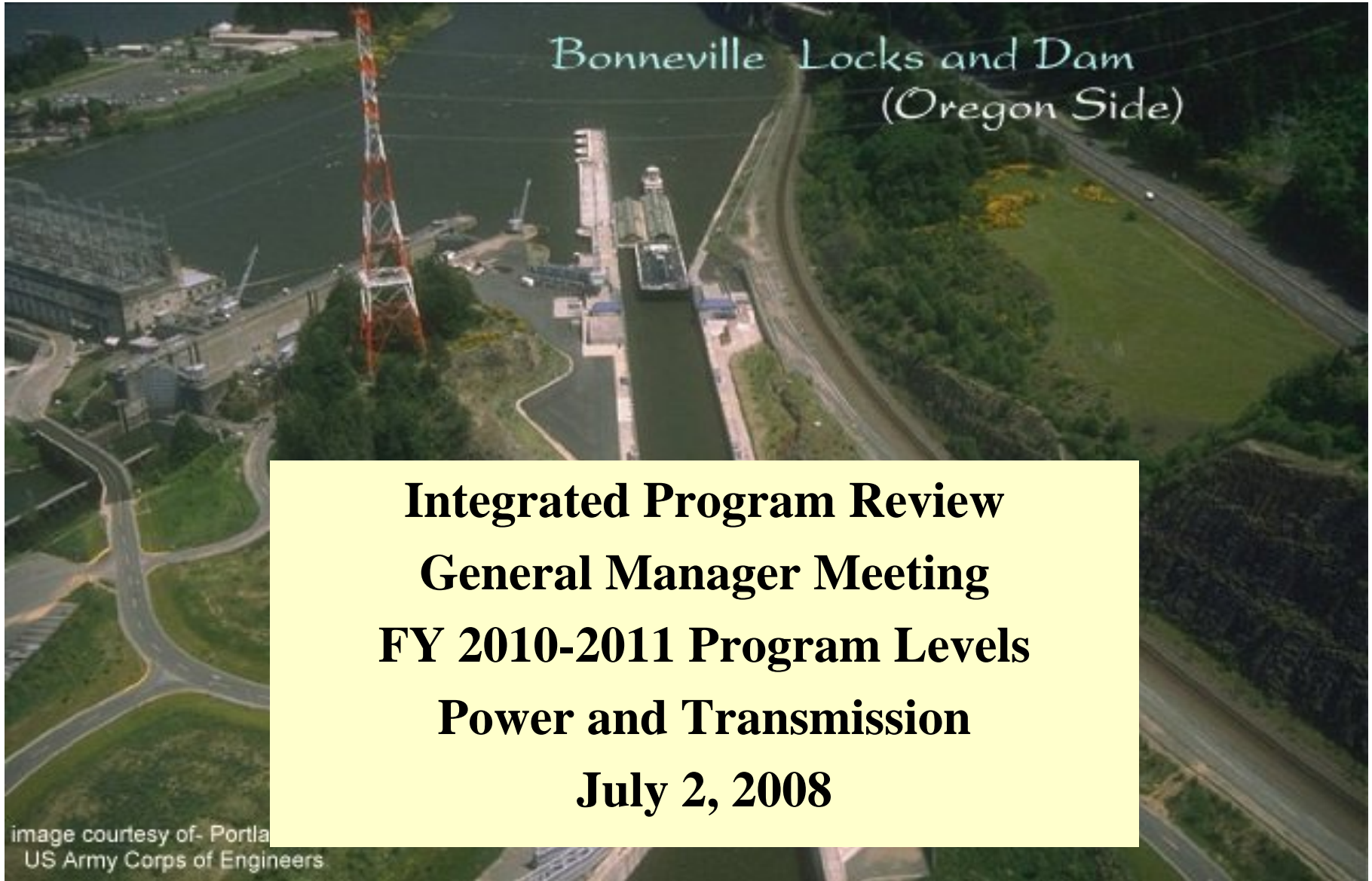




# Bonneville Power Administration



**Integrated Program Review  
General Manager Meeting  
FY 2010-2011 Program Levels  
Power and Transmission  
July 2, 2008**

image courtesy of- Portla  
US Army Corps of Engineers



# Agenda

1. Purpose of Workshop
2. Comment Period and Schedule
3. Your Comments



# Purpose of Workshop

The purpose of this workshop is:

- To provide BPA and General Managers with an opportunity to discuss proposed changes to FY 2010 and 2011 Power and Transmission Program Costs, and
- For General Managers to provide input to BPA Executives on these proposed program levels.



# What Is The Process?

- Workshops have been held covering virtually all of BPA's program costs for FY 2010-2011, with information on capital forecasts through FY 2013.
- We will hear your comments today.
- A "draft report" on FY 2010-2011 program levels will be sent out in mid-July, with BPA's preliminary decisions on program levels for this period, and with some alternative scenarios to facilitate your assessment during the remaining comment period .
- The comment period closes August 15.
- Decisions on FY 2010-2011 costs will be announced by early September.
- Comment period for FY 2010 and beyond for Power and Transmission Costs
  - Draft decision letter sent out mid-July
  - Comment period ends August 15
  - Decisions reported in a final report early September



# OVERVIEW

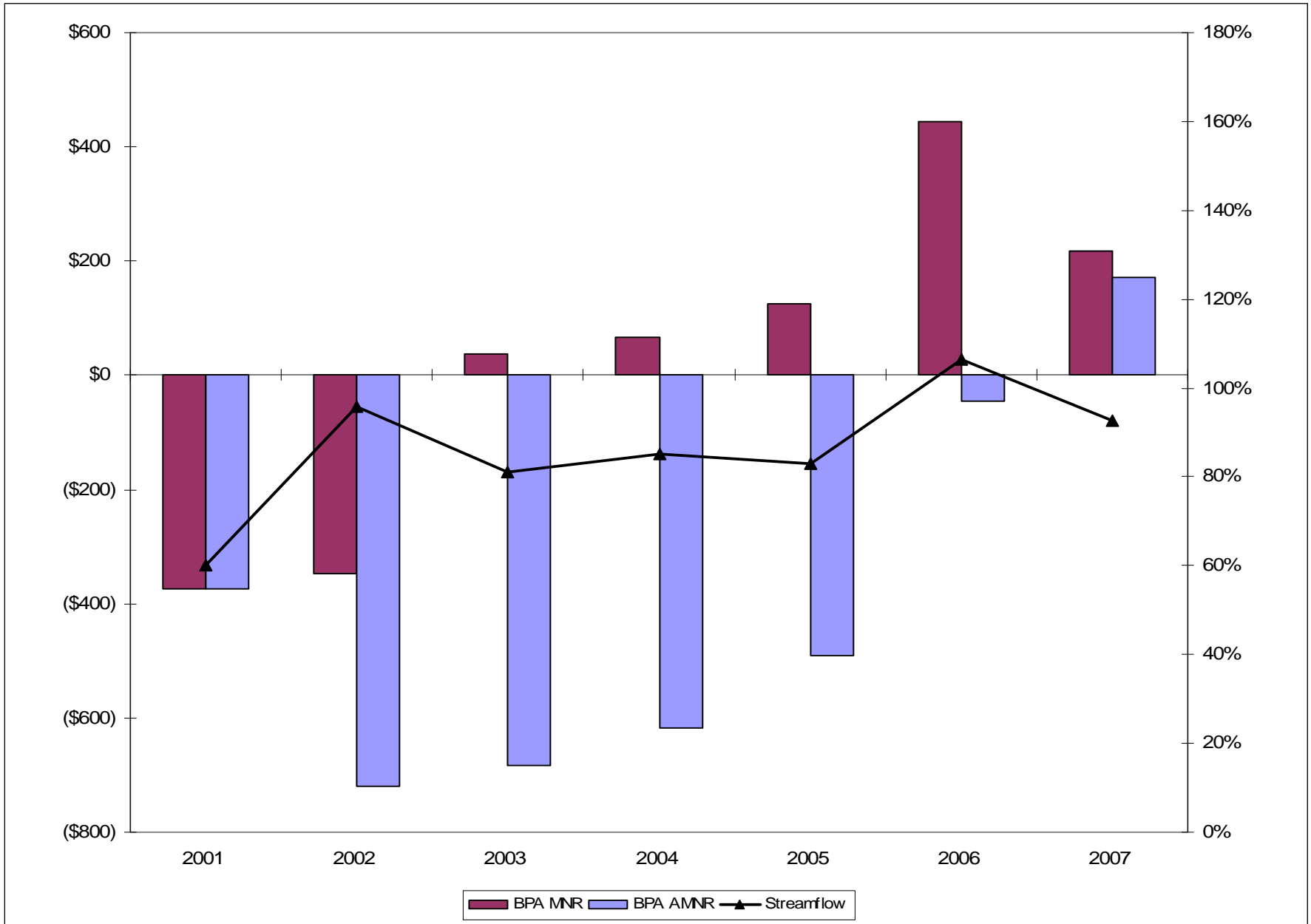


# Overview

- The West Coast Energy Crisis of 2000-2001 left BPA in a deep financial hole.
  
- It's been a long road to recovery since 2001.
  - BPA lost over \$700 million in FY 2001 and FY 2002.
  - Costs were cut, investments were deferred, and rates were held as low as possible to mitigate the impacts of the crisis.
  - As of the end of FY 2007, BPA has recouped the losses of 2001 - 2002, despite mostly below-average water years.
  
- This recovery, and the resulting BPA reserve levels, will likely mean that little or no planned net revenues for risk will need to be included in the revenue requirements for rates.
  
- Being in better financial health also provides the opportunity to consider investments that have long-term value for the region.



# BPA Modified Net Revenues, Annual and Accumulated, FY 2000-2007 And Annual (Water Year) Streamflow as a Percentage of Average



% of Average Water Year



# Enterprise Process Improvement Project

- As part of its cost management efforts during this period, BPA undertook the Enterprise Process Improvement Project (EPIP).
- Eight major BPA business process were examined and redesigned for efficiency and cost savings.
- EPIP has resulted in expense and capital savings that were assumed in the development of current rates and will carry into the future.



