

Restructuring Today

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NY lawmakers direct PSC to treat fairly power retailers

After months of intense lobbying, New York's competitive energy suppliers and consumer advocates are celebrating Gov George Pataki's signing late Friday of the Energy Consumers Protection Act.

The law features a number of provisions aimed at protecting electric customers but alternate power suppliers like that it will put them on an equal footing — the PSC's final rules willing — with incumbent utilities when it comes to bad debts.

The bad-debt rate for many of New York's competitive electricity companies is greater than that for utilities, Patrick Jeffery, SmartEnergy vice president for regulatory and public affairs told us, but the utility is first in line to collect from late-paying consumers.

"The utility gets their delivery charges first or else the customer's lights are shut off," Jeffery said.

It is not economical to go after smaller customers in court, Jeffery added, even if thousands of bills are past due.

The act requires the PSC to come up with rules "to create a more equitable environment for collecting commodity charges from customers," Jeffery noted.

NEMA President Craig Goodman sees New York's law as a "positive sign" but only part of what is needed to create "competitive neutrality."

NEMA is arguing before an ALJ for full disclosure of the subsidies utilities give their affiliates for POLR and the "competitive products in their utility rates.

"Until that happens there won't be competitive neutrality and there won't be fully competitive pricing," Goodman assured.

"Utilities have been pushing very hard to stop this because they know this is the key to unbundling," Goodman told us.

Marketers face similar billing problems in Maryland, Goodman reminded (RT, 12/18).

Under the law signed Friday, there will be a cap on late fees, deposits or prepayment for service will not be required, billing disputes and complaints are to be handled by the PSC and service will not be cut off when bills are late, provided consumers agree to a deferred payment plan.

Select masters imagery

#1 soars with eagles

The Northeast's leading retail energy marketer is doing well by doing good in sponsoring an event that combines our national symbol with family eco-fun.

Select Energy (Northeast Utilities) uses corporate sponsorships just like the utilities do to get its name out there sponsoring the tried-and-true sports events like the Boston Red Sox, Philadelphia Phillies and University of Connecticut basketball, said Steve Fabiani, vice president of retail sales and marketing for the C&I retail marketer.

Several of Select's competitors do team sponsorships as well getting their names on the radio in connection with various sports events.

But Select puts more heart than money into a unique event it helped found four years ago — the annual Connecticut River Eagle Festival — a sponsorship it lucked upon in conversations with the Connecticut Audubon Society.

Nearly 80% of Select's staff volunteers a weekend to help with the two-day event and some staff people meet every month with Audubon to plan the event. The marketer's hard work makes it indispensable to the event.

The Eagle Festival is more about people than about money, Fabiani said, with Select chipping in its help with

brochures, mailing lists and public relations.

Nobody expected the event to become the "big deal" it's become, Fabiani noted, but it's been a huge success, attracting 4,000 people the first year and 10,000 last year and winning a tourism award two-years running.

The next festival, Feb 15-16, celebrates the return of bald eagles to Essex, Conn, a "quaint," very New-England-y town on the Connecticut River — an East Coast version of the swallows returning to Capistrano, Calif.

Visitors can take in a parade, eagle-viewing tours, lectures, demonstrations and other family-friendly events all over town, meet former talk-show host and CNN newsman Phil Donohue and Marlo "That Girl" Thomas and take an eagle-viewing boat trip at a modest charge.

Everyone loves the event and feels good about it, including the Select staff.

And potential customers end up feeling good about Select Energy.

"People recognize the event and Select as founding sponsor," said Fabiani, noting that the event has been getting great press coverage since the second year.

"We think we hit our target audience," he added.

Fabiani doesn't know of any other energy marketing company that sponsors an event like this that appeals to so many

people on the East Coast, fitting in with Select's "vision and strategy" of becoming a major player in the Northeast.

Part of that is being a member of the community, he added, and the eagle festival is a "great way to do that" and sends a sound environmental message.

It didn't need to be a star-spangled success for the company's marketing effort since it is so much fun and so good for team-building among Select employees, but it worked out that way.

People recognize the event "and Select Energy as the founding sponsor," noted Fabiani.

A customer who took his family to the festival didn't know who Select was before the event but "a couple of weeks later we called on them and he was impressed."

In a year that's been tough for the industry, the eagle festival is a nice distraction from the day-to-day business routine.

