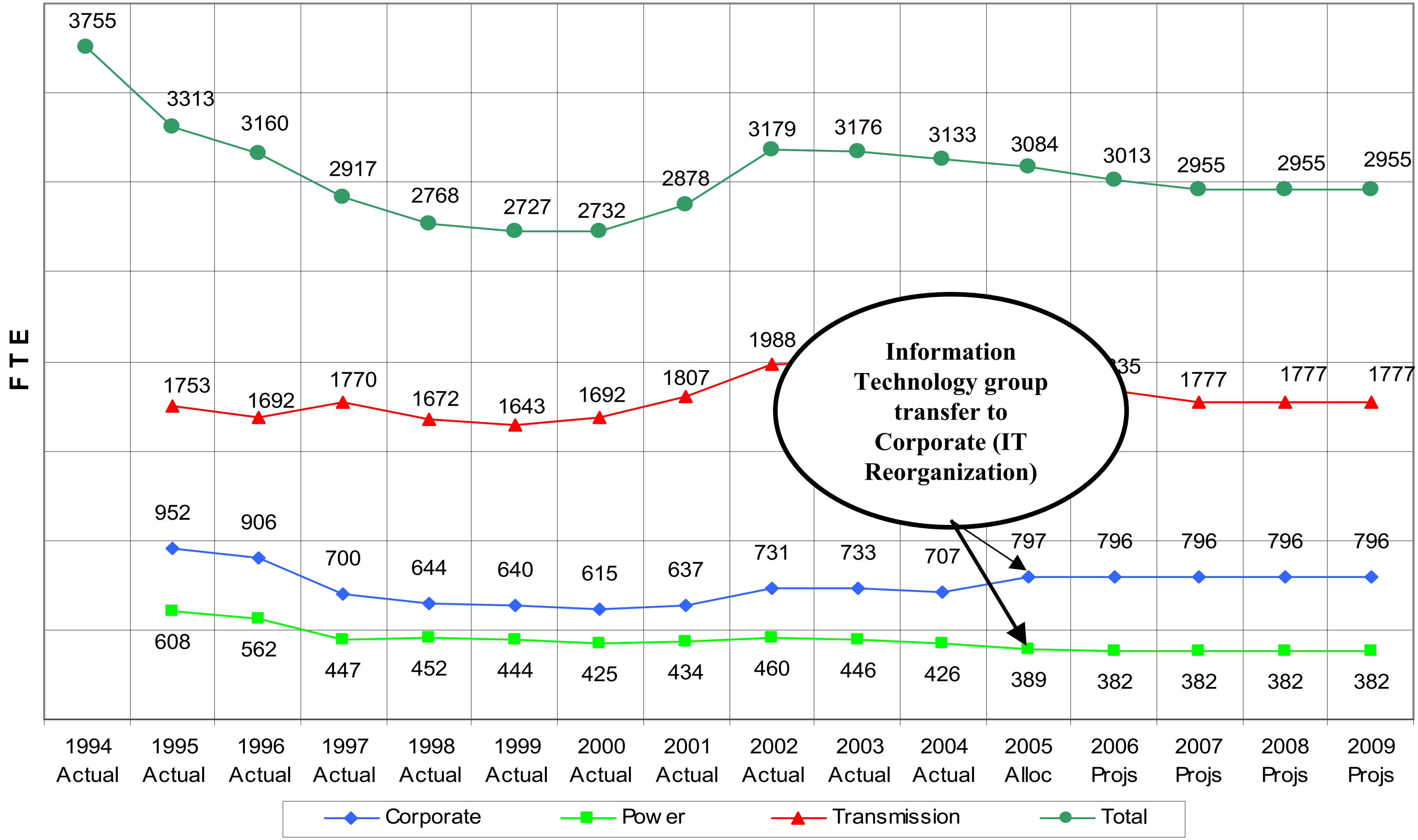
- **Shared Services costs are dependent on client requirements.**
- **Shared Services and PBL work closely to manage the costs together:**
  - Standard reporting monthly to clients;
  - Monthly meetings with clients on business requirements, projects, and costs;
  - Estimate costs for new work, negotiate what can be shifted or eliminated;
  - Process improvements internal to Shared Services to deliver services for lower cost;
  - Proactive innovation in delivering services.
- **Risks to meeting forecasted budget targets:**
  - Directives from DOE, OPM and other Federal requirements
  - Hiring or recruiting requirements
  - Unanticipated building failure or facilities requirement
  - Major moves based on agency reorganizations
  - Increases up front to realize savings over time (e.g., move costs resulting from consolidations)
- **Opportunities for savings (continual focus on efficiencies and process improvement)**
  - HR Efficiency Study (no specifics on PBL impacts at this time)
  - HQ/Van Mall consolidation (no specifics on PBL impacts at this time)

Power Internal Operations Appendix

BONNEVILLE POWER ADMINISTRATION

BPA FTE: 1994 to 2009

As of January 28, 2005, FTE Allocations 1994-2011 Updated, (after-IT- Re-Org)



Note: Corporate/Shared Services represents about 26% of the total BPA workforce

BONNEVILLE POWER ADMINISTRATION

Power Business Line - Performance Managers (Supervisors) / *Team Leads (as of January 2005)

Power Business Line - P
Senior Vice President
(Paul Norman)