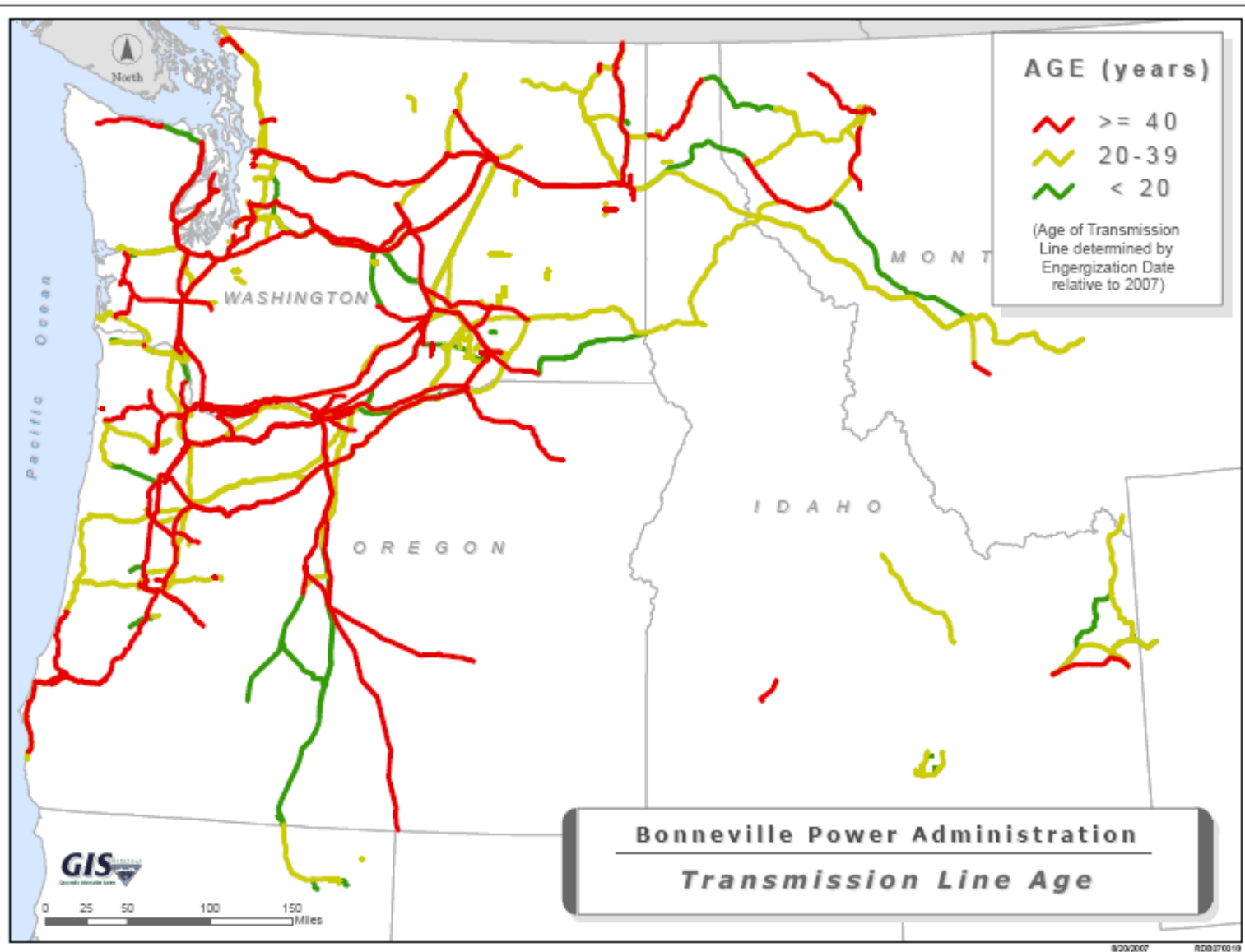


# Asset Management

- Another key outcome of the EPIP was a greater BPA focus on Asset Management.
- Asset Management provides a systematic, risk-informed approach to evaluating the current condition of existing assets, identifying the desired state for those assets to generate the maximum cost-effective value, and developing an investment and maintenance strategy to achieve that value.
- BPA sees the need for increased capital investment across the system.
- Two fundamental conditions drive this need for new investment:
  1. Deteriorating condition of assets as the FCRPS system ages.
  2. Loads and usage of the system continue to increase.



# Aging Infrastructure- Transmission Lines

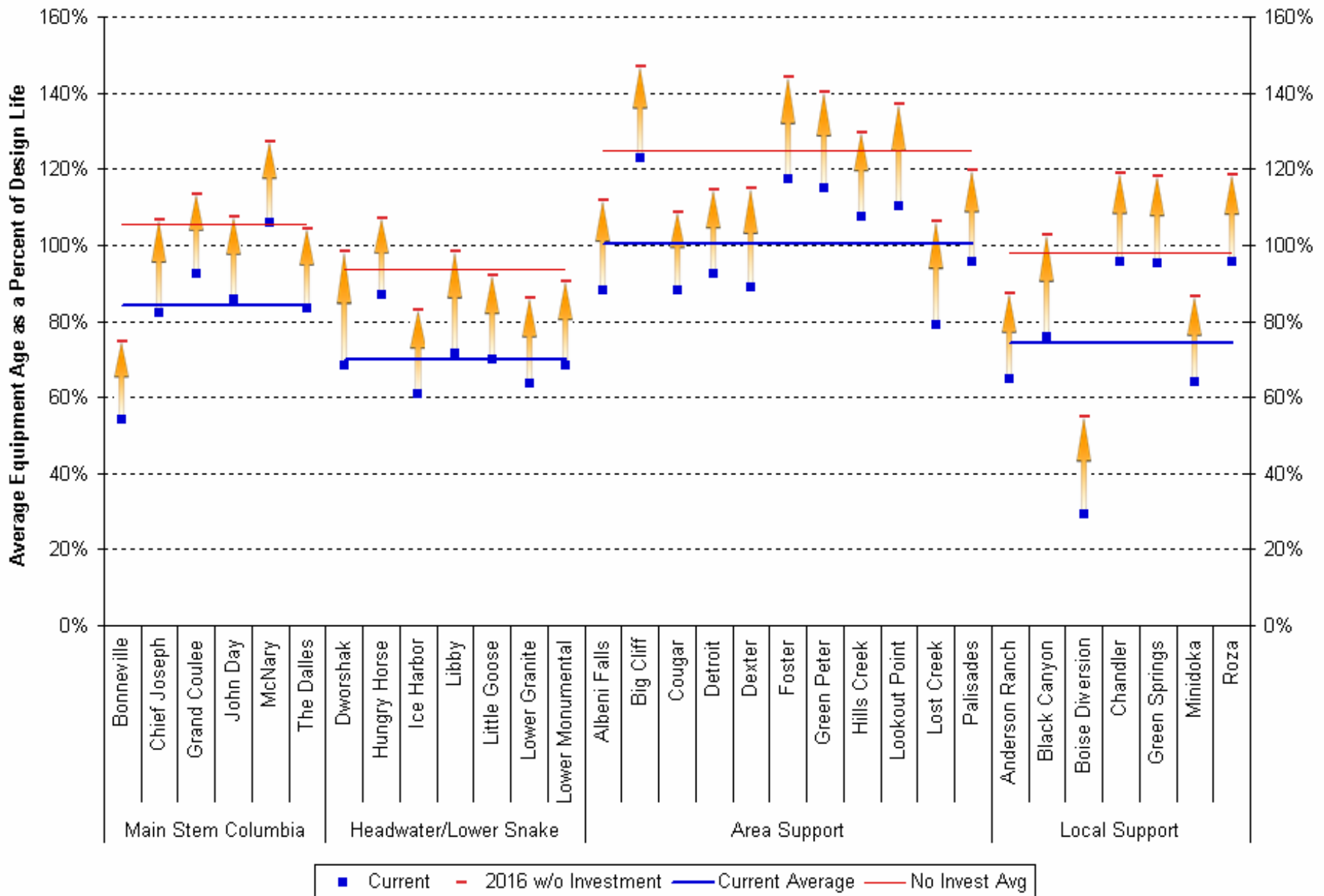


- 15,300 circuit mile
- $>70,000$  cable miles
- $\sim 90k$  Structures
- $\sim 5.3M$  insulators
- Average age
  - 45 years
- 50% built
  - Prior 1962
- Age legend
  - $\geq 40$  yrs red
  - 20-39 yrs yellow
  - $< 20$  yrs green

Note- This map is a high level overview and when there are multiple lines in a corridor, the age of the lines is averaged.