Most people in the energy industry are just hoping the year will be over, Fabiani noted.

Select Energy has seen its trading partners shrink from 30-40 to about 15 and had to work a little harder on the supply side.

Customers are a little more cautious, asking about ...

(Continued on next page)

4 stories in 1 minute

Calif agency has high-tech energy use:

California's Dept of General Services bought WebGen's energy management system, called Intelligent Use of Energy (IUE), for a number of department-managed buildings throughout the state. IUE automatically controls energy use in real time. DGS got IUE as part of a pilot program and plans to modify or expand the program next year.

MDU gets 111 turbines:

Centennial Power, a subsidiary of MDU Resources Group, the Bismark, ND, IOU affiliate, has agreed to buy Mountain View, a 66-mw wind-powered generating facility in Palm Springs, Calif, from San Gorgonio Power. Centennial will pay \$102 million in cash for Mountain View's turbines.

Nicor wants to

charge 54¢/therm: Nicor Gas picked 54¢ for the gas supply charge for January. It's only remarkable in that it falls about halfway between the two extremes of last winter and the very cold one before that. Nicor customers paid 27¢ this January and a whopping 95¢ in super-cold January 2001 representing the two extremes of the weather-driven natural gas market. The LDC's customers in the northern third of Illinois — excluding Chicago — get some advantage from Nicor's ability to draw from eight major interstate pipelines, keeping costs down. Nicor boasts the lowest commodity and distribution costs in the state. The Illinois Commerce Commission approval of course is needed.

North American energy report

gets OK: US, Canadian and Mexican energy officials agreed enough to put out *North America - Regulation of International Energy Trade*, an overview of regulations - including application and notification procedures - about building and running power lines and what's needed to OK energy imports and exports. It's the product of the North American Energy Working Group. The report is available at www.fossil.energy.gov/electricitytrade.

Select masters imagery ... (from previous page)

... Select's financing, strategy and portfolio mix and how much trading the company does, Fabiani said.

It's helped that the marketer's parent is the venerable and relatively conservative Northeast Utilities that traditionally has shunned taking big trading positions, he added.

Select's regional strategy — its self-defined patch is the 11-state region from Maine to Maryland — seems smart in retrospect.

A national business model hasn't worked for anyone, Fabiani noted.

Fabiani is optimistic about next year because the pace of states in the Northeast moving to competitive markets has "definitely picked up" in

the last few months and seems to be moving in the right direction.

Connecticut's standard offer goes away at the end of next year and Massachusetts and several other states the year after that bringing in market-based rates.

That's going to "allow choice to flourish," Fabiani noted, making Select well-positioned for a good year.

Next year will be a better one for the industry, Fabiani predicted, because everyone is taking "much more care" of their business and instituting changes that are for the best.

Eagles were once an endangered species too.

Virginian cautions AEP on RTO move

If American Electric Power (AEP) moves forward with plans to join PJM without first getting permission it will be in violation of Virginia's deregulation law and be placed back under the authority of the State Corporation Commission (SCC), warned state Sen John Watkins, R.

"That would mean they'd better file a rate case with the SCC pretty soon if they want to sell electricity in Virginia," said Watkins, a member of the General Assembly's deregulation oversight committee.

AEP asked FERC Dec 11 for approval to join PJM as early as February and the agency made Jan 3 the deadline for comment on the request.

Watkins is worried that if FERC acts first, Virginia may lose its jurisdiction over

AEP.

The General Assembly did not want utilities putting their generation or supply into a power trading market because of the potential for price gouging and other abuses, Watkins reminded.

FERC has "considerable" jurisdiction over the company's request, noted Barry Thomas of AEP, and utilities were required by Virginia's deregulation law to join a grid by last January.

AEP should rethink its position and slow down to give state lawmakers a chance to look at the issues, suggested Del Clifton Woodrum, D.

Dominion Virginia Power has postponed action pending an evaluation of all comments on the PJM debate, reported Eva Hardy, senior vice president.

Panhandle/Trunkline finds new home in Wilkes-Barre

Southern Union of Wilkes-Barre, Pa, and AIG Highstar Capital are buying CMS Panhandle, including its jewel-in-the-crown LNG terminal at Lake Charles, La, for the bargain price of \$1.8 billion — two-thirds of that the assumption of debt.

The Lake Charles terminal is one of only a handful of LNG terminals in the US expected to play a growing role in US gas supplies as traditional basins dry up (RT, 12/12).

