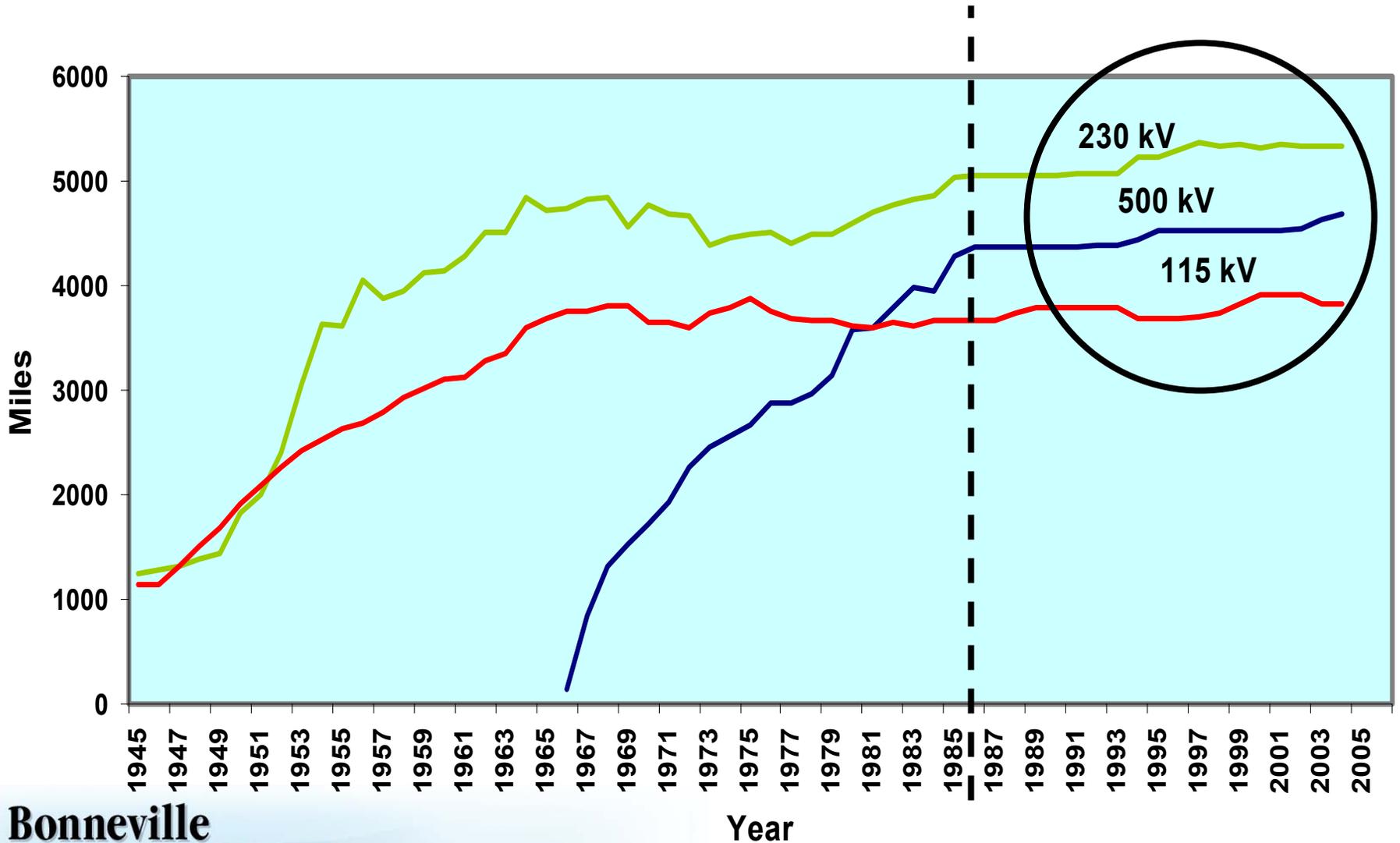


Appendix – Introduction

1. Transmission Line Construction
2. Network Revenues FY01-04
3. Intertie Revenues FY01-04
4. Example of Cost Cutting FY03-04
5. Succession Planning-by Skill
6. Retirement by Skill
7. Corporate FTE
8. Vegetation Management
9. Preliminary Benchmarking

Transmission Line Construction

Operating Circuit Miles



Network Revenues FY01-04

(\$ in millions)*

	FY01	FY02	FY03		FY04**	
	Actuals	Actuals	Actuals FY03	Change from FY02 Actuals	Forecasted FY04	Change from FY03 Actuals
Total Network	365.5	400.1	381.2	(18.8)	384.3	3.0
Long-Term	323.5	370.6	364.9	(5.7)	370.7	5.8
Short-term	42.0	29.5	16.3	(13.1)	13.6	(2.8)
Sales	360.6	340.0	328.2	(11.8)	333.5	5.3
Long-term	323.3	335.1	325.7	(9.4)	330.6	4.9
Short-term	37.3	4.9	2.5	(2.4)	2.9	0.4
Intra-agency	96.0	60.1	53.0	(7.0)	50.7	(2.4)
Long-Term	91.3	35.5	39.2	3.7	40.0	0.8
Short-Term	4.7	24.6	13.8	(10.7)	10.7	(3.2)

* Figures have been adjusted to remove the effect of prior period accounting adjustments.

** Includes 1.5% rate increase.

This information has been made publicly available by BPA on June 8, 2004 and does not contain Agency-approved Financial Information.

Intertie Revenues FY01-04

(\$ in millions)*

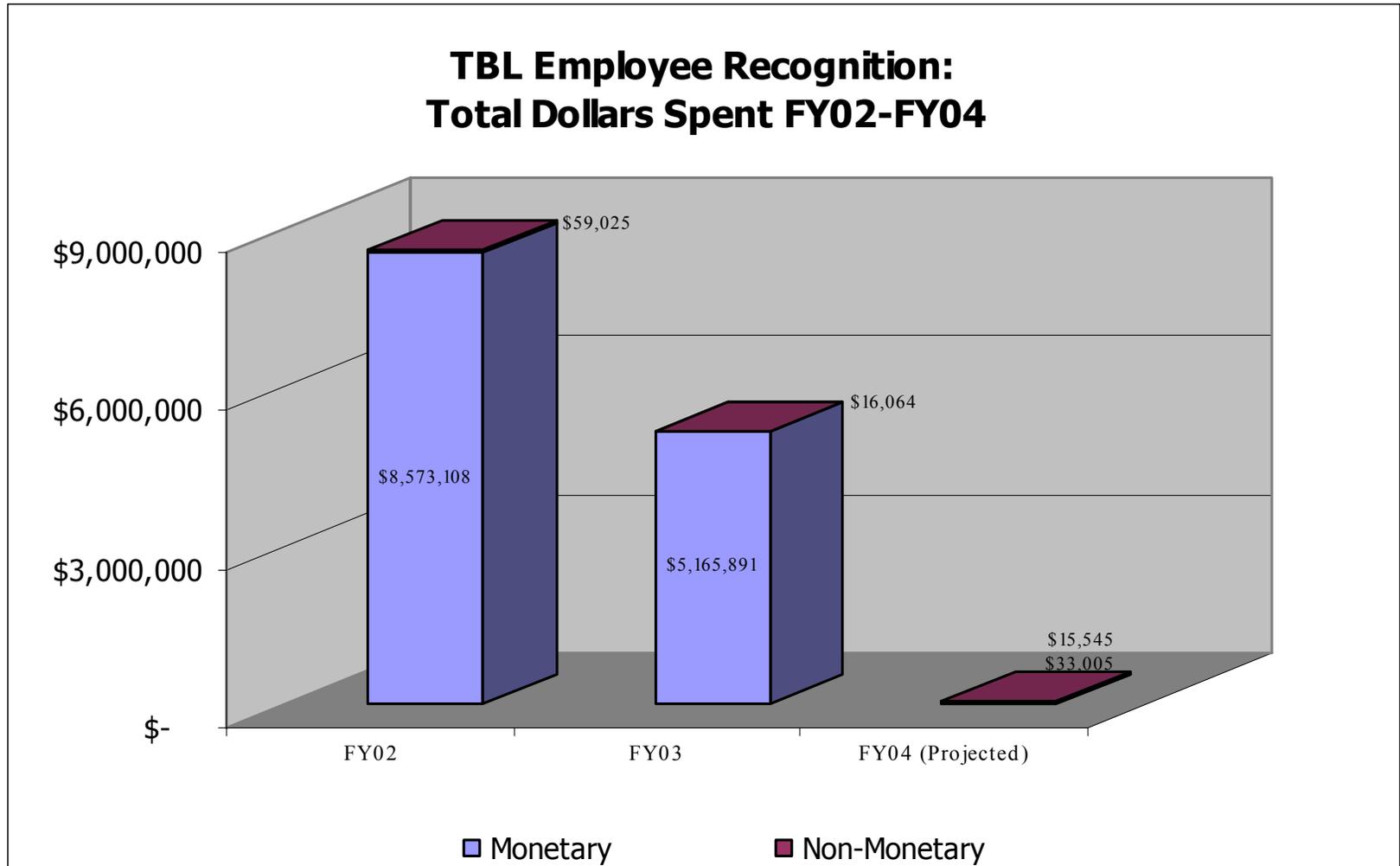
	FY01	FY02	FY03		FY04**	
	Actuals	Actuals	Actuals FY03	Change from FY02 Actuals	Forecasted FY04	Change from FY03 Actuals
Total Intertie	115.8	91.7	74.5	(17.1)	70.9	(3.7)
Long-Term	65.3	79.2	65.3	(13.8)	64.5	(0.9)
Short-term	50.5	12.5	9.2	(3.3)	6.4	(2.8)
Sales	81.0	55.1	47.8	(7.3)	46.3	(1.5)
Long-term	33.9	42.7	38.8	(3.9)	39.9	1.1
Short-term	47.1	12.4	9.0	(3.4)	6.4	(2.6)
Intra-agency	34.9	36.5	26.7	(9.8)	24.6	(2.1)
Long-Term	31.4	36.4	26.5	(9.9)	24.6	(1.9)
Short-Term	3.5	0.1	0.2	0.1	0.0	(0.2)

* Figures have been adjusted to remove the effect of prior period accounting adjustments.