# Current and Projected (2016) Average Hydro Equipment Age, by Plant





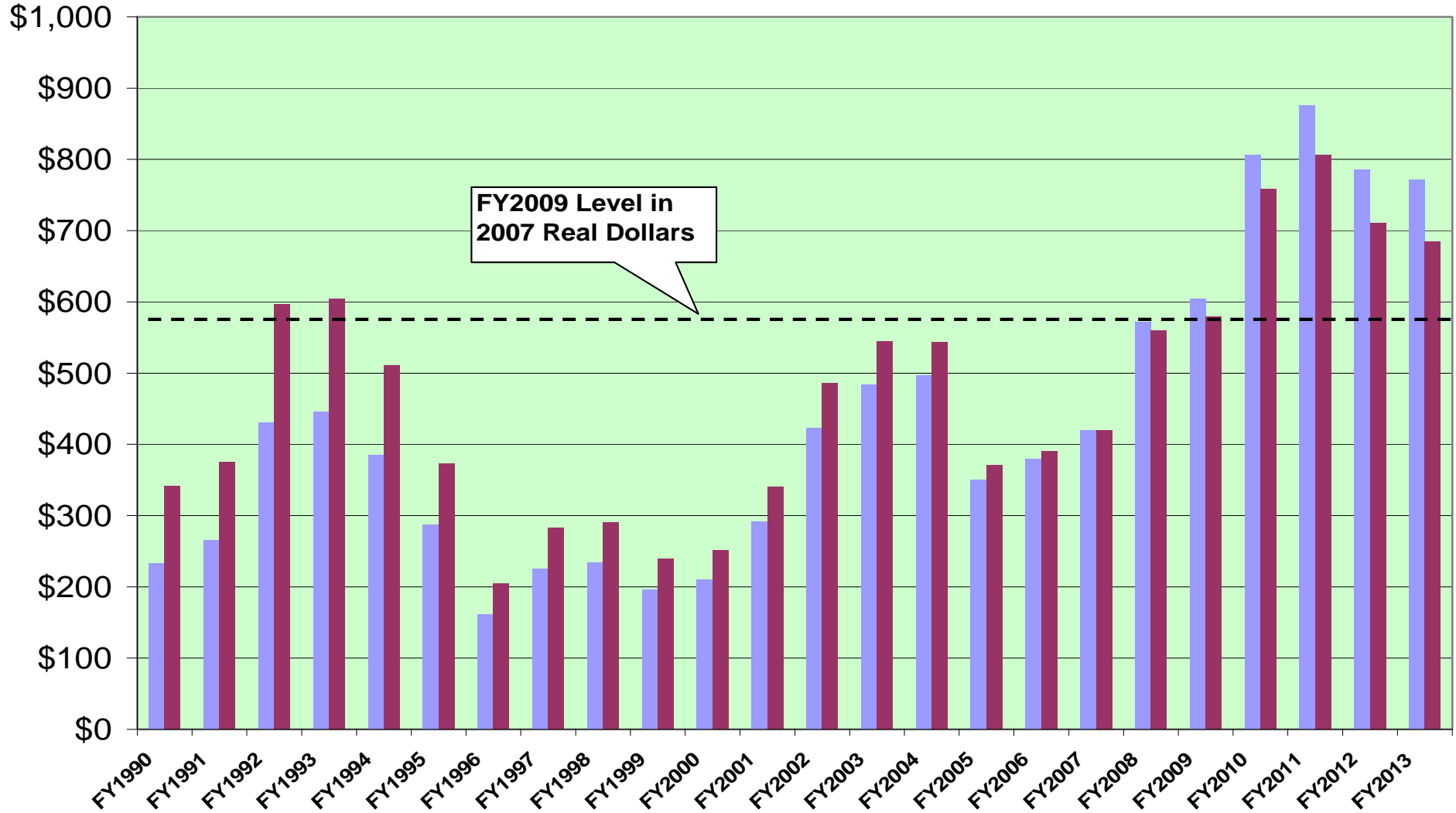
# Capital

- BPA’s capital investment forecast, informed by asset management strategies in major categories, is driven largely by the need to:
  - Replace deteriorating equipment as the hydroelectric and transmission system ages to ensure reliability and value are maintained.
  - Relieve congestion on the transmission system and facilitate increased commercial usage.
  - Invest in regional energy efficiency.
  - Provide information technology (IT) support for programs throughout the Agency, including EPIP initiatives.
  
- The capital investment forecasts included in IPR, for all programs except the Fish and Wildlife program, reflect a 15 percent “lapse factor”, an assumption that in each year the investment will be 15 percent lower than the original program forecast. This recognizes the fact that not all projects are committed to and that not all projects are achieved on their original schedule.



# FY 1990-FY 2013 Agency Capital <sup>1/</sup> in Nominal and FY 2007 Real Dollars

(millions)



<sup>1/</sup>FY1990-FY2007- Actuals / FY2008 - Start of Year Budget / FY2009-FY2013 - IPR Prposed Capital Levels

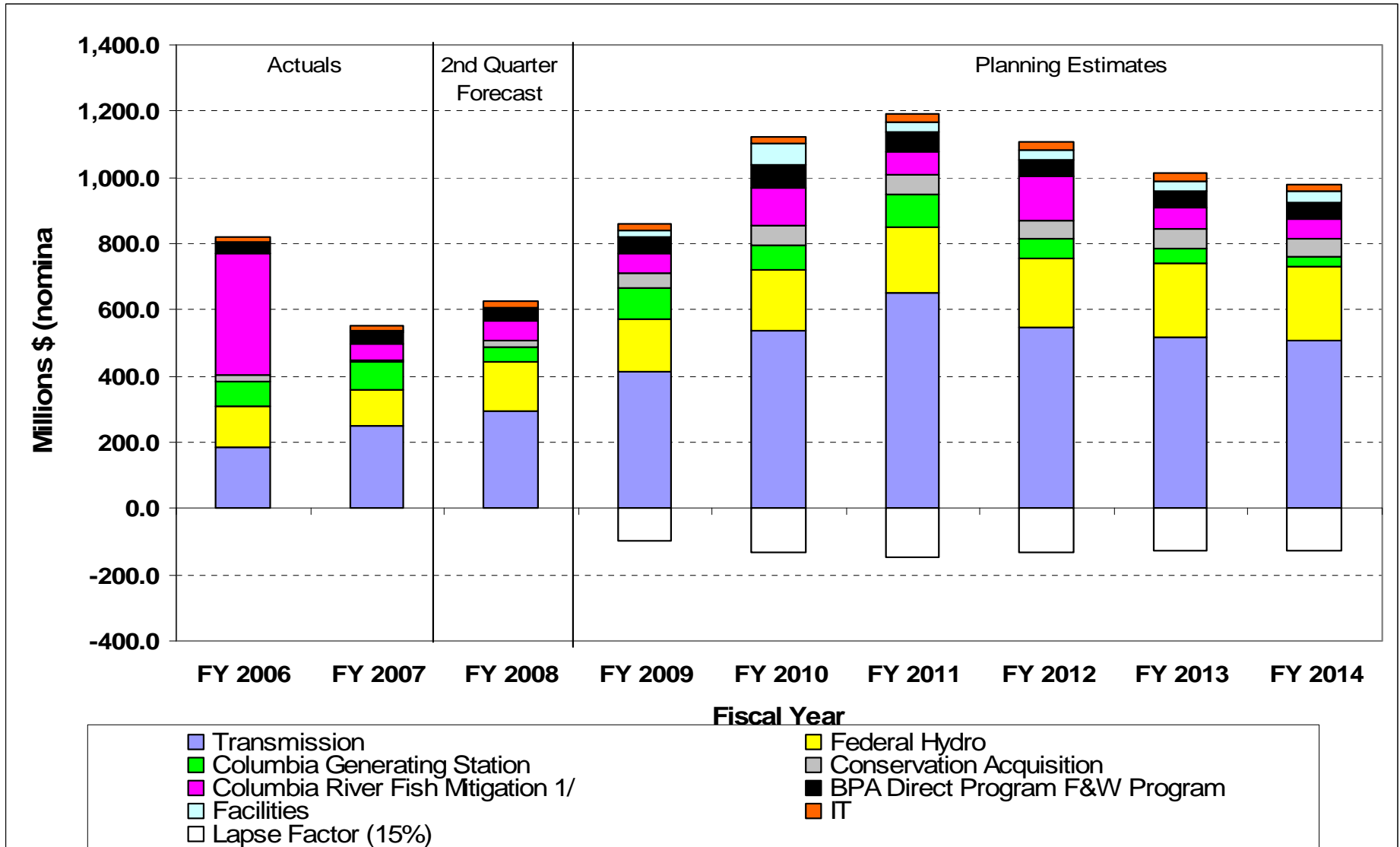
<sup>2/</sup>GDP Deflator used to calculate Real Dollars





# FCRPS Capital Expenditures

Fully loaded capital cost, including AFUDC and Indirect Costs





# Pressures on Expense

- BPA is facing increasing pressure on its programmatic and operating expenses as well.
- Increased investment also requires adequate internal infrastructure to manage and support that investment.
  - Plan/design/build
  - Supply Chain
  - IT systems
  - Facilities, Legal, Human Capital Management, Finance
- Increased investment in the system requires capital.
  - With limited authority to borrow from the U.S. Treasury, BPA is looking to 3<sup>rd</sup> party financing to provide capital for transmission investments.
  - The processes, controls, and documentation required for 3<sup>rd</sup> party financing are much more rigorous than those required for Treasury borrowing.



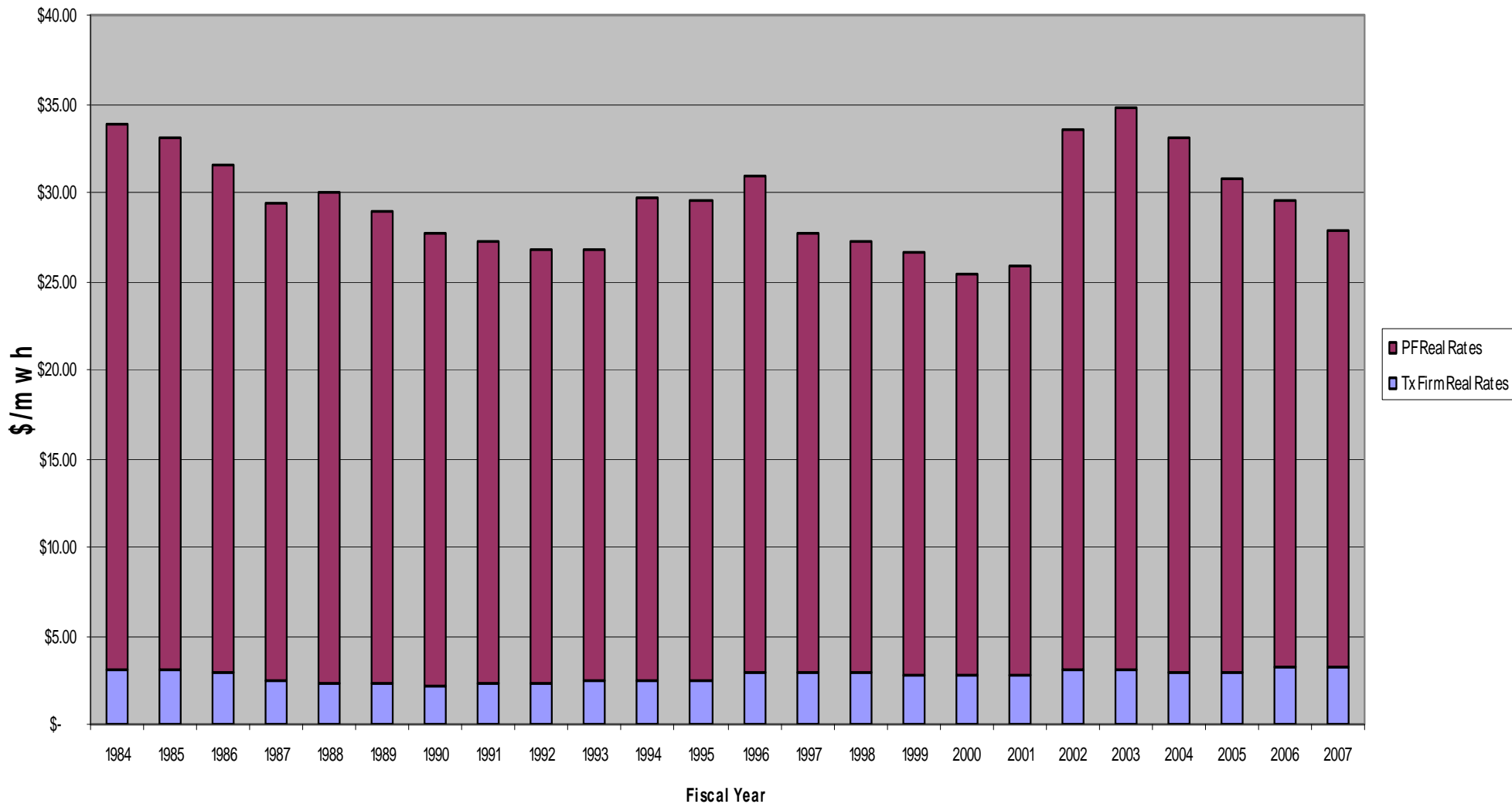
## Pressures on Expense (continued)