The sale includes CMS' Panhandle Eastern Pipe Line, Trunkline Gas pipeline and Sea Robin Pipeline running some 11,000 miles of mainline natural gas transmission lines from the Gulf of Mexico and Texas to the Midwest and Canada plus about 88 bcf of underground storage.

Southern Union is selling its Southern Union Gas division for \$420 million to Oneok, a company it fought with to buy

Arizona's Southwest Gas, freeing up funds for the deal.

Southern Union's lawsuit against a sitting Arizona Commerce Commission member for his interference in the deal won it \$60 million in punitive damages last week (RT, 12/20).

PUC decision clarified: Shell Energy Service got what it needed in the Ohio PUC's decision to permit a four-month gas recovery rate for Dominion East Ohio Natural Gas because it held the LDC to its existing expected gas cost for January (RT, yesterday). That was the critical issue for Shell as provider to low-income customers, an alert reader pointed out.

*Send in the clowns***Now let's see who will Davis pick to do finance?**

Some may think it was daring of presidential candidate Gray Davis to appoint former state Sen Steve Peace as his finance director but others are dumbfounded.

"It's ironic that Davis would bring Peace in to fix the problem that has at its root the disaster that Peace helped create," [AB 1890] said Doug Heller of the Foundation for Taxpayer and Consumer Rights.

If the appointment is approved by the Senate, Peace would be responsible for reducing a \$34.8 billion deficit.

Davis' rhetoric soared.

Peace is "a trusted and experienced legislative leader on matters of budget and

finance," Davis said.

"I wanted to pick someone who had good relationships with the legislature, whose credibility is beyond question and who understood the subject," Davis added.

Peace, forced out of the legislature by term limits, was chairman of the state Senate energy committee and headed the joint committee that wrote the deregulation plan.

Choosing Peace was "inspired and risky," said Michael Shames, TURN executive director.

But what about Peace's fiery temper?

Shames knew exactly how to couch it.

"Steve clearly has the intellectual

firepower to do an amazing job. He also has the emotional firepower to destroy anybody in his way and create a lot of wake wherever he goes," Shames added.

Peace released a video last year portraying himself as a skeptic of deregulation who took the bill through the legislature because he wanted to make sure that consumer protections were in the final version.

Peace "injected some things in there that were necessary," Shames agreed and "verbally was very skeptical of the entire scheme."

He didn't mention that Peace produced the cult movie classic "Attack of the Killer Tomatoes."

AEP, Centrica close Texas deal

American Electric Power (AEP) yesterday completed the sale to Centrica of 810,000 Mutual Energy WTU and Mutual Energy CPL residential and small business customers for \$185 million.

The deal has a provision to let AEP share receipts through 2006 "if the Texas retail market develops increased earnings opportunities and protects the company against downside exposure."

Centrica assumed the obligation to

serve "price-to-beat" customers, POLR customers and gains the West Texas Utilities, WTU, Central Power & Light and CPL brand names.

The deal does not impact AEP's Texas power plants, its T&D network or C&I customers.

AEP's strengths are in wholesale energy markets and in the operation of T&D systems, said Tom Schockley, AEP COO.

Centrica has the focus necessary to

be successful in a competitive retail market, Schockley said, while AEP's resources "are better focused on our strengths and strategy."

Centrica is paying \$146 million for the customers and \$39 million for access to AEP's customer relationship management and billing systems.

AEP is to use the money to retire debt and strengthen its balance sheet.

Enron meter reading found to be flawed, money may be due ISO

Enron may have underpaid the California ISO between \$15 million and \$50 million since July of last year because of mistakes in reading data from meters connected to direct-access customers, an Enron attorney said yesterday.

The meters were operated for Enron by Computer Sciences Corp (CSC) and it may take four to five months to determine

the total cost of the error, attorney Gary Fergus told the ISO in a letter yesterday.

Some meter-reading errors occurred prior to Enron's bankruptcy, Fergus warned, so a resolution to the problem may need to go through bankruptcy court. Enron has a "significant amount of collateral" posted at the ISO, said Enron's Mark Palmer, and will not seek its return

until the size of the error is known.

The mistakes included failure to read meters or to read them correctly and "inconsistencies in the data that was used for billing to customers and for reporting to the ISO," Fergus wrote.