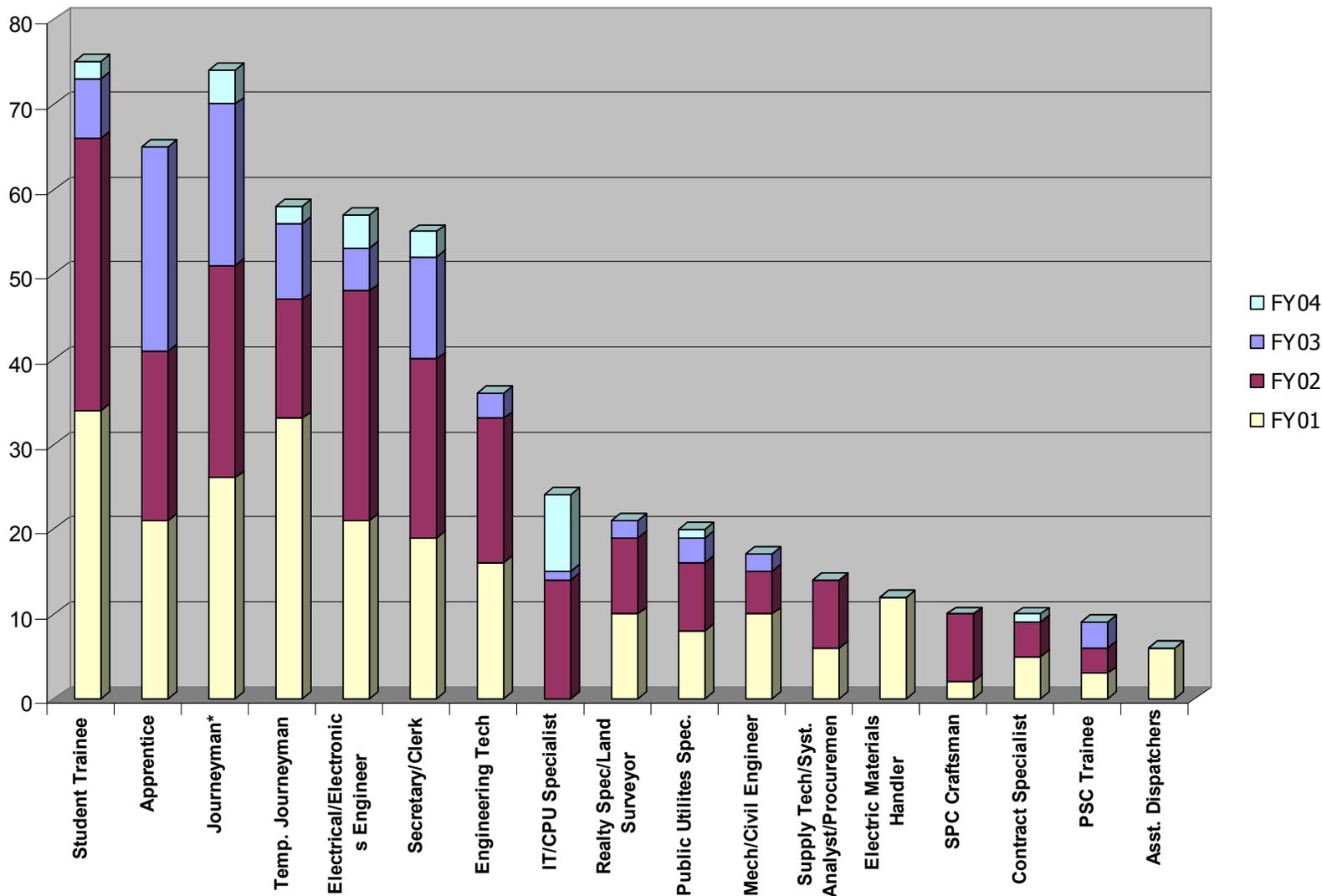
** Includes 1.5% rate increase.

This information has been made publicly available by BPA on June 8, 2004 and does not contain Agency-approved Financial Information.