- Major events over the last several years in the utility and other sectors have resulted in a significant strengthening in the regulatory/control environment for BPA and the electric industry generally.
  - Reliability regulation
  - Federal Energy Regulatory Commission (FERC) market and rate regulation
  - Enron/WorldCom/Tyco, etc. fallout
  
- Environmental obligations continue to increase.
  - Litigation resulting in reexamination of obligations under the Endangered Species Act.
  - Global warming has emerged as an immediate issue.
  - Renewable generation increasing pressure on the hydro system and the transmission grid.
  - More reliance on conservation as a resource
  
- Generation and Transmission operations and maintenance expenses are increasing, consistent with an Asset Management approach to an aging infrastructure.
  - Columbia Generating Station (CGS)
  - Hydroelectric System
  - Transmission System





# FY 1984-2007 Wholesale Energy – Cost Components (\$/MWh)



In 2007, Transmission Firm rates are approximately 11% of the total



# Power

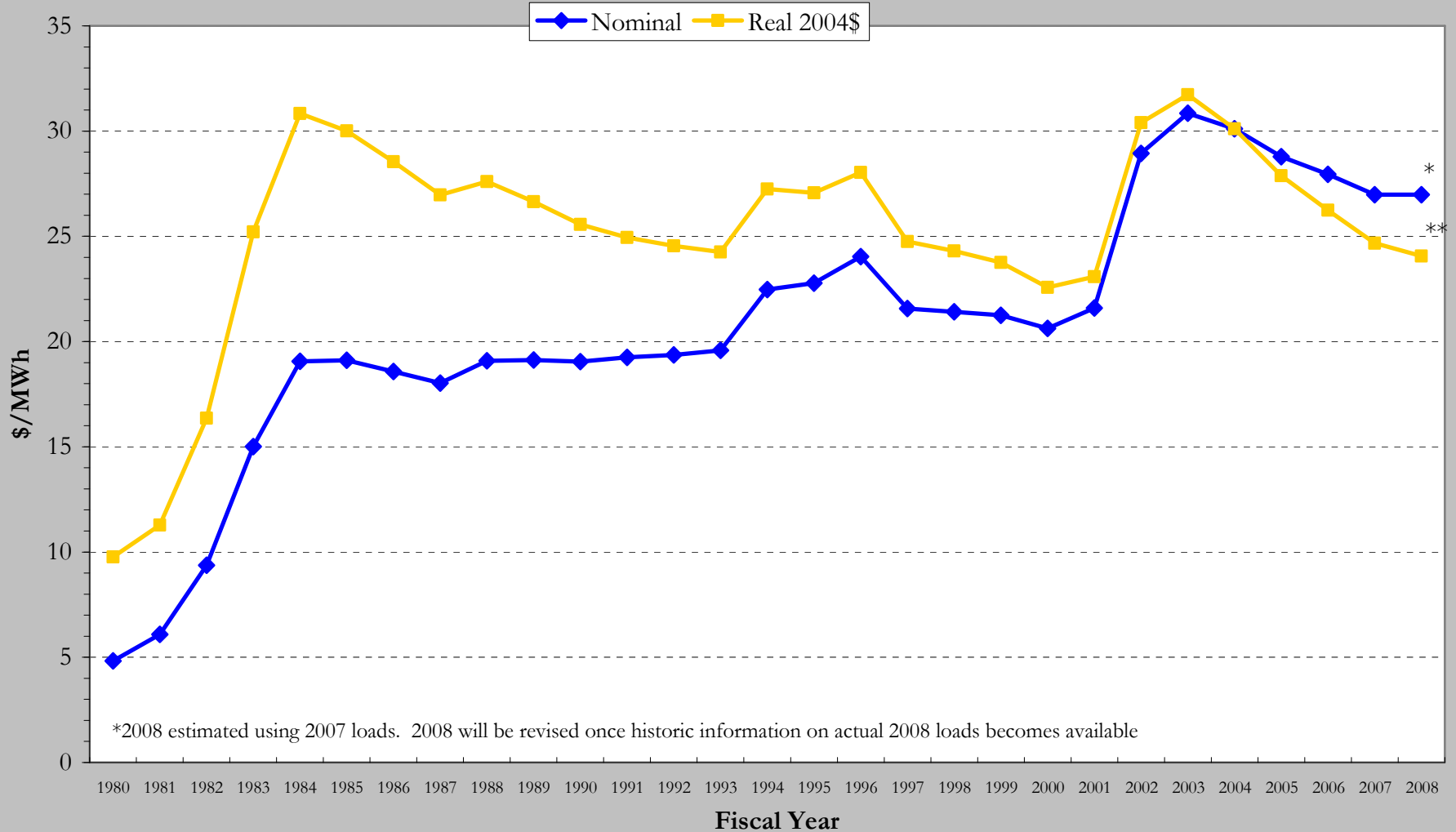


**Historical Review of Rates**  
**Expenses**  
**Capital Program**



# Historical Power Rates

## Historical Priority Firm Power Rates - No Transmission 1980-2008



\*2008 estimated using 2007 loads. 2008 will be revised once historic information on actual 2008 loads becomes available

Deflators for 1980-2007 from Bureau of Economic Analysis - Table 1.1.9. Implicit Price Deflators for Gross Domestic Product; \*\*2008 estimated from 2007



# Expected Rate Impacts – Power FY 2010-2011

## Major drivers for FY 2010-2011 include:

- Significant cost increases, excluding changes in power purchases and residential exchange:
  - \$295 million increase in FY 2010-2011 compared against FY 2009 cost in current rates
  - \$165 million increase in FY 2010-11 compared against FY 2009 costs in this IPR.
- Residential exchange benefit levels which will be determined in the FY 2010-FY 2011 rate case and will be a significant rate driver.
- Secondary revenue forecasts, which are likely to benefit from market prices that are higher than in the FY 2007-2009 rate case.
- The extended CGS outage in FY 2011 which will reduce net secondary revenues by roughly \$50 million.

The general rule of thumb to estimate the impact of changes in costs on power rates is \$65-80 million = 1 Mill change in Power Rates.



## Drivers of Power Costs for FY 2010-2011 Compared to WP-07 Rate Case Forecasts for FY 2009

Primary drivers of increases in FY 2010-2011 Power costs relative to FY 2009 costs in the 2007-2009 Rate Proposal (based on a two-year average for FY 2010-2011):

■ CGS O&M *	\$74 million
■ BPA's fish and wildlife costs	\$70 million
• Net of 4(h)(10)(C) credits	
■ Corps and Reclamation O&M	\$40 million
■ Internal Operations	\$25 million
■ Depreciation and Net Interest	\$24 million
■ Conservation	\$17 million
■ Non-Federal Debt Service	\$13 million
■ Regional Energy Efficiency	\$10 million
■ Residential Exchange	-\$116 million

\*CGS costs up by approximately \$100 million per year relative to FY 2008-2009 average (non-refueling year and refueling year) from rate case.