CSC bought Enron's retail energy back office and metering operations in April 1999.

Hedging supplies varies by size

A General Accounting Office survey of LDCs and state regulators found that 20% of small and 45% of large gas distributors did not hedge their gas supplies in the five years ending in the gas price spikes of 2000-2001.

Many LDCs were relying on short-term contracts and the spot market during that very cold winter.

And residential customers got clobbered when they couldn't switch suppliers or fuels.

GAO found 90% of utilities it surveyed made plans after the spike to hedge "some portion" of their gas supply for the winter of 2001-2002.

Almost all states (45) allow LDCs to use

storage and fixed-price contracts to hedge prices, with 28 encouraging storage and 18 encouraging fixed-price deals, a GAO survey of regulators found.

Slightly fewer allow LDCs to use futures (42), options (40) and swaps (36) with more state commissions remaining neutral than encouraging their use.

Only 22 state commissions allow LDCs to invest in weather derivatives, with Alabama, Georgia, Mississippi and Rhode Island prohibiting their use, GAO found.

Regulators cited most often the price spikes of 2000-2001 as the leading reason they have changed their policies to allow LDCs to hedge.

UPP to offer green option: The Michigan PSC granted a hefty 8.95% rate increase for Upper Peninsula Power (WPS Resources), a bit less than half what it asked for but its first rate hike in 10 years. Customers will be able to choose NatureWise, a new renewable power option, in blocks of 100 kwh beginning early next year from the utility. UPP is technically open for retail competition but geography has kept competitors out. The relatively isolated utility is connected to Wisconsin rather than to the rest of Michigan through its grid now owned by ITC American Transmission and generates its own hydro and peaking power but buys the rest.

Wind industry hopes for speed up of SMD implementation

FERC's SMD is an overall positive but it must be implemented quickly or the renewable resources industry won't have a fair chance to compete, the American Wind Energy Assn (AWEA) warned yesterday.

There has been adequate progress in terms of the SMD debate, AWEA's Christine Real de Azua said, but it may take years to get the plan fully executed.

Real de Azua described a "chicken

and egg scenario" where wind developers can't make plans until the grid operators decide on projects but the grid operators can't make adequate plans until FERC gets closer to completing the SMD.

To make matters worse, a wind project takes considerably less time than a conventional power plant to build and its output must usually be sold before

construction can begin.

Generators have to have access to the grid on fair terms, Real de Azua contended, and the grid has to be big enough to do the job.

The AWEA has issued a white paper on what it thinks FERC should do, www.awea.org/policy/documents/Transmissionwhitepaper12-2002.pdf.