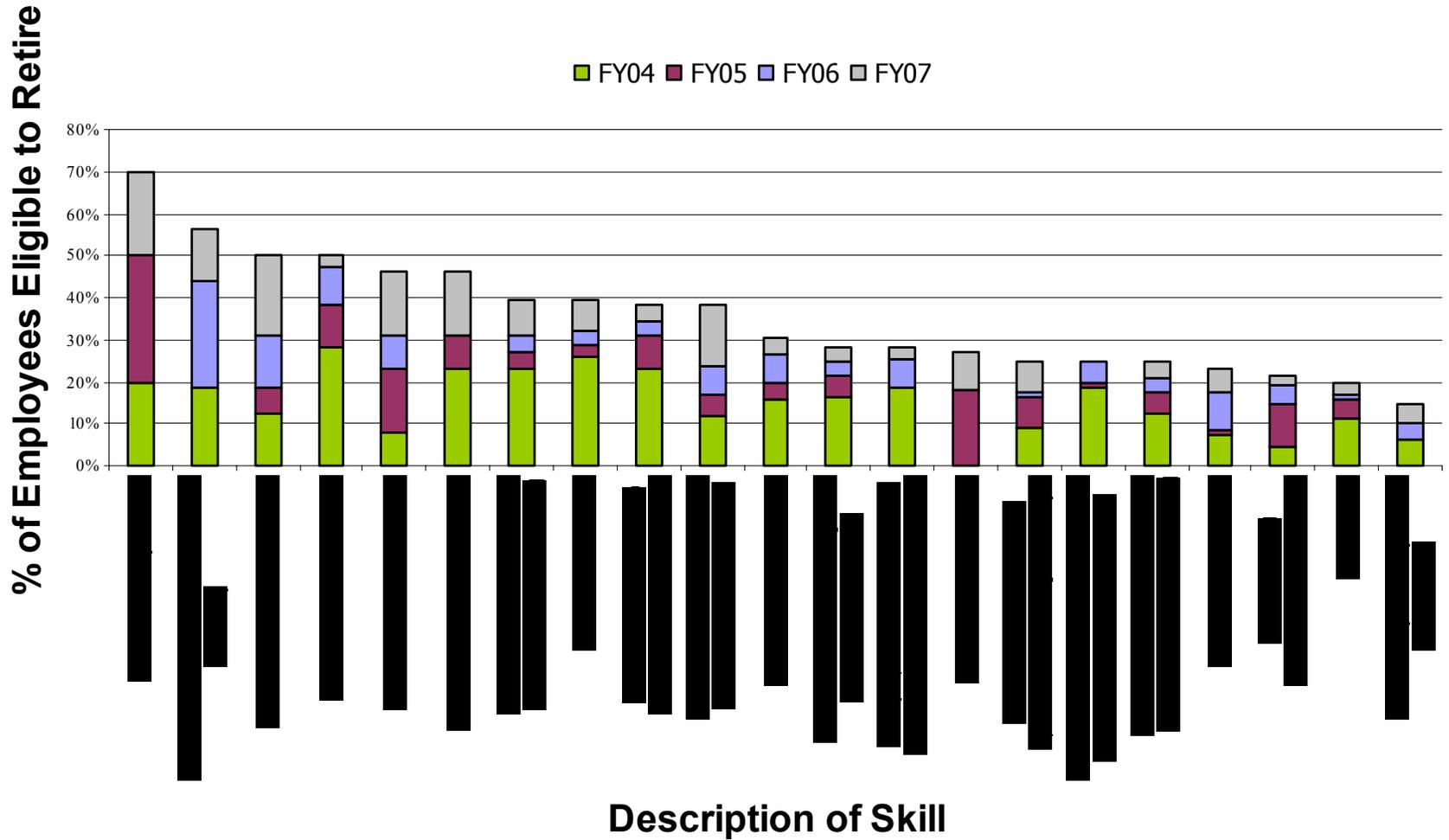
Example of Cost Cutting FY03-04



Succession Planning-by Skill

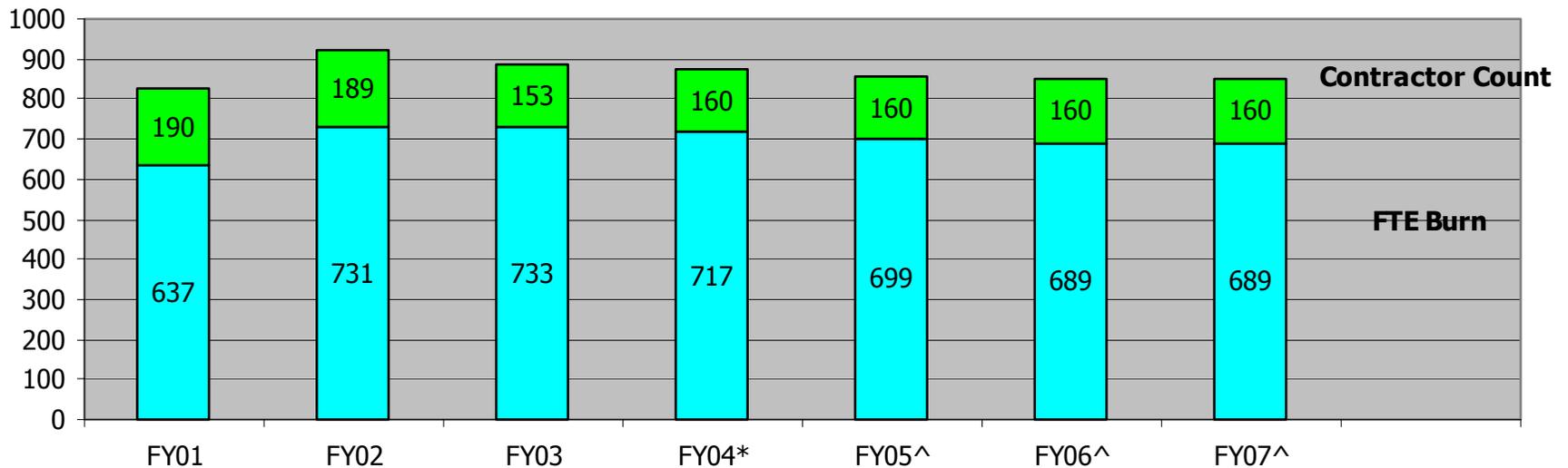


Retirement by Skill



Corporate FTE

**BPA Corporate Organization:
CORPORATE BFTE Use and Contractor Count, FY01-FY07**

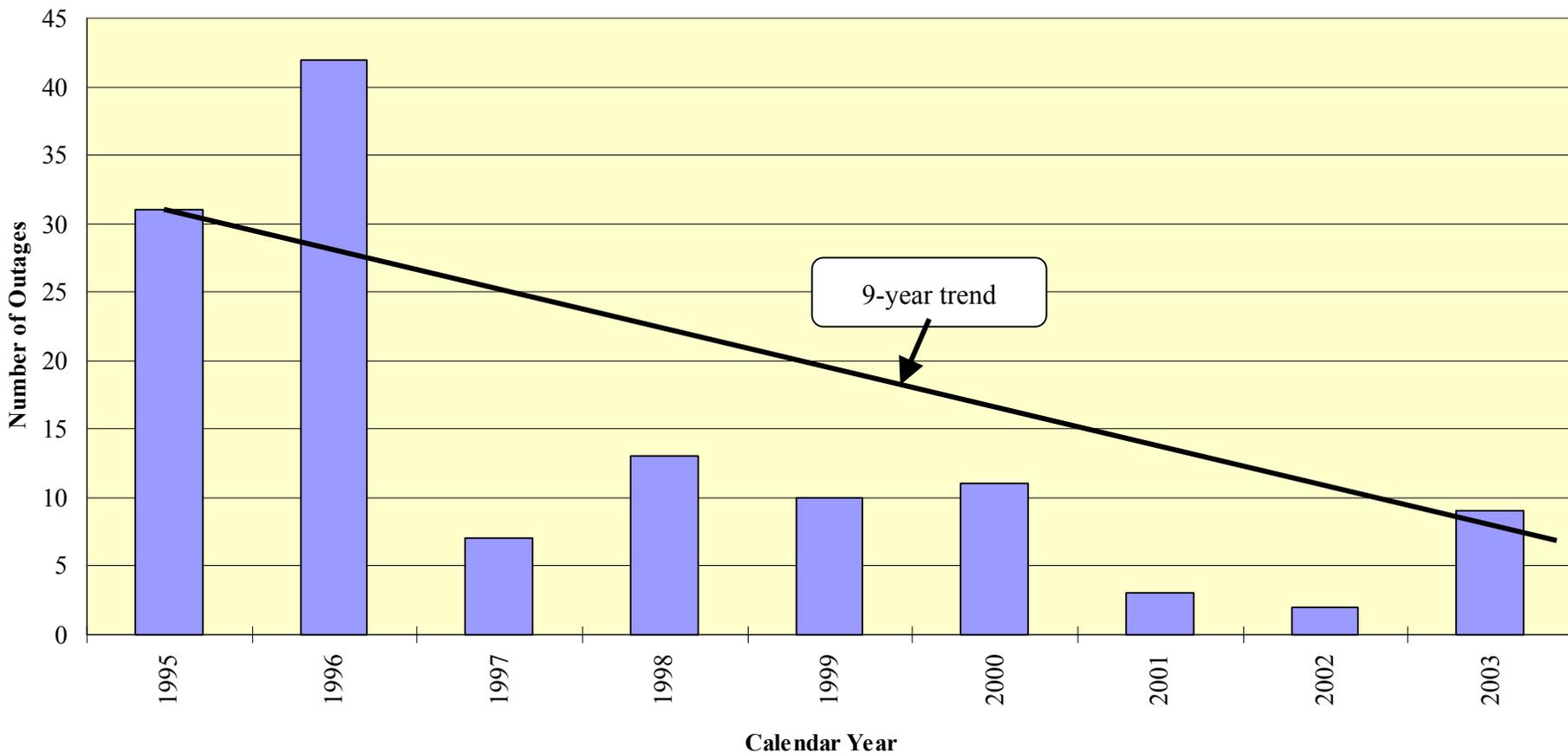


*. EOY Projection/Allocation

^-FTE level in outyears based on projected workload. These numbers have yet to be approved

Vegetation Management

NUMBER OF TREE-RELATED OUTAGES TO 230 kV+ LINES



Preliminary Benchmarking

<u>Grand Coulee – Bell (BPA)</u>	<u>Path 15 (Calif)</u>
83 miles of new line	83 miles of new line
500 kV	500 kV
1 mile of DC	Approx. 23 miles of tubular steel poles
\$1.023 M/mile*	\$1.024 M/mile*

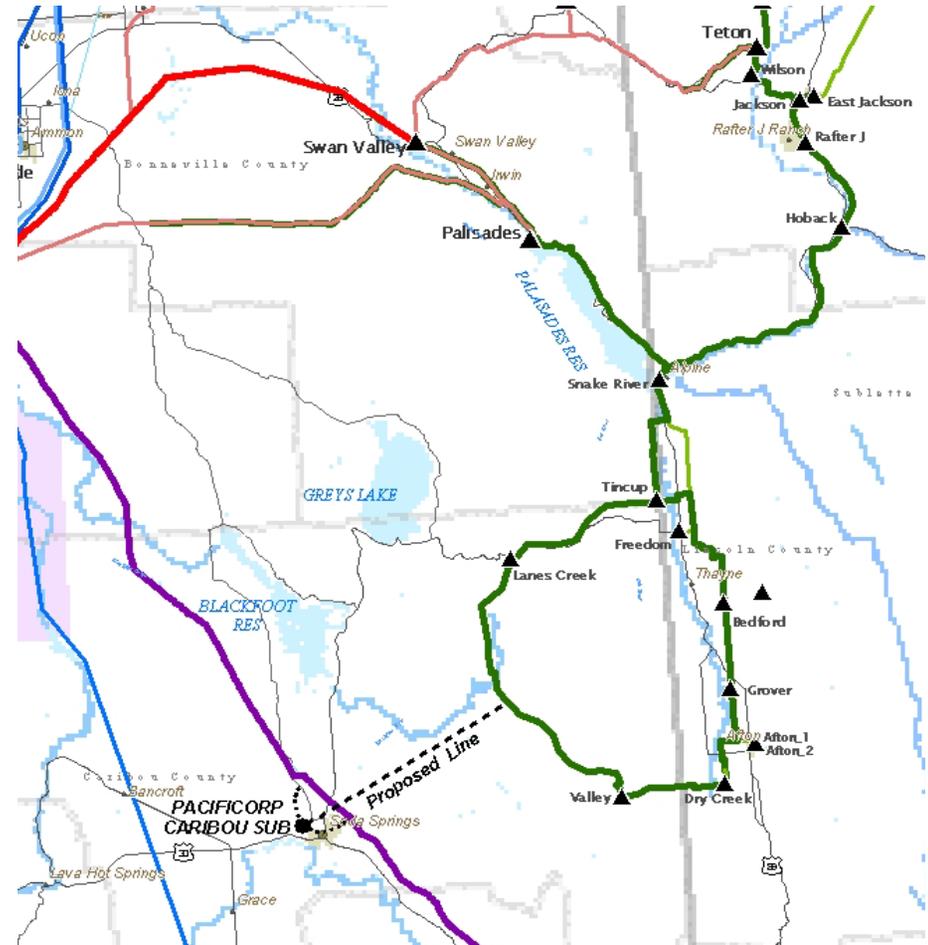
** Excludes environment and land costs*

Appendix – Capital Programs

1. Local Area Projects
 - Idaho Falls, Ida.
 - Kennewick, Wash.
 - Spokane, Wash.
 - Puget Sound, Wash.
 - Portland, Ore.
 - Springfield/Eugene, Ore.
 - Missoula, Mont.
2. Direct Capital (Actual & Forecasted FY02-07)
3. FY04 Capital Expenditures
4. FY04 Indirect Capital
5. FY05 Direct Capital
6. FY06 Direct Capital
7. FY07 Direct Capital

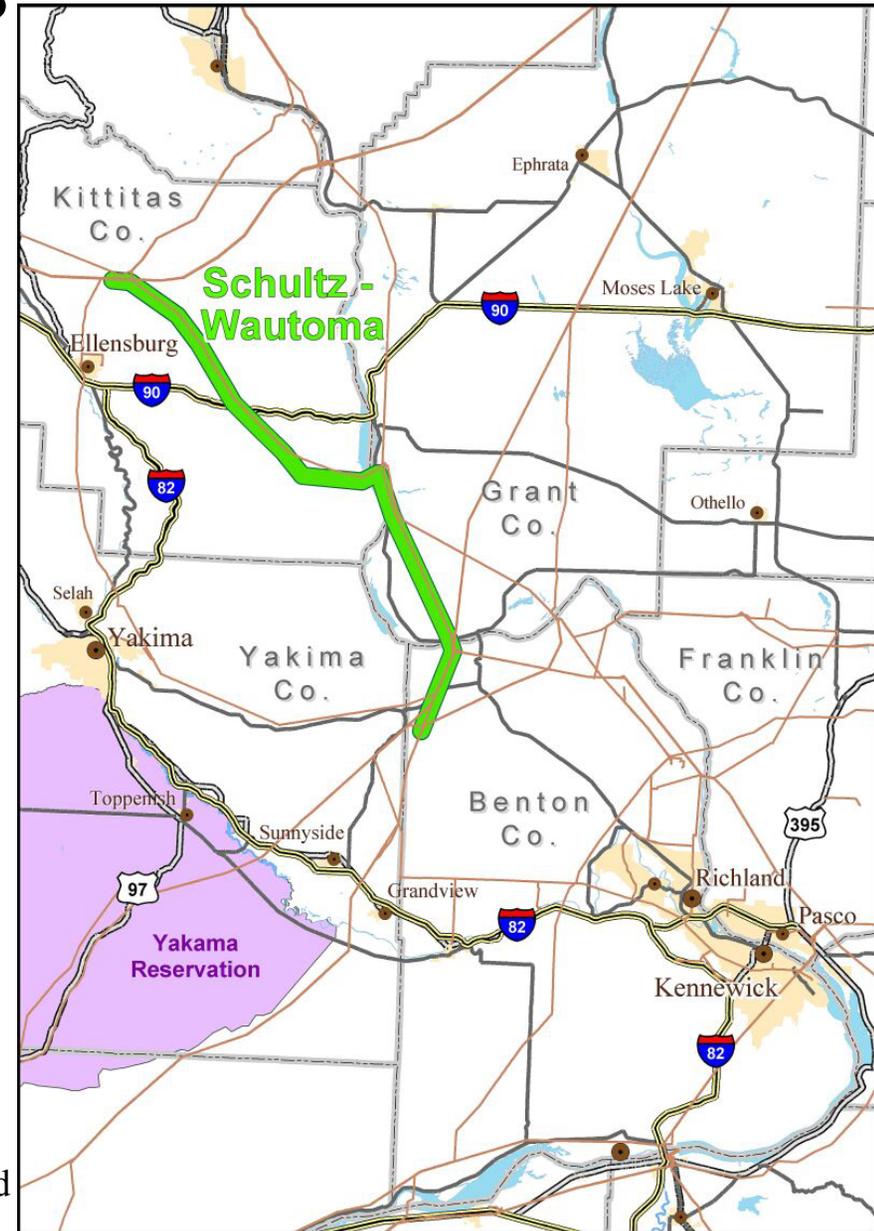
Local Area Projects (Idaho Falls*)

- Teton Shunt Cap switcher Replacement (2004)
- Targhee Circuit Breaker Installation (2005)
- Madison Shunt Cap Replacement (2007)
- Lower Valley Reinforcement (2008)
- Targhee–Drummond 115 kV Line Upgrade (2009)
- Northern Idaho Reinforcement: Libby-Bonnars (2012)



Local Area Projects (Kennewick*)

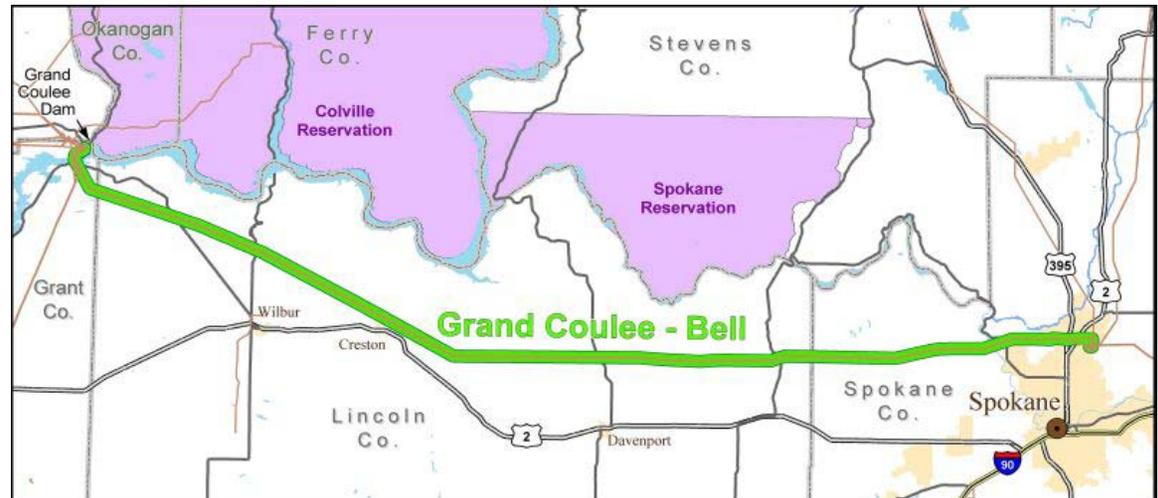
- Red Mountain 115 kV Sub (2002)
- Walla Walla 115/69 kV Bank Replacement (2003)
- Red Mountain 2 Terminal Addition (2005)
- White Bluff–Richland One Mile Relocation (2005)
- Schultz–Wautoma 500 kV Line (2006)
- McNary Sub–115 kV Terminal: Benton PUD (2006)