- **Staff Management - PB**
  (Ruth Hiraki)
  *Admin (Kathe Donaldson)
- **Communication and Liaison - PL**
  (Sonya Tetnowski)
- **Power Financial Management, Rates, and Planning - PF**
  (Barney Keep, acting)
  - **Power Financial Management - PFF** (David Steele, acting)
  - **Power Business Strategy - PFS** (Vacant)
  - **Power Rates - PFR** (Liz Evans, Acting)

Generation Supply - PG
Vice President
(John Hairston, Acting)
(Suzanne Cooper)

- **Contract Generating Resources - PGC** (Andy Rapacz)
- **Scheduling Coordination - PGK** (Scott Coe) (Fev Pratt) (Tina Weber, Acting)
- **Federal Hydro Projects - PGF** (Mark Jones)
- **Project Management - PGM** (Rebecca Dinsmore, acting)
- **Power & Operations Planning - PGP** (Rick Pendergrass)
  - **Regional Coordination - PGPL** (Kieran Connolly)
  - **Operations Planning - PGPO** (John Wellschlager) * (Steve Kerns)
  - **Weather & Streamflow Forecasting - PGPW** (Nancy Stephan)
- **Generation Scheduling - PGS** (Sue Furst)
  - **Duty Scheduling - PGSD** (Terry Larson, Acting)
  - **Schedule Planning - PGSP** * (vacant)

Energy Efficiency - PN
Vice President
(Mike Weedall)
(John Pyrch-Implementation Manager)

- **Customer Services - PND**
  (Joe Cade)
  Budget
  * (Phyllis Chamberlain)
  Info/Education Outreach
  * (Becky Clark)
  Comm/Mkt/Partnership Mgr
  * (Jennifer Eskil)
  Legacy/LIWX
  * (Gene Ferguson)
  Technology Lead
  •(Mike Hoffman)
  Non-wires Solutions
  (David Le)
- **Customer Services - PNF**
  (Steve Fucile)
  Con Aug/Federal
  * (Tim Scanlon)
- **Customer Services - PNG**
  (Tom Foeller)
  Market Transformation
  * (Ken Keating)

Requirements Marketing - PS
Vice President
(Garry Thompson, acting)

- **Eastern Power Business Area - PSE** (Ken Hustead,acting) Account Servicing (Nancy Schimmels)
- **Revenue Metering & Contract Analysis - PSR** (Karen Graves-Pyrch) (Meri Foeller)
- **Western Power Business Area - PSW** (John Lebens) Account Servicing (Elly Adelman)

Bulk Marketing & Transmission Services - PT
Vice President
(Steve Oliver)

- **Trading Floor - PTF** (David Armstrong)
- **Pricing & Transaction Analysis – PTP** (Elliot Mainzer)
- **Account Services - PTS** (Gary Insley)
- **Transmission & Reserve Services - PTT** (Anne Draper)

Power Non-Generation Operations

($ in Thousands)

	2001	2002	2003	2004	2005	2006	2007	2008	2009
1. PERSONNEL COMP &BENEFITS	36,566	41,945	42,742	43,552	40,411	43,315	44,691	46,123	47,674
2. OVERTIME	354	296	197	86	91	94	97	99	102
3. AWARDS	1,794	2,379	66	149	82	530	895	914	942
4. PAY RETENTION	502	503	232						
5. MATERIALS AND EQUIPMENT	4,686	3,733	1,386	1,494	231	211	221	227	233
6. TRANSPORTATION OF THINGS	58	80	63	1	23				
7. TRAVEL	1,030	898	400	477	611	695	712	730	747
8. SERVICE CONTRACTS	19,313	13,196	6,966	4,357	6,196	6,277	6,312	6,348	6,385
9. SUPPLEMENTAL LABOR CONTRACTS	4,440	3,618	6,713	6,101	2,066	2,072	2,133	2,195	2,260
10. AGREEMENTS AND GRANTS	858	4,315	2,857	1,311	1,985	1,985	1,575	1,575	1,575
11. POWER PURCHASES	**119,312**	**7,082**	**398**						
12. TRAINING	95	328	111	106	233	147	149	151	153
13. RENTS/UTIL/LAND	361	492	325	325	120	123	119	123	121
14. ADJUSTMENTS	-967	-95	-39	-697					
15. SHARED SERVICES	637	588	234	155					
16. INTERNAL BETWEEN BUSINESS LINE	405	721	386	1,160	471	220	228	229	230
Total	**189,444**	**80,081**	**63,035**	**58,579**	**52,519**	**55,669**	**57,132**	**58,715**	**60,422**

The above table presents Power Business Line's organization internal operations costs. It incorporates all costs charged to Power Non-Generation Operations, including organizations external to Power, such as Legal and Environment, Fish and Wildlife. It is consistent with the expense line on the Power Business Line income statement, such as Customer Collaborative reports, Quarterly Reviews, etc. (for FY's 2001-2005 only). Non-Power organizations charge just over $4 million a year to the Internal Operations lines presented on this table. These numbers exclude Internal Operation costs for Corporate G&A, Shared Services, and TBL Shared Services Supply Chain costs. Years 2001 through 2004 are actual expenses and years 2005 through 2009 are forecasted amounts.

NOTE: The Line 11, Power Purchases costs were charged to the wrong projects in FY's 2001-2003