December & January conference calendar

| January | Location | Event | Organizer |
|-----------------|-----------------------|---|----------------------------|
| 9-10 | Washington, DC | The Coming Natural Gas Crisis | PMA |
| 13-14 | Del Mar, CA | LNG for the Californias | Institute of the Americas |
| 13-16 | Houston | Understanding Energy Risk Management & Electric Power Markets | PGS Energy |
| 14 | Washington, DC | Electricity Agenda: A One-Day Workshop | GF Energy |
| 14-15 | Houston | Hedging Effectively Derivatives for Energy Professionals | Kase & Co. |
| 14-16 | Houston | Fundamentals of Energy/Electric Futures Options & Derivatives | PGS Energy |
| 15-16 | New Orleans | The Coming Natural Gas Crisis | PMA |
| 16-17 | Seattle | Buying & Selling Electric Power in the West | LSI |
| 17 | Your home or business | The Ball is in FERC's Court: Audio Conference with FERC Chairman Pat Wood and Skadden Arp' Mike Naeve | Restructuring Today |
| 21 | New York City | Options II -- Option Pricing and Applications | Princeton Energy Programme |
| 22 | New York City | Options III -- Option Strategies | Princeton Energy Programme |
| 21-22 | Bethesda, MD | Essentials of Energy Risk Management | Paradigm Strategy |
| 22-23 | San Francisco | The Coming Natural Gas Crisis | PMA |
| 23 | Houston, TX | US Energy Trading Crisis: Credit, Clearing & Confidence | GEMI |
| 23-24 | Bethesda, MD | Deal Structuring in Natural Gas Markets | Paradigm Strategy |
| 23-24 | New York City | Alternative Growth Strategies, 2002 & Beyond | ExNet |
| 23-24 | New York City | Advanced Credit Risk Management | Princeton Energy Programme |
| 27-28 | Orlando, FL | Strategic Supply Chain Management | CBI |
| 27-28 | Houston | Portfolio Optimization in Oil and Gas | IQPC |
| 27-28 | New York | 16th Annual Utility M&A Symposium | ExNet |
| 27-28 | Westminster, CO | Wind Energy & Power Markets | EUC, Inc. |
| 27-30 | Tucson, AZ | 6th Annual Electrical Utilities Environmental Conference | EPRI |
| 28 | Houston | Market Confidence in the Energy Industry | Ziff Energy Group |
| 28-29 | Houston | 3rd Annual LNG | SRI |
| 28-30 | Toronto, CAN | Best Practices in Market Design | CBC |
| 29 | New York | Credit Risk in the New Energy Arena | EMM |
| 29-30 | Atlanta | ESC Winter 2003 Workshops | ESC |
| 29-31 | Washington, DC | Transmission Summit 2003 | Infocast |
| 30-31 | Miami, FL | Caribbean Energy | CBI |
| February | Location | Event | Organizer |
| 4-5 | Houston | Russian Oil & Gas: Investment & Opportunity | SRI |
| 4-7 | Calgary, CAN | Understanding Energy Risk Management & Electric Power Markets | PGS Energy |
| 5-6 | Houston | Corporate Social Responsibility for the Energy Industry | Eyeforenergy |
| 6 | Calgary, CAN | Developing Energy Risk Management Policies & Procedures | PGS Energy |
| 6-7 | Houston | Latin American Energy is Power | PlaCord DC |
| 6-7 | Houston | Value-at-risk for the Energy Industry | Risk Waters Group |
| 7 | Calgary, CAN | Gas-to-Electricity Trading, Arbitrage & Generation Economics | PGS Energy |
| 7 | Calgary, CAN | Valuing Energy & Electricity Assets Using Real Options | PGS Energy |
| 10-11 | Houston | Gas Storage Outlook 2003 | CBI |
| 10-11 | New Orleans | Credit and Collections for Utilities | CBI |
| 10-11 | Houston | Energy Trading and Hedging | Paradigm Strategy |
| 10-14 | Houston | CERAWeek 2003 -- Restoring Confidence | CERA |
| 11-12 | Calgary, CAN | Financial Reporting & Accounting for the Energy Industry | IQPC |
| 11-13 | New York | Unwinding, Restructuring & Consolidating Special Purpose Entities Under the New FERC Guidelines | Infocast |

(Conference calendar continued on next page)

| February | Location | Event | Organizer |
|----------|--------------------|--|-------------------|
| 12-13 | Houston | Hedging with Energy Options | Paradigm Strategy |
| 13-14 | New York | Major Restructuring in the Telecom Industry | LSI |
| 17-19 | Scottsdale, AZ | 8th Annual RFA National Ethanol Conference: Policy & Marketing | RNA |
| 20-21 | Lincoln Harbor, NJ | Futures Options & Derivatives Training Program | EMI |
| 24-25 | Houston, TX | 5th Annual Electric Asset Valuation | CBI |
| 24-25 | New York | Governance, Compliance & Reporting | CBI |
| 24-25 | Orlando, FL | Fundamentals of Monthly & Long Term Forecasting | Itron |
| 24-28 | San Diego | APPA Winter Education Courses | APPA |
| 26-28 | New Orleans | MVTTC Annual World Conference | MVTTC |
| 28 | Houston | 5th Annual African Insiders Strategic Briefing | GP&P |

Organizers

APPA, 202-467-2992; CBI, 800-817-8601; CBC, 800-267-0666; CERA, 617-441-1308; EMI, 410-796-2243; EMM, 800-872-3835; EPRI, 704-547-6017; ESC, 608-280-0255; EUC, Inc., 303-770-8800; ExNet, 212-371-8320; Eyeforenergy, 44-(0)20-7475-7570; GEMI, 713-743-4372; GF Energy, 202-413-9005; GP&P, (27)-11-778-4360; Infocast, 201-784-5389; Institute of the Americas, 858-453-5660, ext. 103; IQPC, 973-256-0211; Itron, 800-755-9585; Kase & Co., 307-634-0241; LSI, 206-621-1938; MVTTTC, 504-566-1001; Paradigm Strategy, 203-637-1092; PGS Energy, 412-279-9298; PlaCord DC, 718-904-8751; PMA, 201-737-5389; Princeton Energy Programme, 609-520-9099, ext. 132; RNA, 202-289-3835; Restructuring Today, 1-800-486-8201; Risk Waters Group, 44-(0)20-7484-9864; SRI, 212-937-0095; Ziff Energy Group, 504-243-2221.