Local Area Projects (Spokane*)

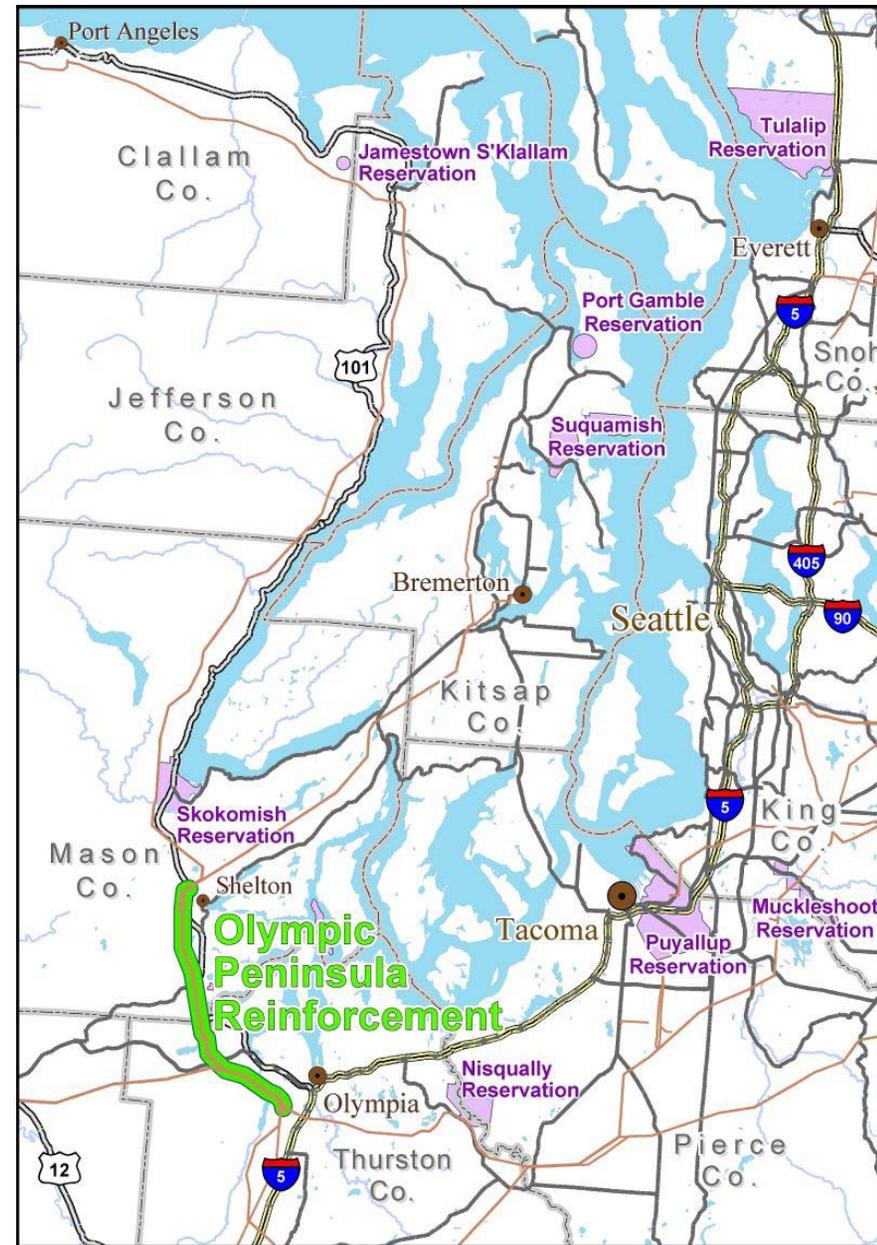
- Coulee–Bell 500 kV Line (2004)
- Schultz–Wautoma 500 kV Line (2006)
- East Omak 230/115 kV Bank (2007)
- Trentwood 230/115 kV Bank/Line (2008)

Tower assembly at Coulee-Bell



Local Area Projects (Puget Sound*)

- Kangley–Echo lake 500 kV (2003)
- Snoking 500/230 kV Bank (2003)
- Kitsap Peninsula Reinforcement (2003)
- Port Angeles–Fairmont 115/69 kV Conversion (2004)
- Olympic Peninsula Reinforcement (2007)
- Northern Intertie Reinforcement (2006)
- Longview Area 230/115 kV Bank (2008)
- Seattle Area 500/230 kV Bank (2010)



Local Area Projects (Portland*)

- Pearl 230 kV Bus Sectionalizing Breaker Additions (2004)
- I-5 Corridor 230 kV Upgrade (2005)
- Troutdale 230 kV Line Swap (2005)
- Hanford–Ostrander Tap to Big Eddy (2012)



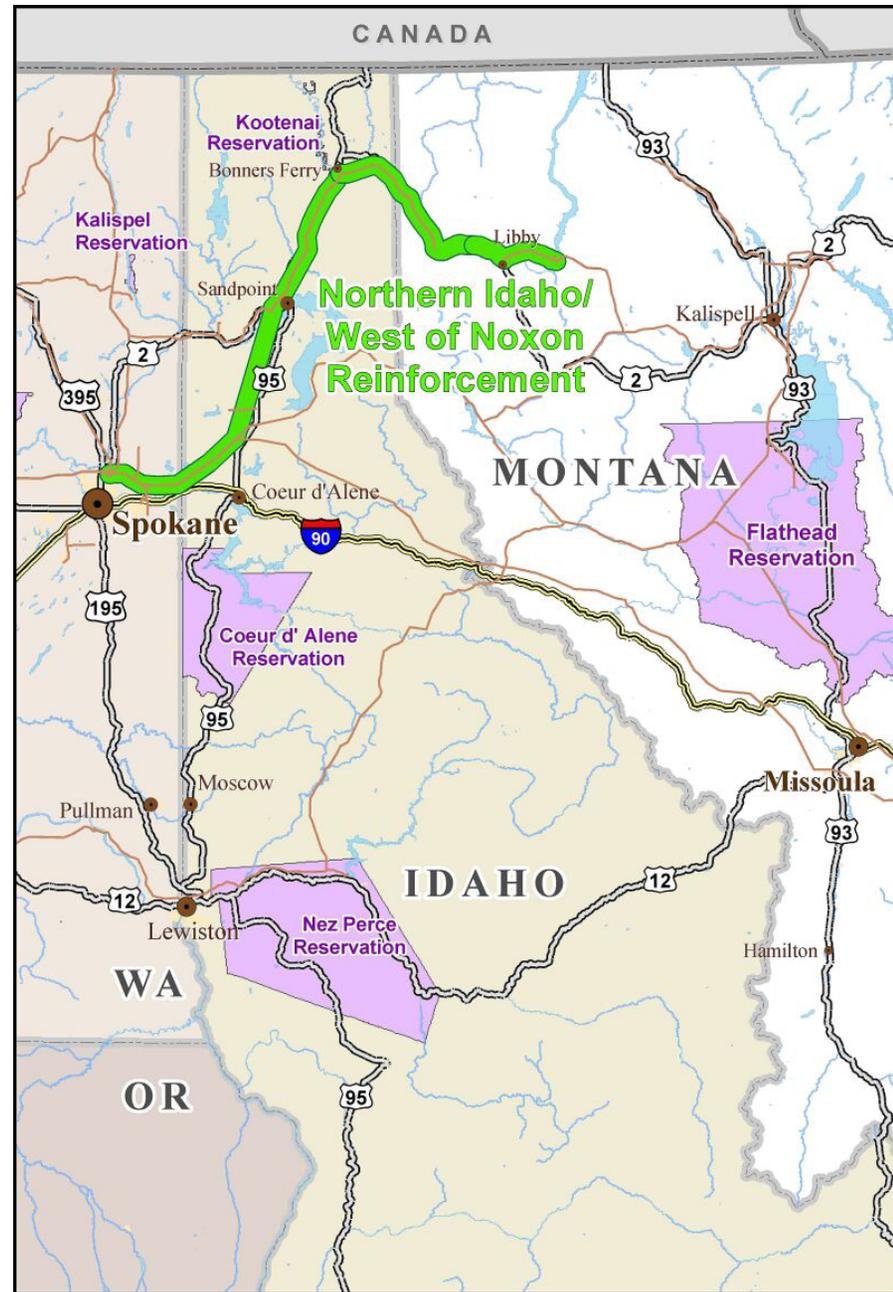
Local Area Projects (Springfield*)

- Albany–Eugene Line Rebuild (2004)
- Fairview 230 kV Bus Sectionalizing Breaker Addition (2005)
- Chemawa 230/115 kV Bank (2010)
- Southwest Oregon Coast: Bandon – Rouge (2010)