# Power Expenses

## Actuals FY 2006-2007 & Proposed FY 2009-2011

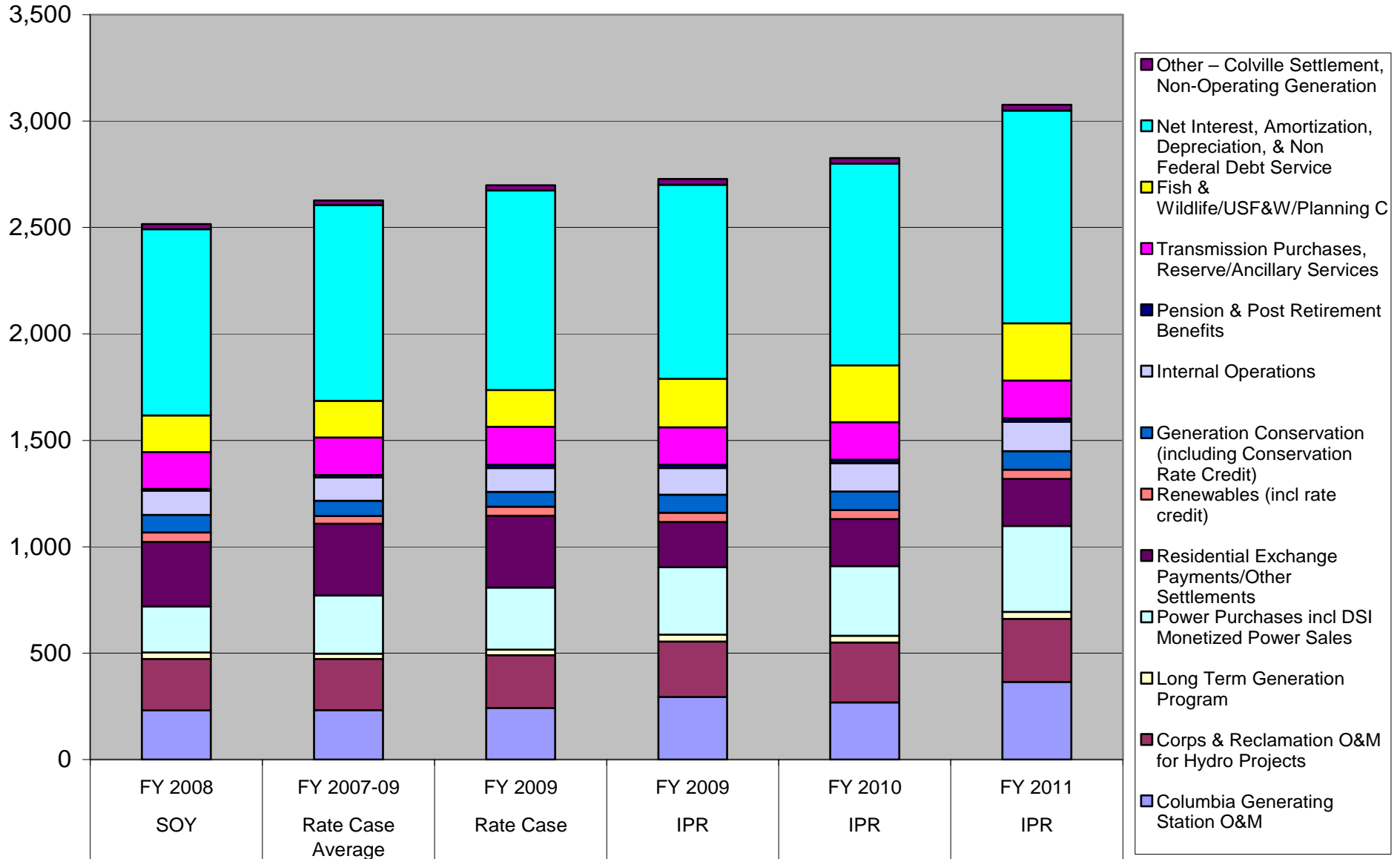
\$ in Thousands	Actuals		SOY	Rate Case Average	Rate Case	IPR	IPR	IPR
	FY 2006	FY 2007	FY 2008	FY 2007-09	FY 2009	FY 2009	FY 2010	FY 2011
<b>Power Program</b>								
<b>Columbia Generating Station O&amp;M</b>	228,317	276,409	231,431	231,753	242,842	293,700	269,200	365,000
<b>Corps &amp; Reclamation O&amp;M for Hydro Projects</b>	209,253	225,742	240,502	240,616	248,173	261,600	280,700	296,461
<b>Long Term Generation Program</b>	26,395	28,247	31,858	25,332	25,751	31,613	31,889	32,343
<b>Power Purchases incl DSI Monetized Power Sales</b>	499,057	272,414	215,811	273,773	292,210	316,454	327,189	404,795
<b>Residential Exchange Payments/Other Settlements</b>	156,167	340,247	303,000	336,960	337,320	212,985	221,426	220,445
<b>Renewables (incl rate credit)</b>	19,172	26,825	44,381	36,362	41,917	43,955	41,588	43,438
<b>Generation Conservation (including Conservation Rate Credit)</b>	74,500	72,113	82,983	71,035	70,347	84,526	87,088	86,722
<b>Internal Operations</b>	107,585	108,265	112,997	109,385	111,566	125,030	134,609	138,857
<b>Pension &amp; Post Retirement Benefits</b>	11,600	10,550	9,000	11,641	15,375	15,277	15,598	16,071
<b>Transmission Purchases, Reserve/Ancillary Services</b>	184,783	164,046	172,982	176,869	177,525	176,073	176,393	177,043
<b>Fish &amp; Wildlife/USF&amp;W/Planning C</b>	166,496	167,131	172,066	172,276	173,353	229,434	263,541	270,618
<b>Net Interest, Amortization, Depreciation, &amp; Non Federal Debt Service</b>	848,119	788,124	875,180	919,336	937,393	911,946	947,834	999,320
<b>Other – Colville Settlement, Non-Operating Generation</b>	18,102	21,938	24,454	21,957	24,649	27,413	25,746	28,082
<b>Total</b>	2,549,546	2,502,050	2,516,645	2,627,295	2,698,421	2,730,006	2,822,801	3,079,195
<b>Increase/Decrease *</b>		(47,496)	14,595		181,776	31,585	92,795	256,394

\* for FY 2006-2008, Rate Case FY 2009, 2010 and 2011, change is from the prior year. For FY 2009 Forecast, change is calculated from "Rate Case".



# Power Expenses

(\$ Millions)





# Power Function Capital Expenditures

## Actuals for FY 2006-2007, Forecasted FY 2009-2013

\$ in Thousands	Actuals		SOY	Rate Case Average	IPR	IPR	IPR	IPR	IPR
Description	FY 2006	FY 2007	FY 2008	FY 2008-09*	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Corps of Engineers/Bureau of Reclamation</b>	120,561	108,351	162,488	150,301	154,950	183,200	199,200	208,200	220,200
<b>Fish &amp; Wildlife</b>	35,000	35,000	36,000	36,000	50,000	70,000	60,000	50,000	50,000
<b>Conservation</b>	20,000	7,000	42,000	32,000	42,000	56,000	56,000	56,000	56,000
<b>CGS</b>	74,501	82,926	44,464	26,900	96,700	73,600	99,900	55,200	47,700
<b>CRFM</b>	366,165	49,410	60,000	68,300	63,000	114,000	71,000	135,000	65,000
<b>15% lapse factor<sup>1/</sup></b>					(29,813)	(36,150)	(38,550)	(39,900)	(41,700)
<b>Total Capital</b>	616,227	282,687	344,952	313,501	376,837	460,650	447,550	464,500	397,200
<b>Total Increase/Decrease *</b>		-333,540	62,265		31,885	83,813	(13,100)	16,950	(67,300)

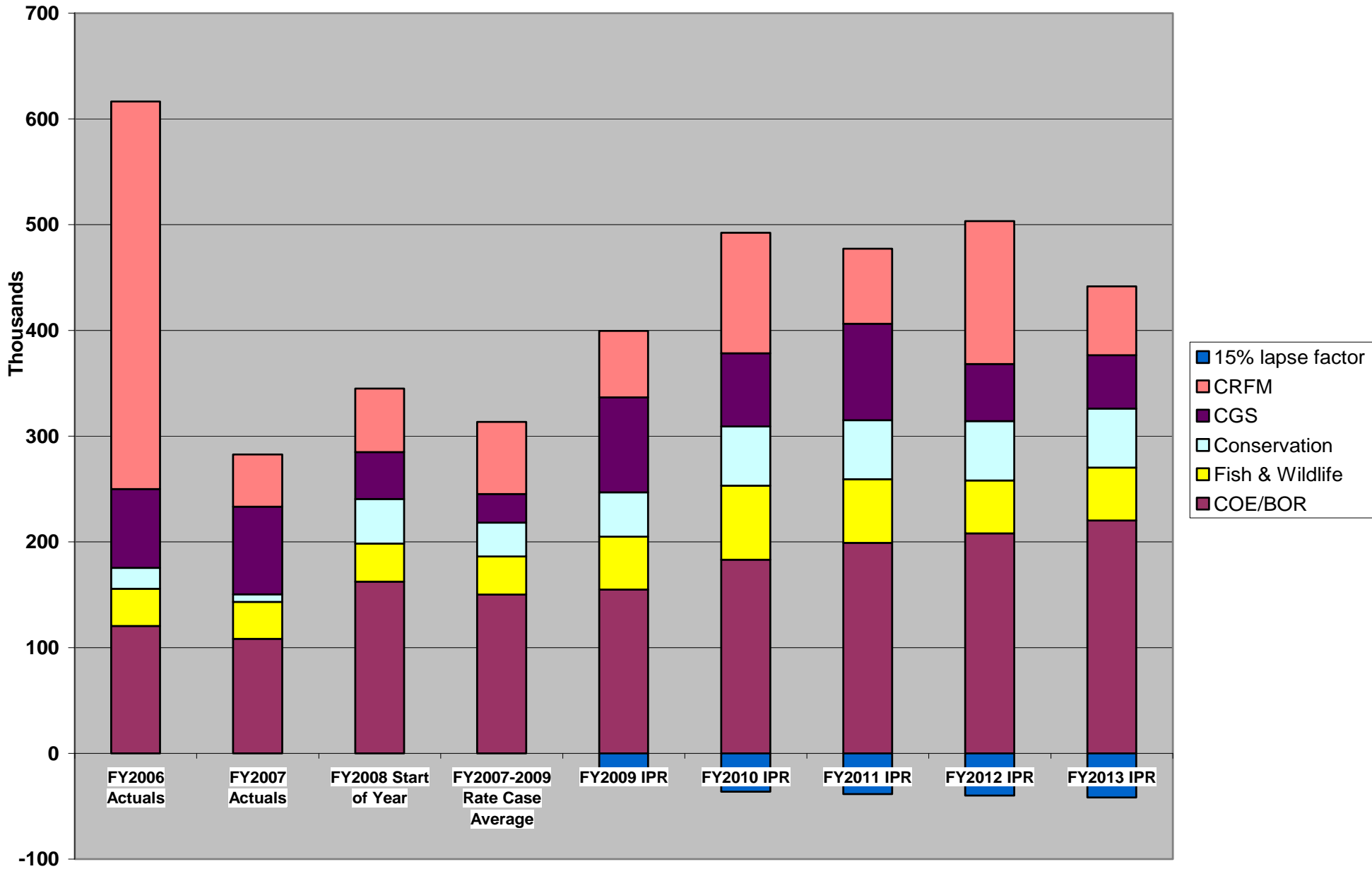
<sup>1/</sup>Lapse Factor does not include Fish & Wildlife, CGS, or CRFM

\*Change is calculated from the prior year. The "Rate Case Average" column is not used in calculations of increases and decreases.





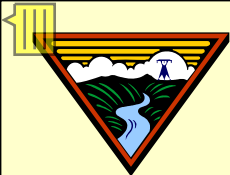
# Power Capital Expenditures





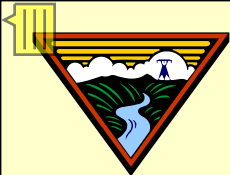
# TRANSMISSION





# Transmission Overview for FY 2010-2011

- Although transmission operating costs are increasing at a faster rate than inflation, revenues are also accelerating due in part to a careful offering of Available Transfer Capability (ATC). With revenues exceeding projections, rate pressures are minimized.
  
- Why are operating costs exceeding inflation?
  - New mandatory requirements (reliability, environmental, tariff, etc.)
  - New wind resources need access to the BPA transmission system
  - Increased demand for transmission capacity
  - Need to sustain our aging transmission assets
  - Need to catch up where we have historically underinvested (control house buildings, access roads, etc.)
  - Global competition for material
  
- What trends are offsetting operating costs?
  - Lower than expected debt service
  - Higher than projected revenues and Treasury reserves
  - Favorable FERC ruling on reactive costs and generator withdrawal of current reactive rate
  - EPIP efficiencies with increased performance management rigor
  - Efficiency gains from business automation



# Key Program Drivers

## New Mandatory Requirements for Transmission

- Compliance -- Reliability, tariff and environmental
- Resource development: Renewable portfolio standards
- FERC Order 890 Implementation and Tariff Compliance

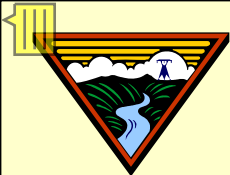
## Increased Demands for Transmission Capacity

- Manage Existing Facilities
- Expanding the system

## Sustaining the health of existing aging infrastructure

- A portion of BPA's electrical substation, line and communication assets exceed both BPA's depreciable life as well as typical industry metrics for electrical equipment lifespan
- Corrective and preventative maintenance requirements are increasing as infrastructure ages.
- New replacement/refurbishment programs are needed to manage end-of-life assets to maintain a reliable and available transmission system.