Abbreviations: **AGA**, American Gas Assn; **ALJ**, administrative law judge, a hearing examiner within a regulatory agency, a fact finder; **APPA**, American Public Power Assn; **API**, American Petroleum Institute; **ATC**, available transfer capability; **bcf**, billion cubic feet; **BPA** Bonneville Power Administration; **cf**, cubic feet/day; **CFO**, chief financial officer; **CIO**, chief information (IT) officer; **C&I**, commercial and industrial; **CLEC**, competitive local exchange carrier; **CTC**, competitive transition charge used to recover costs stranded by customer freedom; **DG**, distributed generation; **DSL**, digital subscriber line, **dkt** = **dekatherm** = mmbtu, is roughly = mcf; **DOE**, Department of Energy; **DSM**, demand side management; **ECAR**, East Central Area Reliability Coordination Agreement; **EI**, Edison Electric Institute; **ELCON**, Electricity Consumers Resource Council; **EPA**, Environmental Protection Agency; **EPRI**, Electric Power Research Institute; **EPSA**, Electric Power Supply Assn; **ERCOT**, Electric Reliability Council of Texas (but not all of Texas); **FCC**, Federal Communications Commission; **FERC**, Federal Energy Regulatory Commission; **FRCC**, Florida Reliability Coordinating Council; **G&T**, generation and transmission; **GAPP**, General

Agreement on Parallel Paths; **GRI**, Gas Research Institute; **gwh**, gigawatt hours = 1,000 mwh; **HVAC**, heating, ventilating and air conditioning; **ILEC**, incumbent local exchange carrier; **INGAA**, Interstate Natural Gas Assn of America; **IOU**, investor owned utility; **IPP**, independent power producer; **ISO**, independent system operator; **ISP**, Internet service provider; **kv**, kilovolt; **kwh**, kilowatt hour; **LADWP**, Los Angeles Department of Water & Power; **LDC**, local gas distributing company; **MAIN**, Mid-America Interconnected Network; **MAPP**, Mid-Continent Area Power Pool; **mcf**, thousand cubic feet; **mmbtu**, million btu generally equal to mcf; **1 mw** = 1 megawatt or 1 million watts, enough power to supply 330 homes for one hour on a hot summer's afternoon; **mwh**, megawatt hour; **NAESB**, North American Energy Standards Board (replaced GISB); **NARUC**, National Assn of Regulatory Utility Commissioners; **NEMA**, National Energy Marketers Association; **NERC**, North American Electricity Reliability Council; **NOPR**, notice of proposed rulemaking; **NPCC**, Northeast Power Coordinating Council; **NRECA**, National Rural Electric Cooperative Assn; **OASIS**, open access same time information system; **Ofgem**, the UK Office of the Gas &

Electricity markets; **OMB**, Office of Management & Budget (White House); **PEM**, proton exchange membrane (type of fuel cell); **PJM**, the Pennsylvania-New Jersey-Maryland ISO and reliability region; **POLR**, provider of last resort; **ppm**, **ppb** parts per million, billion; **PSC**, Public Service Commission; **PUC**, Public Utilities Commission; **PUHCA**, Public Utilities Holding Company Act; **PURPA**, Public Utilities Regulatory Policy Act; **PX**, Power Exchange (California trading center); **QF**, qualifying facility under PURPA; **RBOC**, regional Bell operating company; **RFP**, request for proposal; **RTO**, regional transmission organization; **SEC**, Securities & Exchange Commission; **SERC**, Southeastern Electric Reliability Council; **SPP**, Southwest Power Pool; **T&D**, transmission and distribution; **tcf**, trillion cubic feet; **therm**, tenth of an mmbtu; **TLR**, transmission line loading relief, the failure of a transmission provider to make good on a firm agreement to move power; **TURN**, The Utility Reform Network, California ratepayer group; **TVA**, Tennessee Valley Authority; **USDA**, US Department of Agriculture; **WSCC**, Western Systems Coordinating Council. **UTC**, United Telecom Council.

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