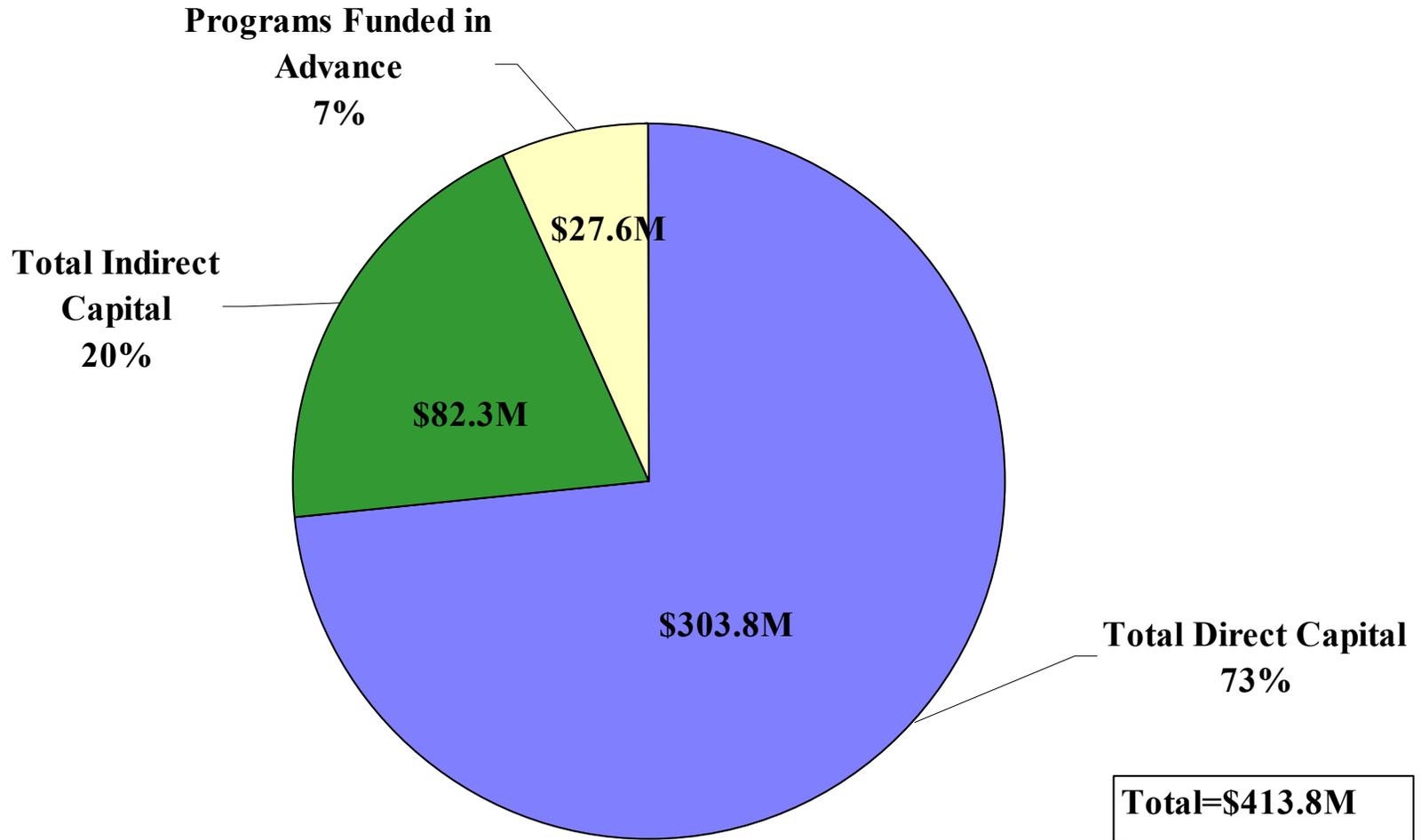


Local Area Projects (Missoula*)

- Libby–Troy Reinforcement (2008)
- Libby-Bonniers Reinforcement (2012)
- Sand Creek–Bell 230 kV Line (2012)



FY04 Capital Expenditures



Direct Capital

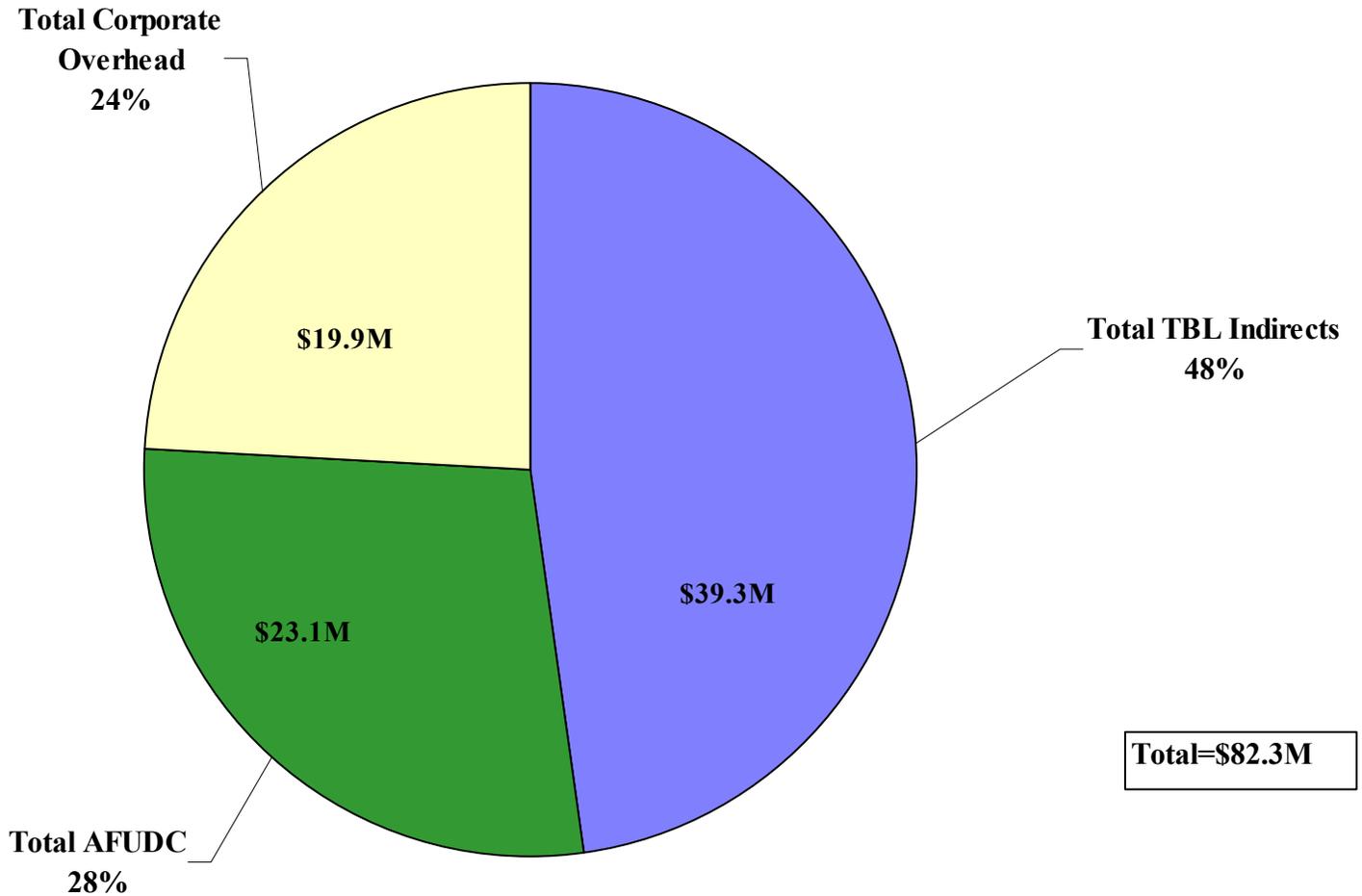
(Actuals & Forecasted)

(\$ millions)

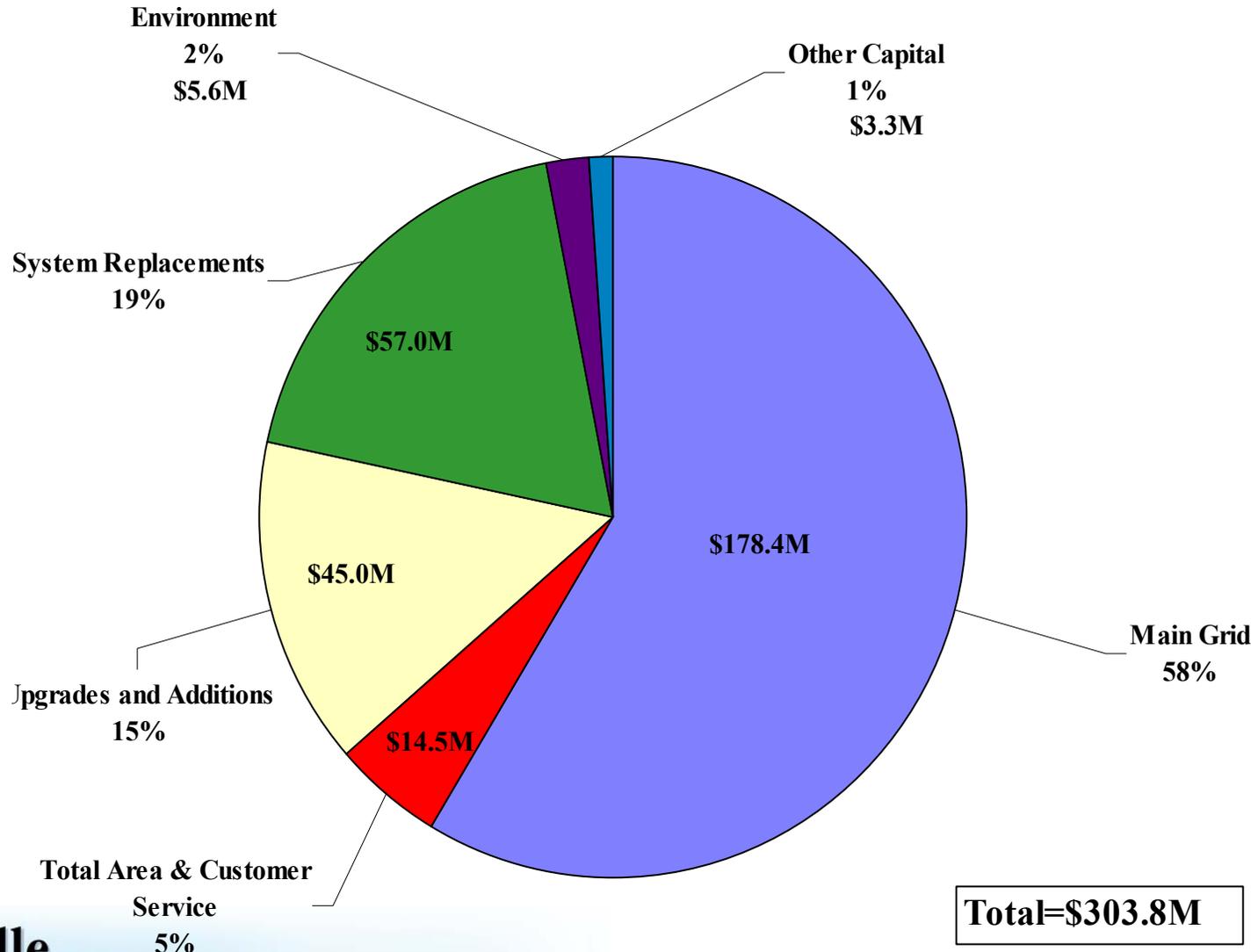
Description	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Main Grid	\$ 64.6	\$ 136.1	\$ 178.4	\$ 42.0	\$ 51.1	\$ 54.7
Total Area & Customer Service	\$ 9.6	\$ 4.3	\$ 14.5	\$ 8.3	\$ 13.1	\$ 19.2
Upgrades and Additions	\$ 80.4	\$ 57.5	\$ 45.0	\$ 43.2	\$ 51.8	\$ 55.1
System Replacements	\$ 44.3	\$ 46.3	\$ 57.0	\$ 44.7	\$ 51.6	\$ 52.5
Environment	\$ 2.5	\$ 5.3	\$ 5.6	\$ 5.3	\$ 5.2	\$ 5.4
Other Capital	\$ 3.9	\$ 4.4	\$ 3.3	\$ 3.5	\$ 3.4	\$ 3.4