# Key Program Drivers (Continued)

## Material Prices

- 30-70 percent of Transmission's capital program dollars are for material, depending on the type of project.
- Raw material price escalations and the dramatic escalation in fuel prices continue to impact all commodities.

## Non-Electric Plant

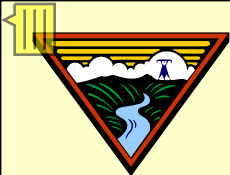
- Assessment to determine condition of each building
- Identified deficiencies and the actions to correct them
- Prioritized

## EPIP

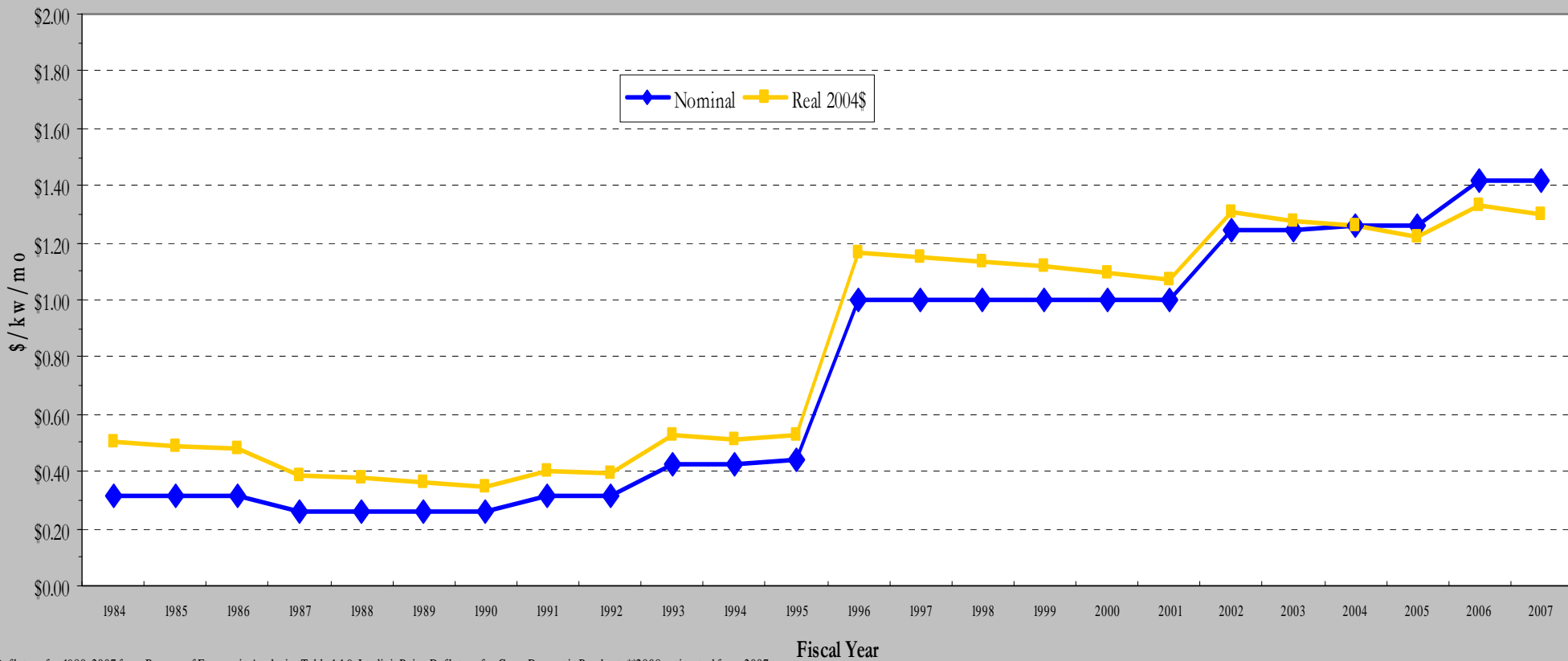
- Performance Management
- Plan, Design, Build (PDB)
- Supply Chain

## Business Automation

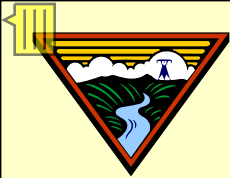
- Commercial Business Process Improvement initiative brought on industry standard OASIS functionality, which processes transactions with more volume and speed.
- During implementation, resolved some long-standing policy issues, resulting in additional offers of Transmission service.
- ATC is more dynamic and transparent, resulting in offers being made more expeditiously.
- Staff required to support transactions was reduced due to automation, as was potential for errors, reducing risk of disputes.



# 1984-2007 Firm Tx Rates- No Power- \$/kW/mo



Deflators for 1980-2007 from Bureau of Economic Analysis - Table 1.1.9. Implicit Price Deflators for Gross Domestic Product; \*\*2008 estimated from 2007



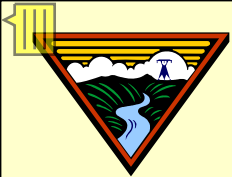
# Transmission Expenses

## Actuals FY 2006-2007 & Proposed FY 2009-2011

\$ in Thousands

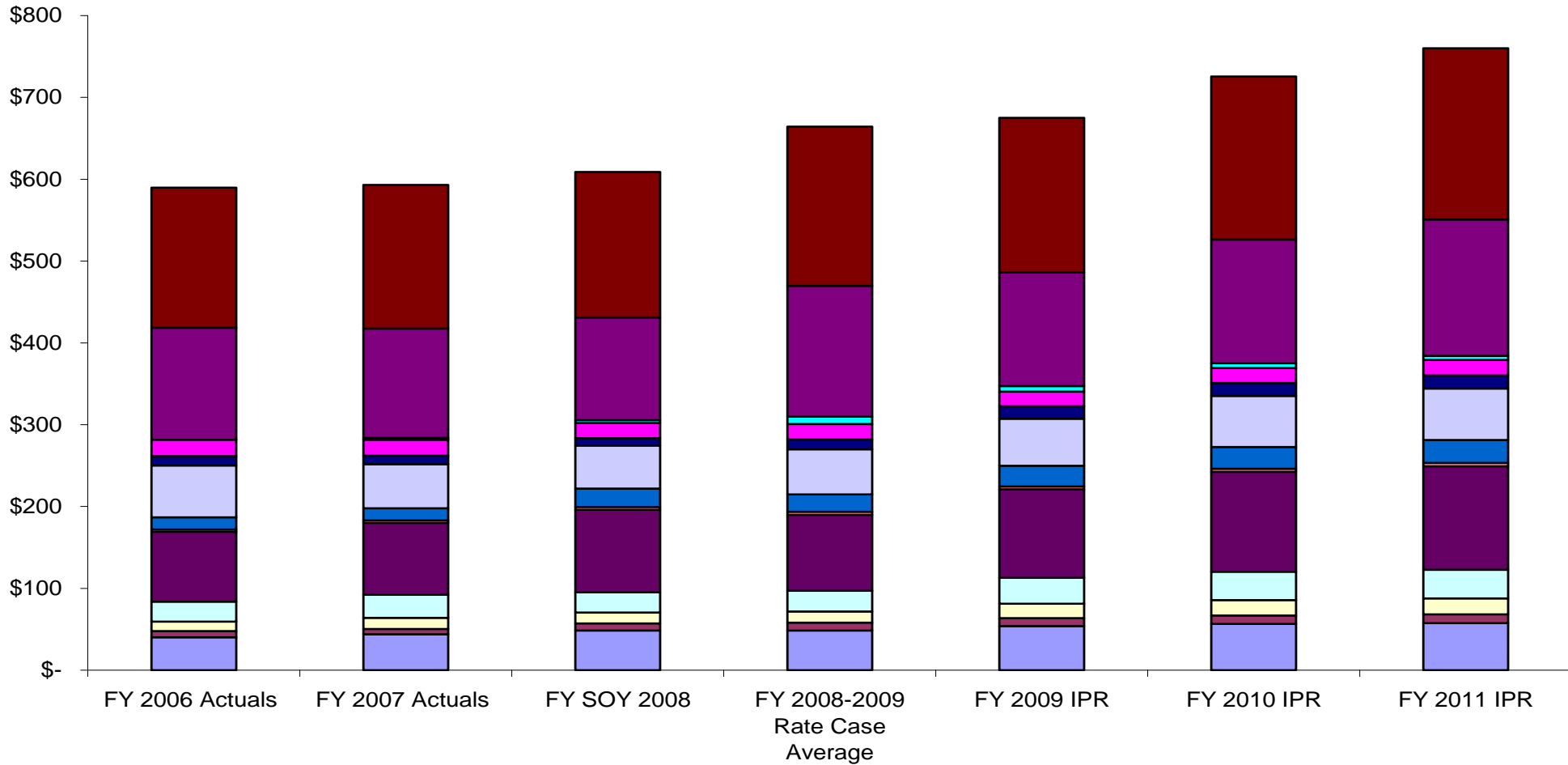
Transmission Description	Actuals		2nd Quarter Forecast	Rate Case Average	IPR		
	FY 2006	FY 2007	FY 2008	FY 2008-09	FY 2009	FY 2010	FY 2011
<b>System Operations</b>	\$ 40,232	\$ 43,892	\$ 48,588	\$ 48,537	\$ 53,655	\$ 56,586	\$ 57,511
<b>Scheduling</b>	\$ 7,733	\$ 6,508	\$ 8,741	\$ 9,673	\$ 9,896	\$ 10,308	\$ 10,784
<b>Marketing</b>	\$ 11,352	\$ 13,712	\$ 13,111	\$ 13,428	\$ 17,841	\$ 18,836	\$ 19,538
<b>Business Support (Including Internal Support)</b>	\$ 24,628	\$ 27,984	\$ 24,724	\$ 25,537	\$ 31,531	\$ 34,675	\$ 34,828
<b>System Maintenance</b>	\$ 85,096	\$ 87,866	\$ 100,878	\$ 92,833	\$ 108,101	\$ 121,919	\$ 126,691
<b>Environmental Operation</b>	\$ 2,843	\$ 3,039	\$ 3,359	\$ 3,440	\$ 3,567	\$ 3,797	\$ 3,996
<b>System Development</b>	\$ 14,775	\$ 15,017	\$ 22,704	\$ 21,560	\$ 25,140	\$ 26,503	\$ 28,014
<b>Agency Services</b>	\$ 63,402	\$ 53,789	\$ 52,498	\$ 54,953	\$ 57,527	\$ 62,640	\$ 62,936
<b>Pension &amp; Post Retirement Benefits</b>	\$ 11,600	\$ 10,550	\$ 9,000	\$ 12,139	\$ 15,277	\$ 15,598	\$ 16,071
<b>Non-BBL Ancillary Services <u>1/</u></b>	\$ 20,058	\$ 19,397	\$ 18,517	\$ 18,844	\$ 17,844	\$ 18,359	\$ 18,901
<b>Other Income, Expenses and Adjustments</b>	\$ (1,377)	\$ (2,899)	\$ (1,899)	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)
<b>Non-Federal Debt Service</b>	\$ (502)	\$ 2,001	\$ 3,380	\$ 8,804	\$ 6,886	\$ 5,890	\$ 4,690
<b>Interest Expense</b>	\$ 136,761	\$ 133,806	\$ 125,609	\$ 160,011	\$ 138,740	\$ 151,188	\$ 166,880
<b>Depreciation</b>	\$ 171,310	\$ 175,513	\$ 177,900	\$ 194,382	\$ 189,182	\$ 199,067	\$ 209,366
<b>Total</b>	\$ 587,913	\$ 590,176	\$ 607,109	\$ 662,140	\$ 673,186	\$ 723,367	\$ 758,206
<b>Total Increase/Decrease From Prior Year</b>		\$ 2,262	\$ 16,933		\$ 66,078	\$ 50,181	\$ 34,839