FY02-03 Actuals; FY04-07 Forecasted

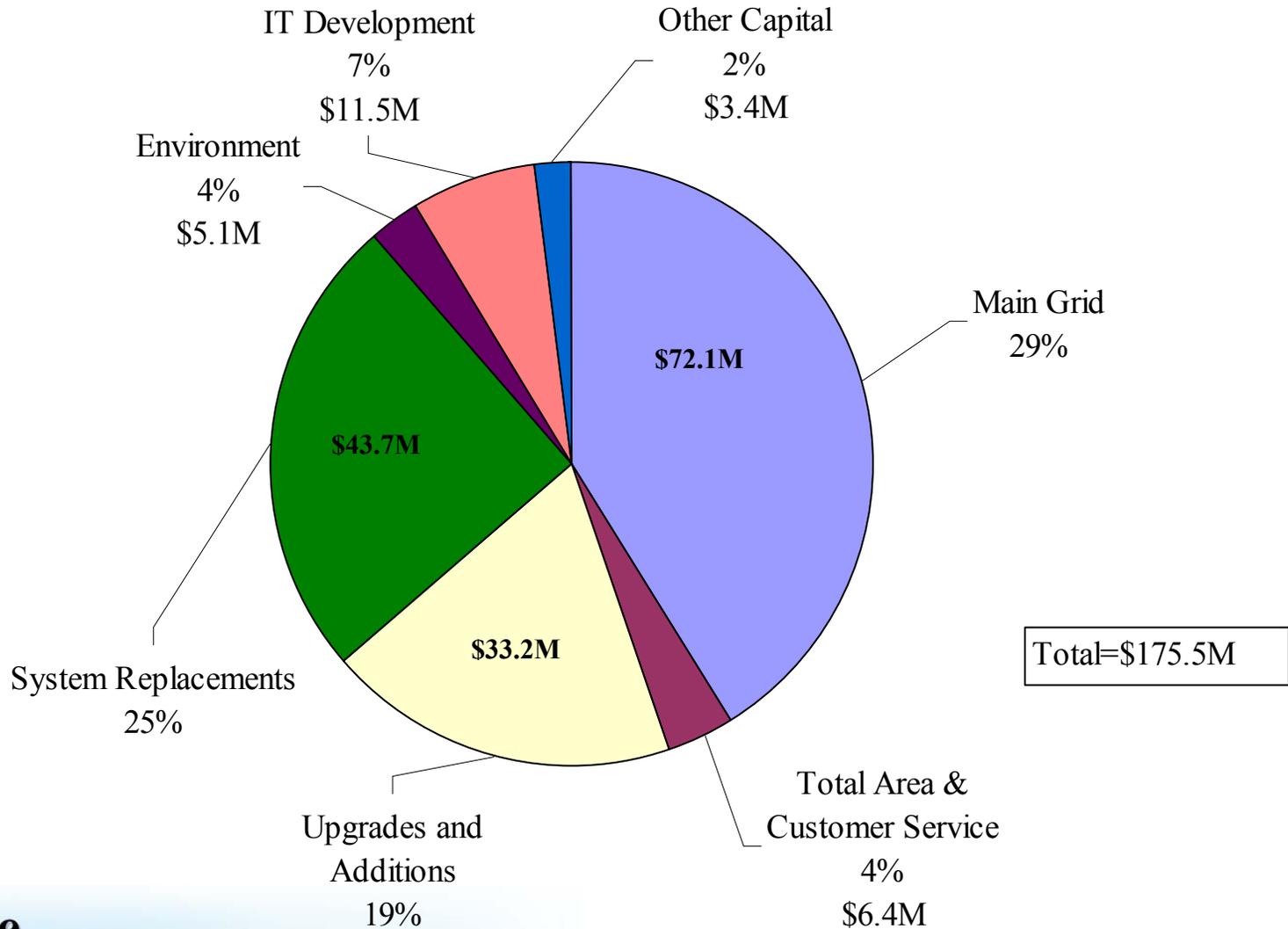
FY04 Indirect Capital



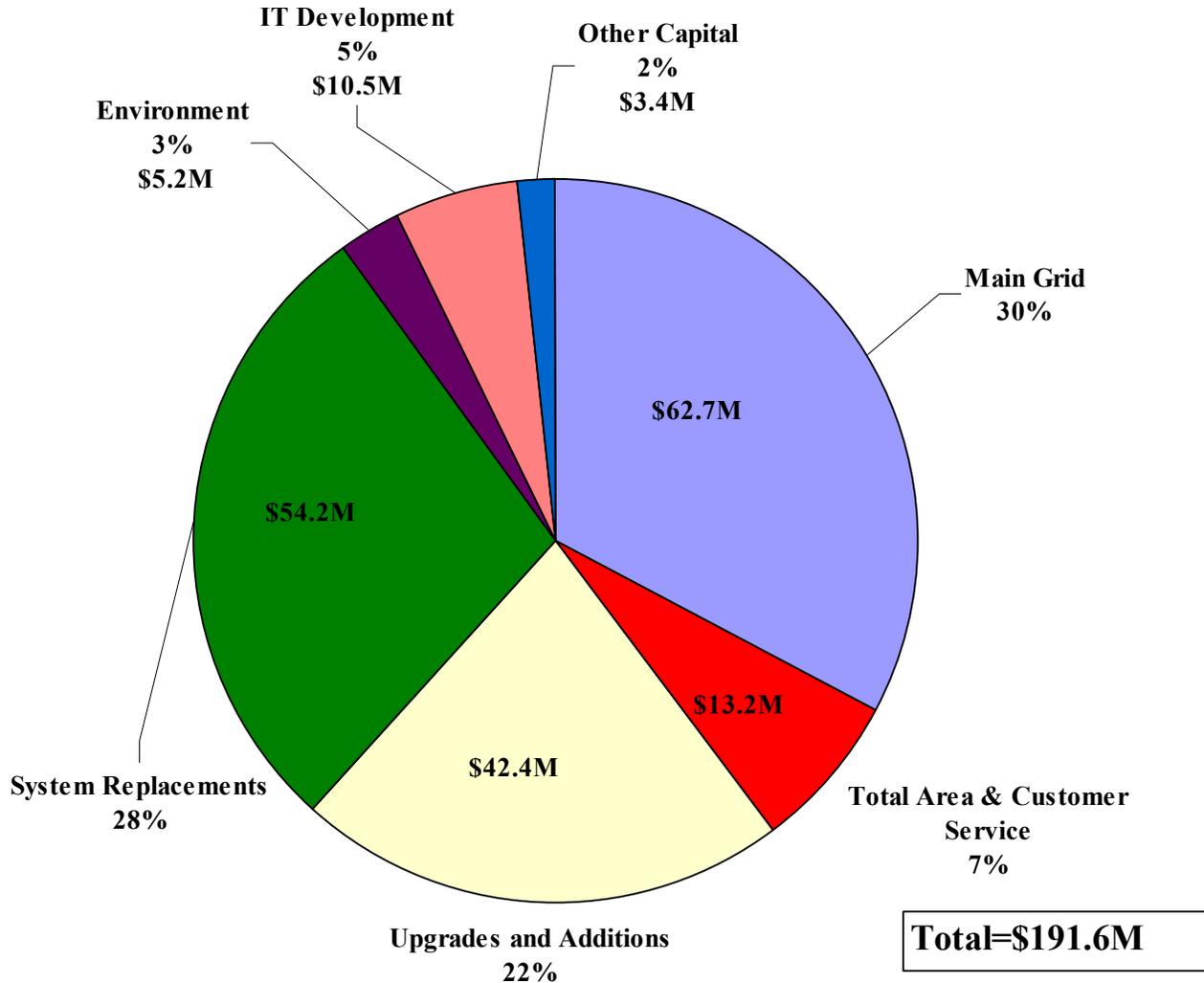
FY04 Direct Capital



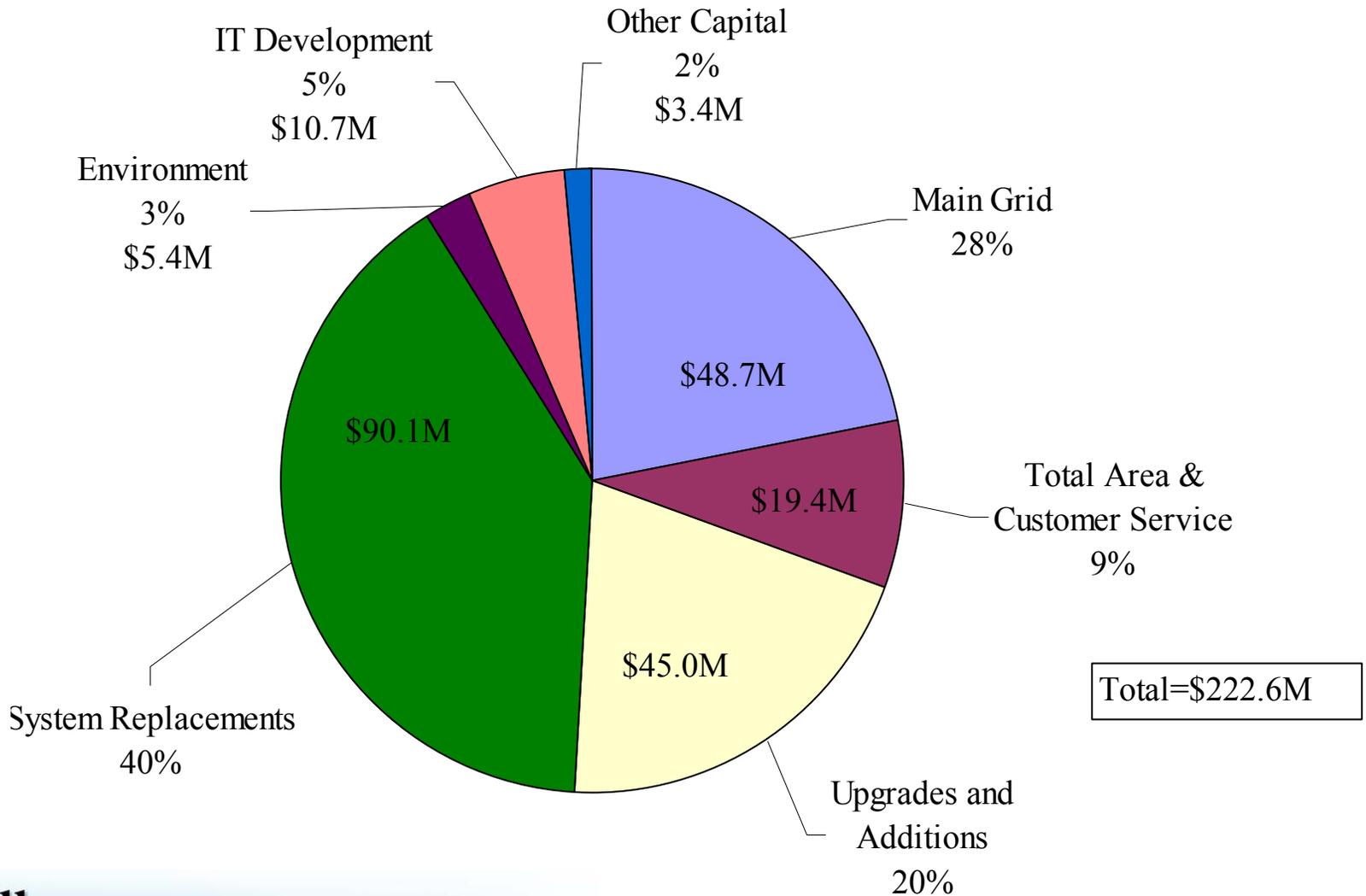
FY05 Direct Capital



FY06 Direct Capital



FY07 Direct Capital



Appendix - Expense Programs

1. System Operations (Actuals & Forecasted)
2. Scheduling (Actuals & Forecasted)
3. Maintenance (Actuals & Forecasted)
4. Marketing (Actuals & Forecasted)
5. Acquisition & Ancillary Services (Actuals & Forecasted)
6. Business Support (Actuals & Forecasted)
7. Transmission System Development (Actuals & Forecasted)
8. General Administrative & Shared Services (Actuals & Forecasted)
9. Staffing History and Projection
10. Field Services FTE Demographics
11. Availability Is Important – Line Availability FY94-03
12. Reliability Is Important - Outage Frequency FY94–03