1/ Only 3<sup>rd</sup> Party Costs



# Transmission Expenses

(\$ millions)



- System Operations
- Business Support (Including Internal Support)
- System Development
- Non-BBL Ancillary Services
- Interest Expense
- Scheduling
- System Maintenance
- Agency Services
- Other Income, Expenses and Adjustments
- Depreciation
- Marketing
- Environmental Operation
- Pension & Post Retirement Benefits
- Non-Federal Debt Service





# Transmission Function Capital Expenditures

## Actuals FY 2006-2007, Proposed FY 2009-2013

\$ in Thousands	Actuals		SOY	Rate Case Average	IPR				
	FY 2006	FY 2007	FY 2008	FY 2008-2009	FY 2009	FY 2010	FY 2011	FY 2012	FY2013
<b>Transmission Description</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2008-2009</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY2013</b>
<b>Main Grid</b>	\$ 7,278	\$ 17,258	\$ 31,777	\$ 76,477	\$ 71,832	\$ 155,904	\$ 221,346	\$ 199,945	\$ 184,258
<b>Area &amp; Customer Service</b>	\$ 326	\$ 1,240	\$ 6,099	\$ 16,893	\$ 19,681	\$ 31,714	\$ 6,256	\$ 6,322	\$ 7,516
<b>Upgrades &amp; Additions</b>	\$ 38,033	\$ 36,398	\$ 60,947	\$ 41,854	\$ 59,881	\$ 91,108	\$ 107,471	\$ 69,009	\$ 55,807
<b>System Replacements</b>	\$ 47,599	\$ 63,728	\$ 62,285	\$ 63,168	\$ 102,717	\$ 134,494	\$ 138,423	\$ 109,335	\$ 114,660
<b>Customer Financed/Credits <u>1/</u></b>	\$ 23,674	\$ 61,336	\$ 71,775	\$ 61,923	\$ 84,427	\$ 90,165	\$ 102,287	\$ 83,904	\$ 72,742
<b>Environment</b>	\$ 2,602	\$ 3,904	\$ 3,705	\$ 5,290	\$ 5,213	\$ 5,530	\$ 5,752	\$ 5,869	\$ 5,984
<b>Total Direct Capital</b>	\$ 119,512	\$ 183,864	\$ 236,588	\$ 265,605	\$ 343,751	\$ 508,915	\$ 581,535	\$ 474,384	\$ 440,967
<b>Total Indirect Capital <u>2/</u></b>	\$ 66,944	\$ 64,435	\$ 70,895	\$ 77,550	\$ 81,246	\$ 86,100	\$ 88,696	\$ 93,126	\$ 95,894
<b>Total Capital Sub-Total</b>	\$ 186,456	\$ 248,299	\$ 307,483	\$ 343,155	\$ 424,997	\$ 595,015	\$ 670,231	\$ 567,510	\$ 536,861
<b>15% Lapse Factor</b>	\$ -	\$ -	\$ -	\$ -	\$ (64,021)	\$ (89,551)	\$ (101,324)	\$ (85,736)	\$ (80,299)
<b>Total</b>	\$ 186,456	\$ 248,299	\$ 307,483.0	\$ 343,155	\$ 360,976	\$ 505,464	\$ 568,907	\$ 481,774	\$ 456,562
<b>Total Increase/Decrease From Prior Year</b>		\$ 61,843	\$ 59,184.0		\$ 53,493	\$ 144,488	\$ 63,443	\$ (87,133)	\$ (25,212)

Note 1/ Includes Radio Spectrum and PFIA projects

Note 2/ Includes AFUDC



# Transmission Capital Overview

## Key Drivers

- Network Reinforcements
  - Integrating and delivering renewable resources
  - Reliability to loads
- Sustaining health of aging assets based on the Asset Plan

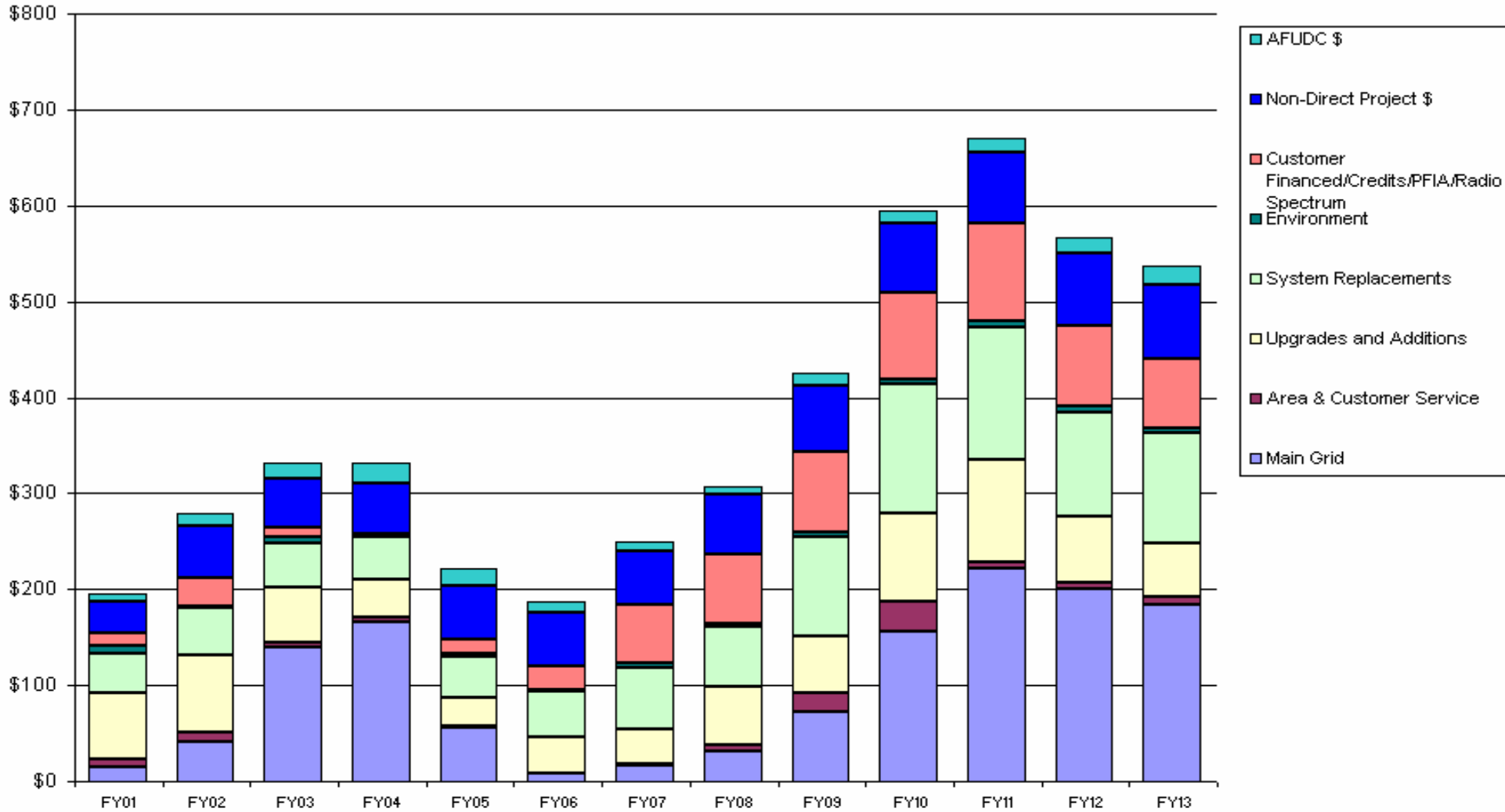
## Trend

- FY 2010-2011 Capital Program largest in BPA history
- We have accomplished this size program before, but with much more staff
- Challenges: Meeting schedules for design, environmental analysis, procurement, construction

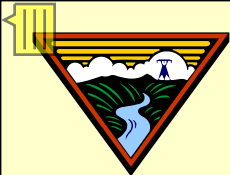


# Transmission Capital Programs

\$ in Millions



Excludes 15% lapse factor



# Long-Term Outcomes for Transmission

## BPA transmission assets meet:

- transmission reliability standards
- transmission availability requirements
- transmission adequacy guidelines
- transmission development expectations in regionally integrated plan
- environmental requirements
- other regulatory and legal requirements
- infrastructure requirements to meet generation integration and service requests
- safety and security standards



... at least life cycle cost.



# Agency Services



# Agency Services

- Many of the EPIP savings have been achieved in Agency Services:
  - Human Capital Management
  - Information Technology
  - Public Affairs
  
- Several of the EIPs also recommended process improvements that resulted in the consolidation of many functions out of the Business Units and into Agency Services:
  - Supply Chain
  - Metering and Billing
  - Load Forecasting
  - Contract Administration



# Agency Services

- Agency Services programs fall into 2 general categories:
  1. Direct program support
  2. General and Administrative
  
- Direct program support costs are distributed according to Business Unit usage.
  
- General and Administrative costs are distributed by percentages to the Business Units.



# FY 2006-2011 Agency Services Expenses

\$ in Thousands

Expenses - Direct & Allocated Agency Services	Actuals		SOY	IPR		
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Executive Office	\$882.0	\$995.1	\$1,025.8	\$1,068.9	\$1,114.0	\$1,160.6
Deputy Administrator	\$806.1	\$252.3	\$268.0	\$278.5	\$289.5	\$300.8
Chief Risk Officer	\$4,245.5	\$4,104.9	\$5,867.3	\$5,871.2	\$6,581.0	\$6,797.5
Technology Innovation & Confirmation	\$462.0	\$1,633.0	\$9,592.0	\$9,915.9	\$11,990.3	\$14,133.7
Chief Public Affairs Office	\$16,368.6	\$15,051.4	\$16,372.9	\$17,439.3	\$18,064.1	\$18,588.9
Internal Audit	\$1,629.0	\$1,762.9	\$2,163.0	\$2,383.7	\$2,353.8	\$2,354.8
Chief Financial Officer	\$10,232.6	\$12,558.0	\$15,753.6	\$15,224.2	\$17,264.7	\$16,734.3
Planning & Governance	\$0.0	\$269.4	\$1,340.8	\$303.0	\$316.5	\$330.5
Supply Chain Policy & Gov.	\$638.7	\$546.5	\$639.8	\$667.4	\$696.3	\$726.3
Regulatory Affairs	\$0.0	\$1,576.4	\$1,773.7	\$2,326.6	\$2,426.4	\$2,529.9
Strategic Planning	\$975.2	\$1,533.5	\$1,628.7	\$1,912.5	\$2,076.4	\$2,142.5
Industry Restructuring	\$3,191.9	\$3,351.9	\$6,875.6	\$7,603.7	\$7,876.5	\$8,340.2
Security & Emergency Mgmt	\$6,028.0	\$6,388.2	\$7,285.2	\$7,404.4	\$7,455.1	\$7,657.1
General Counsel	\$7,524.2	\$7,993.0	\$9,251.3	\$9,514.1	\$9,643.0	\$9,967.8
Chief Operating Officer	\$10,303.3	\$4,606.3	\$5,802.7	\$3,507.0	\$3,531.4	\$1,555.9
Customer Support Services	\$0.0	\$7,172.3	\$8,689.7	\$9,776.2	\$10,498.2	\$10,687.5
Internal Business Services	\$578.4	\$519.9	\$557.3	\$575.7	\$595.3	\$2,149.1
Business and Process Mgmt	\$0.0	\$0.0	\$0.0	\$0.0	\$406.2	\$409.6
Civil Rights	\$739.0	\$605.6	\$693.7	\$724.9	\$757.8	\$792.3
Safety	\$1,789.3	\$2,026.0	\$2,283.4	\$2,313.9	\$2,393.1	\$2,496.6
Human Capital Management	\$15,921.0	\$15,163.0	\$18,002.0	\$16,227.8	\$16,843.4	\$16,336.4
Supply Chain Services	\$19,475.0	\$15,926.0	\$17,715.3	\$18,315.2	\$21,119.5	\$20,886.7
Workplace Services	\$26,872.0	\$26,379.0	\$26,306.9	\$32,508.0	\$44,805.6	\$47,261.2
Information Technology	\$58,290.5	\$57,840.4	\$58,310.1	\$58,312.7	\$68,381.4	\$68,000.0
<b>Total</b>	\$186,952.4	\$188,255.0	\$218,198.8	\$224,174.8	\$257,479.6	\$262,340.1
<b>Increase/Decrease From Prior Year</b>		\$1,302.5	\$29,943.8	\$5,976.1	\$33,304.8	\$4,860.5





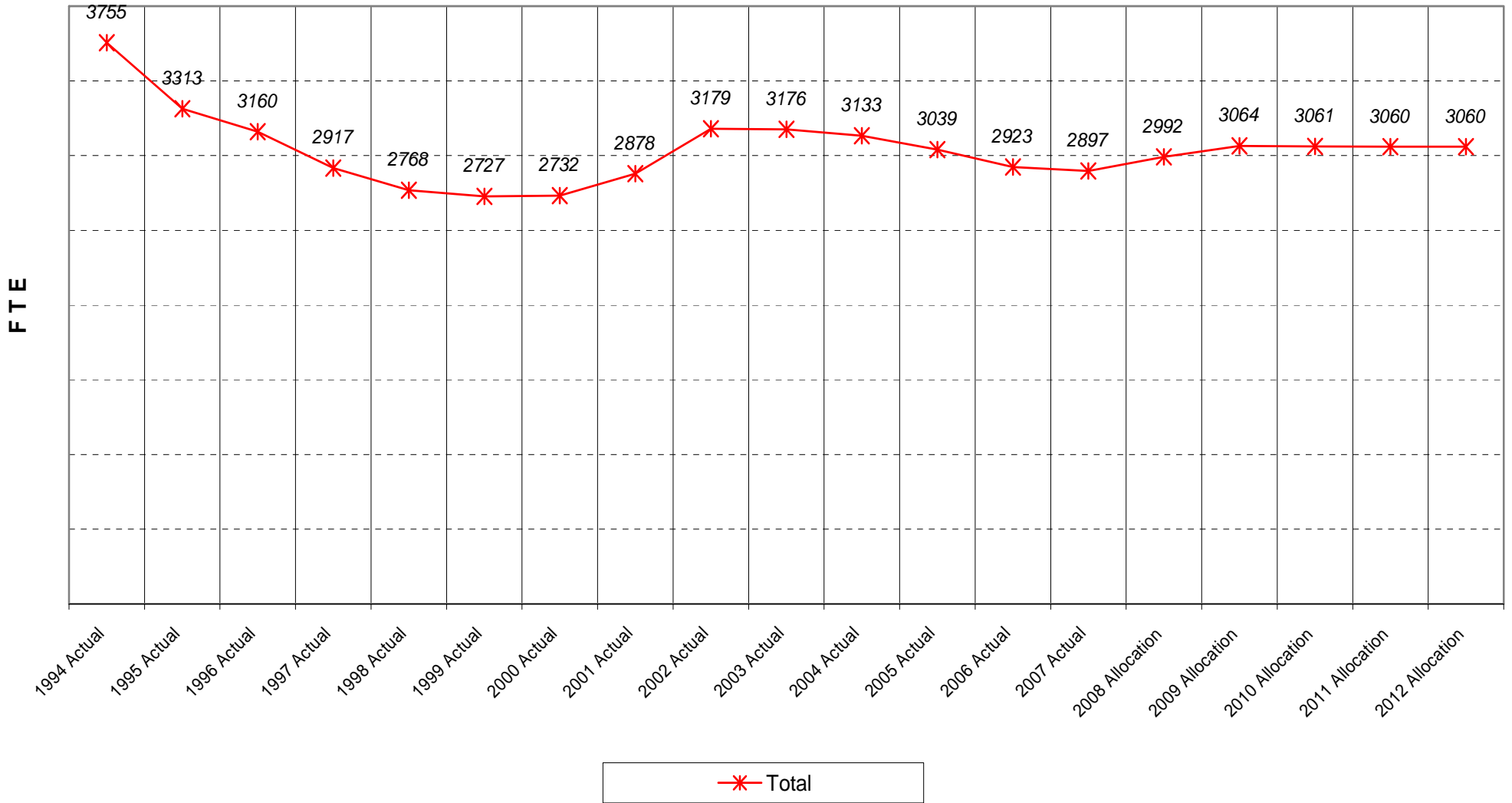
# FY 2006-2011 Agency Services Capital

\$ in Thousands

Capital	Actuals		SOY	IPR		
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Agency Services						
Security & Emergency Mgmt	\$75.0	\$454.1	\$571.0	\$4,989.5	\$5,101.7	\$5,813.9
General Counsel	\$46.5	\$108.4	\$136.0	\$142.1	\$148.4	\$155.1
Workplace Services	\$616.5	\$3,030.0	\$3,353.4	\$15,487.1	\$60,804.1	\$23,641.4
Information Technology	\$16,145.4	\$16,445.6	\$19,000.0	\$19,000.0	\$21,375.0	\$21,375.0
<b>Total</b>	\$16,883.4	\$20,038.1	\$23,060.4	\$39,618.7	\$87,429.3	\$50,985.5
<b>Total Increase/Decrease (\$ amount)</b>		\$3,154.7	\$3,022.3	\$16,558.3	\$47,810.6	<b>(\$36,443.8)</b>



# Bonneville Power Administration FTE ("Full-Time Equivalent" Staffing Levels) 1994 to 2012 as of May 5, 2008





# **Integrated Program Review – Next Steps**



# Ways to Participate

- All forums are open to the public and will be noticed on the IBR external web site at: [www.bpa.gov/corporate/Finance/IBR/IPR/](http://www.bpa.gov/corporate/Finance/IBR/IPR/). Staff from the Corps of Engineers, Bureau of Reclamation, and Energy Northwest will participate in presentations on costs they manage.
- All Technical and Managerial workshops will be held at BPA Headquarters.
- The comment period for the IPR opens Thursday, May 15, 2008. Close of comment for 2010-2011 program levels is August 15, 2008. You have several options to provide comments to BPA:
  1. Attend one or more of the scheduled workshops and give BPA your comments.
  2. Discuss your input with your Customer Account Executive, Constituent Account Executive, or Tribal Liaison.
  3. Submit written comments to Bonneville Power Administration, P.O. Box 14428, Portland, OR 97293-4428.
  4. Submit comments via e-mail to: [comment@bpa.gov](mailto:comment@bpa.gov) or submit on line at: <http://www.bpa.gov/comment>.
  5. Comments can also be sent via fax to (503) 230-3285.



# BPA's Financial Disclosure Information

1. All FY 2008-2013 information was provided in May 2008 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. This information is a derived estimate for presentation purposes 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 FY 2007 and earlier information was provided in May 2008 and is consistent with audited actuals that contain BPA-approved Agency Financial Information.