System Operations

(Actuals & Forecasted)

\$ in Millions

Description	FY01	FY02	FY03	FY04	FY05	FY06	FY07
Substation Operations	15.3	17.8	17.7	17.6	17.7	18.2	18.2
Power System Dispatching	8.2	8.0	8.2	9.9	9.9	10.2	10.2
Technical Operations	2.3	2.5	2.7	3.4	3.4	3.6	3.6
Control Center Support	5.1	6.8	6.3	7.5	7.5	7.8	7.8
Totals	30.9	35.2	34.9	38.4	38.5	39.8	39.8

FY01-03 Actuals; FY04-07 Forecasted

Scheduling

(Actuals & Forecasted)

\$ in Millions

Description	FY01	FY02	FY03	FY04	FY05	FY06	FY07
Management Supervision & Administration	0.8	1.6	1.6	0.3	0.3	0.4	0.4
Reservations	0.2	0.2	0.3	0.3	0.3	0.3	0.3
Pre-Scheduling	0.6	0.6	0.5	0.7	0.7	0.7	0.7
Real-Time Scheduling	2.5	2.9	2.9	3.1	3.1	3.2	3.2
Scheduling Technical Support	0.8	3.0	2.5	5.8	5.8	6.2	6.3
Scheduling After-the-Fact	0.4	0.5	0.5	0.6	0.6	0.7	0.7
Totals	5.3	8.8	8.3	10.9	10.9	11.5	11.5

FY01-03 Actuals; FY04-07 Forecasted

Maintenance

(Actuals & Forecasted)

\$ in Millions

Description	FY01	FY02	FY03	FY04	FY05	FY06	FY07
System Maintenance Management	6.0	8.2	7.5	6.6	6.6	6.1	6.4
Line Maintenance	15.0	16.4	17.1	17.5	17.6	16.3	17.1
Substation Maintenance	17.4	18.6	16.6	15.9	16.0	14.8	15.6
System Protection	7.5	7.4	7.5	8.7	8.7	8.1	8.5
Power System Control	6.8	6.9	7.4	8.7	8.7	8.1	8.5
Non-Electric Plant	6.5	7.2	6.1	7.1	7.1	9.2	8.3
ROW Maintenance	7.9	10.3	8.2	10.1	10.2	14.5	12.6
Heavy Mobile Equip Maintenance	1.9	2.1	1.1	1.2	1.2	1.3	1.3
Technical Training	2.0	3.4	2.8	2.9	2.9	3.0	3.0
Totals	70.9	80.6	74.2	78.8	79.0	81.4	81.4

FY01-03 Actuals; FY04-07 Forecasted

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Marketing

(Actuals & Forecasted)

\$ in Millions

Description	FY01	FY02	FY03	FY04	FY05	FY06	FY07
Transmission Sales	2.0	2.1	2.0	2.2	2.2	2.2	2.2
Marketing Internal Operations	0.5	0.3	0.4	1.0	1.0	1.1	1.1
Transmission Finance	0.5	0.5	0.7	0.7	0.7	0.8	0.8
Contract Management	1.2	3.0	3.6	1.9	1.9	2.0	2.0
Metering & Revenue Settlement	1.5	2.6	3.3	3.5	3.5	3.9	4.0
Business Strategy & Assessment	2.4	0.5	0.4	2.1	2.1	2.2	2.2
Marketing IT Support	2.5	5.9	5.4	2.5	2.5	2.6	2.6
Totals	10.6	14.8	15.8	14.0	14.0	14.7	14.8

FY01-03 Actuals; FY04-07 Forecasted

Acquisition & Ancillary Services (Actuals & Forecasted)

\$ in Millions

Description	FY01	FY02	FY03	FY04	FY05*	FY06*	FY07*
Ancillary Services Payments	54.8	75.1	79.8	68.5	65.9	65.9	65.9
Corps and USBR Transmission Facilities	8.6	3.9	3.9	4.1	3.6	3.5	3.5
Redispatch & Station Services Payments	0.0	1.7	1.7	4.7	4.7	4.7	4.7
Total Ancillary Products and Services	63.4	80.7	85.4	77.3	74.2	74.1	74.1
Leased Facilities	6.9	5.8	5.1	5.9	5.9	6.1	6.1
Settlements	0.0	0.4	0.4	0.9	0.9	0.9	0.9
Stability Reserves Payments	0.1	0.2	0.1	0.3	0.3	0.3	0.3
Total TBL Transmission Acquisition	7.0	6.4	5.6	7.1	7.1	7.3	7.3
Totals	70.4	87.1	91.0	84.4	81.3	81.5	81.5

*FY05-07 Ancillary Services Payments assumes BPA's methodology for allocating reactive supply and voltage control from generation sources does not change.

FY01-03 Actuals; FY04-07 Forecasted

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Business Support

(Actuals & Forecasted)

\$ in Millions

Description	FY01	FY02	FY03	FY04	FY05	FY06	FY07
Executive Management	4.2	5.2	4.9	4.8	4.8	4.9	4.9
Asset Management	-	-	-	-	1.4	1.6	1.6
General Administration	0.0	0.0	0.0	1.6	1.6	2.4	2.4
Workers' Compensation (OWCP)*	2.4	-	-	-	-	-	-
Awards	8.9	9.6	0.6	0.6	0.6	3.3	5.0
Relocations	0.6	0.7	0.6	0.8	0.8	0.8	0.8
Office Moves & Leases	1.1	1.4	0.0	-	-	-	-
Security Enhancements	-	0.1	0.7	0.4	0.4	1.0	1.0
Staff Management	0.3	0.4	0.5	0.4	0.4	0.4	0.4
Legal Support	2.6	1.4	1.7	1.7	1.7	1.7	1.7
Support for Shared Services Products	0.1	0.0	0.0	-	-	-	-
Aircraft Services	0.3	0.4	0.6	0.7	0.7	0.7	0.7
Logistics Services	3.1	3.4	2.1	3.6	3.6	3.7	3.7
TOTAL	23.6	22.7	11.8	14.5	16.0	20.6	22.3

FY01-03 Actuals; FY04-07 Forecasted

Transmission System Development (Actuals & Forecasted)

\$ in Millions

Description	FY01	FY02	FY03	FY04	FY05	FY06	FY07
Research & Development and EPRI	1.0	3.1	1.9	1.5	2.5	3.3	3.4
Transmission Planning & Analysis	2.0	3.1	2.3	1.5	1.5	1.5	1.5
Regulatory & Regional Assn Fees	0.0	0.0	0.0	1.0	1.1	3.1	3.1
Capital to Expense	2.3	9.6	1.1	3.0	3.0	3.0	3.0
Inventory Management	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Totals	5.3	15.8	5.3	8.0	9.1	11.9	12.0

FY01-03 Actuals; FY04-07 Forecasted

General Administrative & Shared Services (Actuals & Forecasted)

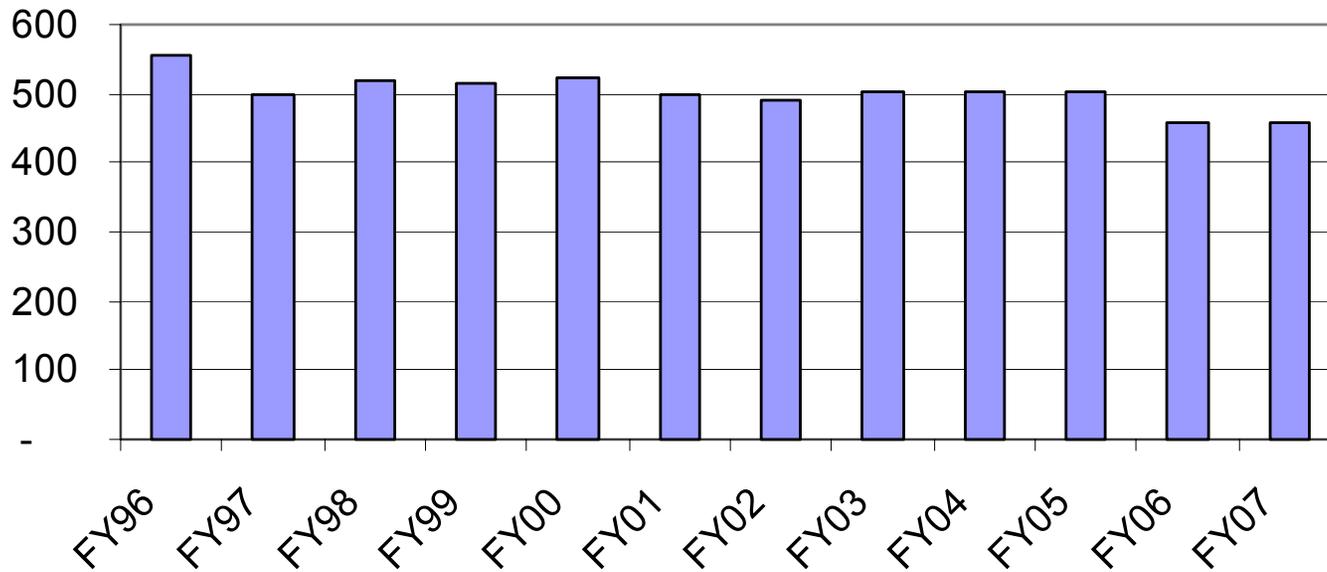
\$ in Millions

Description	FY01	FY02	FY03	FY04	FY05	FY06	FY07
Civil Service Retirement System (CSRS)	4.0	27.6	17.6	15.5	13.3	11.6	10.6
Corporate G&A	20.6	18.9	19.5	23.1	24.1	25.5	25.4
Corporate Shared Services	20.7	30.8	30.3	27.0	22.9	22.8	23.4
Totals	45.2	77.3	67.4	65.6	60.3	59.8	59.4

FY01-03 Actuals; FY04-07 Forecasted

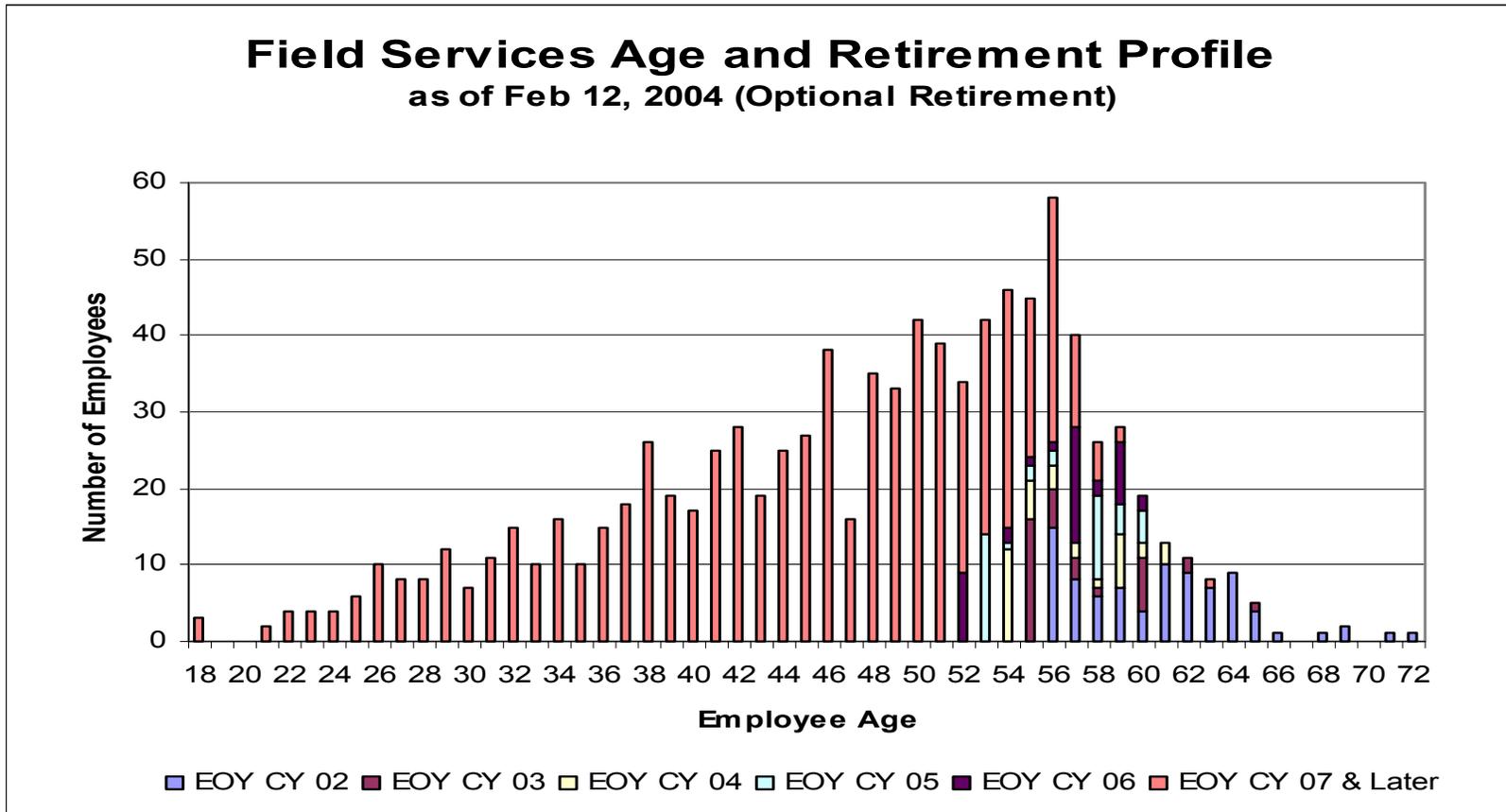
Staffing History and Projection

Maintenance FTE



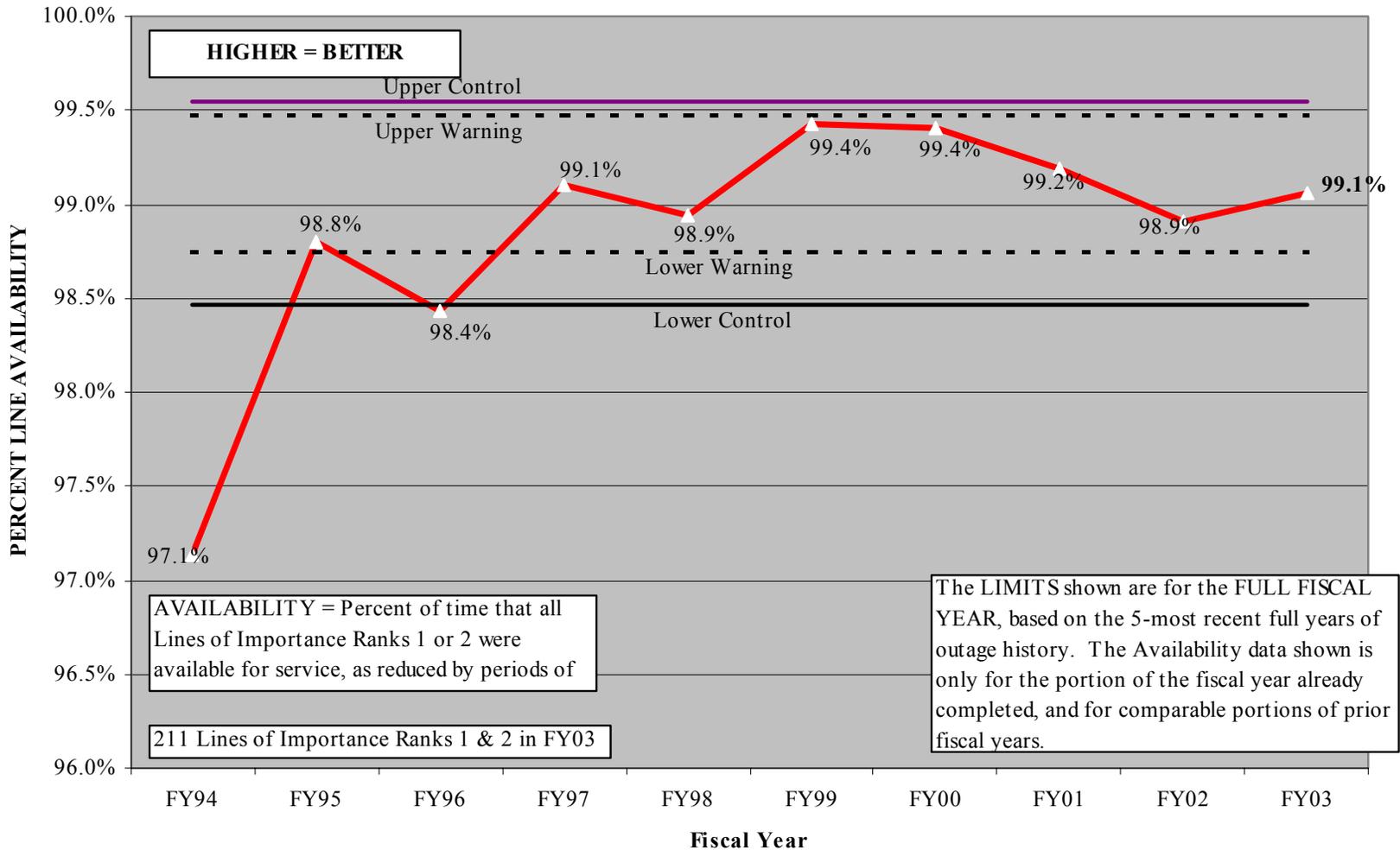
Note: does not include Environment, Tech Training, or HMEM

Field Services FTE Demographics



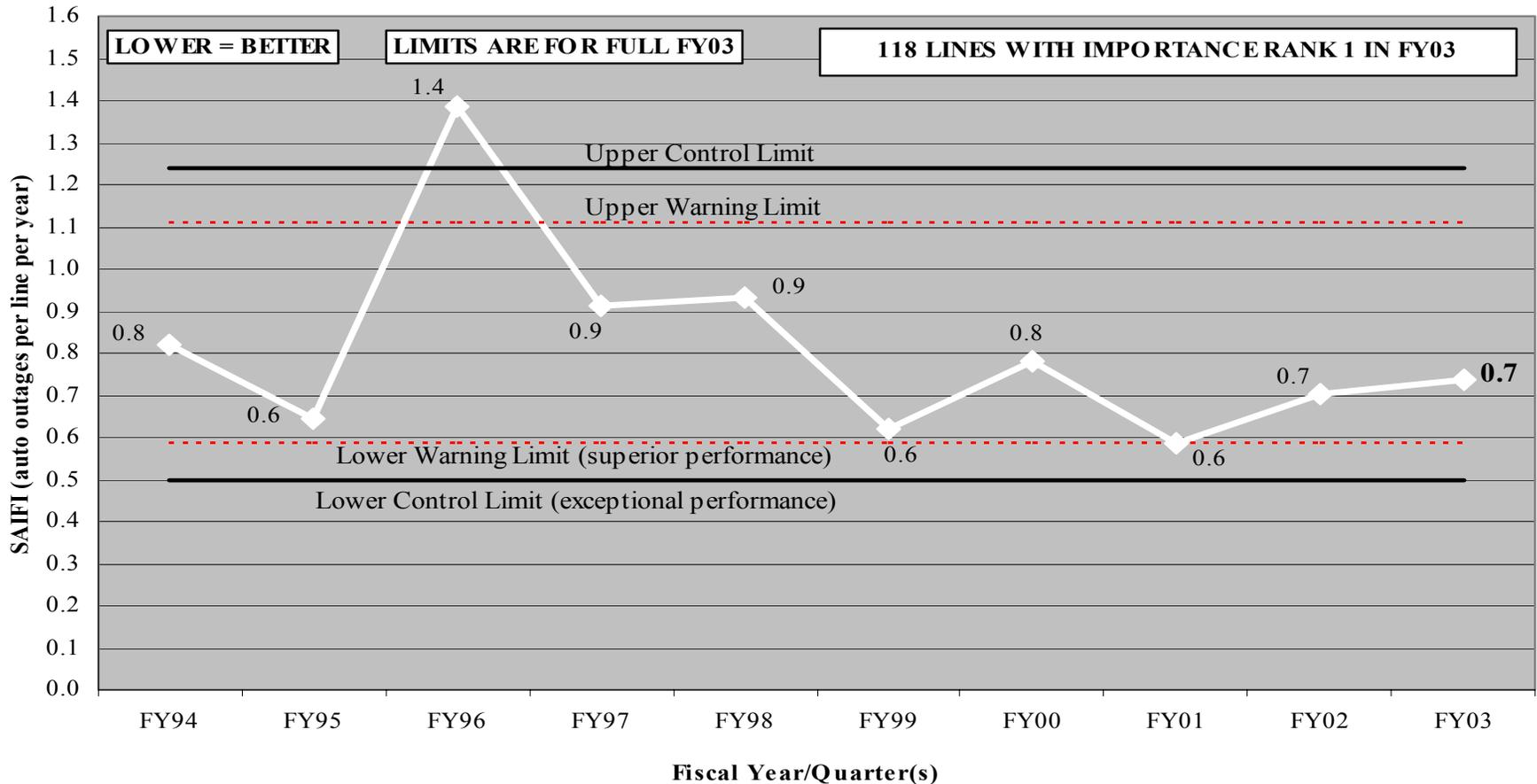
Availability Is Important

Line Availability FY1994-2003



Reliability Is Important

Outage Frequency FY94–FY03



See documentation for outage inclusion rules, control limit methodology, violation tests, and line rank list